24-0012

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

PRESENT: [5] West, Blackmon, *Moreno (**1:04 p.m.), Resendez, Mendelsohn (**1:04 p.m.)

ABSENT: [0]

The meeting was called to order at 1:01 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 for this meeting are filed with the City Secretary's Office as EXHIBIT C.

*Note: Members of the Committee participated in this meeting by video conference.
**Note: Indicates arrival time after meeting called to order/reconvened.

E X H I B I T   A

City of Dallas

1500 Marilla Street, Council Briefing Room, 6th Floor Dallas, Texas 75201

Government Performance and Financial Management Committee

May 21, 2024

1:00 PM

2023 CITY COUNCIL APPOINTMENTS

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

Handgun Prohibition Notice for Meetings
of Governmental Entities

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

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

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

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

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

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

This City Council Government Performance and Financial Management Committee meeting will be held by video conference and in the Council Briefing Room, 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.

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=m01e2f11ee30b9c27bc292a0a6659f421

Call to Order

MINUTES

1.   24-1661   Approval of the April 23, 2024 Government Performance and Financial Management Committee Meeting Minutes

   Attachments: Minutes

DISCUSSION ITEMS

A.   24-1664   Status Update of Review of City Real Estate for Development and Redevelopment Opportunities
[City Manager's Office]

   Attachments: Memorandum

BRIEFING ITEMS

B.   24-1662   Annual Review of Property Tax Exemptions for Over-65/ Disabled Homeowners
[Janette Weedon, Director, Budget & Management Services]

   Attachments: Presentation

C.   24-1673   City Auditor's Office FY 2024-25 Proposed Budget
[Mark Swann, City Auditor, Office of the City Auditor]

   Attachments: Presentation

D.   [24-1663](#)   FY 2024-25 Planned Budget:

Information & Technology Services
[Dr. Brian Gardner, Interim Chief Information Officer, Information &
Technology Services]

Data Analytics & Business Intelligence
[Dr. Brita Andercheck, Chief Data Officer, Data Analytics & Business
Intelligence]

City Controller's Office
[Sheri Kowalski, City Controller, City Controller's Office]

Civil Service
[Jarred Davis, Director, Civil Service]

__Attachments:__   [Presentation](#)
                     [Presentation](#)
                     [Presentation](#)
                     [Presentation](#)

E.   [24-1668](#)   Atmos Dallas Annual Rate Review
[Nick Fehrenbach, Manager of Regulatory Affairs, Budget & Management
Services]

__Attachments:__   [Presentation](#)

BRIEFING MEMORANDUM

F.   [24-1665](#)   GPFM Two-Month Forecast

__Attachments:__   [Forecast](#)

G.   [24-1693](#)   Banking Depository Services Update
[City Controller's Office]

__Attachments:__   [Memorandum](#)

H.   [24-1666](#)   Budget Accountability Report (Information as of March 31, 2024)
[Budget & Management Services]

__Attachments:__   [Report](#)

I.   [24-1667](#)   Technology Accountability Report (Information as of April 30, 2024)
[Information & Technology Services]

__Attachments:__   [Report](#)

J.   [24-1670](#)   Quarterly Investment Report - 2nd Quarter FY 2023-24
[City Controller's Office]

Attachments: [Report](#)

ADJOURNMENT

EXECUTIVE SESSION NOTICE

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

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

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

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

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

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

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

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

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

Item 1:   Approval of the April 23, 2024 Government Performance and Financial
              Management Committee Meeting Minutes

Councilmember Blackmon moved to adopt the minutes as presented.

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

DISCUSSION ITEMS

Item A: Status Update of Review of City Real Estate for Development and Redevelopment
               Opportunities

The committee discussed the item.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

BRIEFING ITEMS

Item B: Annual Review of Property Tax Exemptions for Over-65/ Disabled Homeowners

The following individuals briefed the committee on the item:

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

BRIEFING ITEMS

Item C: City Auditor's Office FY 2024-25 Proposed Budget

The following individual briefed the committee on the item:

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

Councilmember Mendelsohn moved to forward the item to city council.

Motion seconded by Councilmember Resendez and unanimously adopted. (West absent when vote taken)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

BRIEFING ITEMS

Item D: FY 2024-25 Planned Budget:

–   Information & Technology Services
–   Data Analytics & Business Intelligence
–   City Controller's Office
–   Civil Service

The following individuals briefed the committee on the item:

- Mark Swann, City Auditor, Office of the City Auditor
- Brian Gardner, Chief Information Officer, Information & Technology Services;
- Dr. Brita Andercheck, Chief Data Officer, Data Analytics & Business Intelligence
- Sheri Kowalski, City Controller, City Controller's Office
- Jarred Davis, Director, Civil Service; and
- Janette Weedon, Director, Budget Management Services

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

BRIEFING ITEMS

Item E: Atmos Dallas Annual Rate Review

The following individual briefed the committee on the item:

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

Councilmember Blackmon moved to forward the item to city council with the following recommendation:

- Adopt proposed settlement agreement as negotiated by staff
  - Atmos to increase rates by $45.1 million annually
  - Rates to become effective June 1, 2024
  - Atmos to reimburse City for rate case expense

Motion seconded by Councilmember Resendez and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

BRIEFING MEMOS

Item F: GPFM Two-Month Forecast

Item G: Banking Depository Services Update

Item H: Budget Accountability Report (Information as of March 31, 2024)

Item I: Technology Accountability Report (Information as of April 30, 2024)

Item J: Quarterly Investment Report - 2nd Quarter FY 2023-24

The committee discussed the items.

E X H I B I T   C

File #: 24-1664

Item #: A.

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

Memorandum

CITY OF DALLAS

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

SUBJECT **Review of City Real Estate for Sale, Development, or 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 and identification of potential opportunities to sell, develop, or redevelop assets within the City's real estate portfolio.

Opportunities for Sale, Development or Redevelopment of City Real Estate Assets
In April 2024, the GPFM Committee was informed that over the last several months, staff from the Departments of Economic Development, Housing and Neighborhood Revitalization, Building Services, Public Works, and the City Manager's Office have been reviewing the City's real estate portfolio to identify opportunities to sell, develop, or redevelop the City's real estate assets. Consistent with the April 2024 update provided to GPFM, appraisals are underway for the following properties:

1. Executive Airport,
2. Canton St. Service Center,
3. Dallas Water Utilities (DWU) Property in Hutchins, TX,
4. Vilbig Auto Pound,
5. Oak Cliff Municipal Center (OCMC),
6. North Oak Cliff Library,
7. Park Forest Library,
8. Family Gateway Building,
9. Downtown Courts Building, 5th Floor,
10. 606 Good Latimer.

As noted in previous updates to the GPFM Committee, DWU funded the cost of appraisal for the Hutchins, TX property (Item 3 above) and the cost for the Executive Airport (Item 1 above) appraisal was funded through the Aviation Department. The appraisal costs of $36K, to appraise the remaining properties, was funded through General Fund contingency, which was approved by City Council on May 8, 2024, as part of the mid-year budget adjustment.

Given that the inter-departmental team is working through the appraisal process for the identified properties, it is anticipated that staff should be ready to discuss the appraisals during an executive session in June 2024.

Development or Redevelopment Opportunities
While the property appraisals are underway, please recall that staff has also identified potential opportunities to develop or redevelop the following properties as mixed-use:
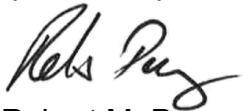
1. Vilbig Auto Pound,
2. Oak Cliff Municipal Center (OCMC),
3. North Oak Cliff Library,
4. Park Forest Library,
5. Family Gateway Building,
6. 606 Good Latimer.

Also noted in the GPFM Committee's, April 2024 update, given the mixed-use vision for the properties listed above, staff would seek $600K in funding for brokerage and request for proposals (RFP) development services for properties 1-4 and that RFPs for properties 5-6 would be developed in-house. Subsequently, as part of the May 8th, mid-year budget adjustment, City Council approved $600K from General Fund contingency to fund brokerage and RFP-development services.

Next Steps
Given that the property appraisals are underway, and funding has been identified for brokerage and RFP-development services, once the appraisals have been completed and discussed with the GPFM Committee and City Council, staff will seek City Council's guidance to move forward with the sale or redevelopment of the identified properties.

In summary, the purpose of this memorandum was to provide the GPFM Committee with an update on the review, update, determination of, and next steps for 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.

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

c: Kimberly Bizor Tolbert, City Manager (I)   M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
      Tammy Palomino, City Attorney   Donzell Gipson, Assistant City Manager (I)
      Mark Swann, City Auditor   Robin Bentley, Assistant City Manager (I)
      Bilierae Johnson, City Secretary   Jack Ireland, Chief Financial Officer
      Preston Robinson, Administrative Judge   Genesis D. Gavino, Chief of Staff to the City Manager
      Jon Fortune, Deputy City Manager   Directors and Assistant Directors
      Majed A. Al-Ghafry, Assistant City Manager

File #: 24-1662

Item #: B.

Annual Review of Property Tax Exemptions for Over-65/ Disabled Homeowners
[Janette Weedon, Director, Budget & Management Services]

Ad Valorem Tax Relief for Over-65 or Disabled Homeowners

Government Performance & Financial Management Committee
May 21, 2024

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

City of Dallas

Presentation Outline

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

Property Tax Overview

- Ad valorem (property) taxes are single largest revenue source for City at $1.4B
  - General Fund: $1.03B or 72% of revenue
  - Debt Service: $398.4M or 28% of revenue
- Ad valorem taxes are based on:
  - Property values determined by appraisal districts
  - Exemptions set by City Council
  - Tax rate set by City Council

Property Tax Overview

- Current tax rate is 73.57¢ per $100 valuation
- City Council has lowered the adopted tax rate for the last eight years, a total reduction of 6.13¢ or 7.7%

Fiscal Year	General Fund	Debt Service	Total	Reduction	Forgone Revenue in FY24
FY 2015-16	56.46¢ (70.8%)	23.24¢ (29.2%)	79.70¢		
FY 2016-17	56.01¢ (71.6%)	22.24¢ (28.4%)	78.25¢	-1.45¢	$25.6M
FY 2017-18	55.80¢ (71.5%)	22.24¢ (28.5%)	78.04¢	-0.21¢	$3.7M
FY 2018-19	56.67¢ (73.0%)	21.00¢ (27.0%)	77.67¢	-0.37¢	$6.5M
FY 2019-20	56.91¢ (73.3%)	20.75¢ (26.7%)	77.66¢	-0.01¢	$0.2M
FY 2020-21	56.88¢ (73.3%)	20.75¢ (26.7%)	77.63¢	-0.03¢	$0.5M
FY 2021-22	56.58¢ (73.2%)	20.75¢ (26.8%)	77.33¢	-0.30¢	$5.3M
FY 2022-23	54.03¢ (72.4%)	20.55¢ (27.6%)	74.58¢	-2.75¢	$48.5M
FY 2023-24	53.17¢ (72.3%)	20.40¢ (27.7%)	73.57¢	-1.01¢	$19.7M
			Total	**-6.13¢**	**$110.3M**

Note: Forgone Revenue assumes an estimated collection rate.

Property Tax Overview

- Property values in Dallas total $198.3B for FY 2023-24 and are categorized by property use/purpose
  - 45% - Residential (single-family homes and home-site land)
  - 55% - Non-residential (commercial and business personal property)
- Taxable property values represent market value (determined by appraisal districts) net of exemptions
- $56.4B value is exempt from taxation in FY 2023-24 resulting in $415.6M revenue forgone
- Exemptions authorized by City Council include:
  - 20% homestead exemption (maximum allowed by state law)
  - $139,400 age-65/over or disabled exemption
  - 100% exemption for qualifying child-care facilities (beginning with the 2024 tax year)

Historical Value of Exemptions ($ in billions)

Values of property exempt from taxation is $56.4 billion, and results in $415.6 million revenue forgone or equivalent of 20.96¢ tax rate
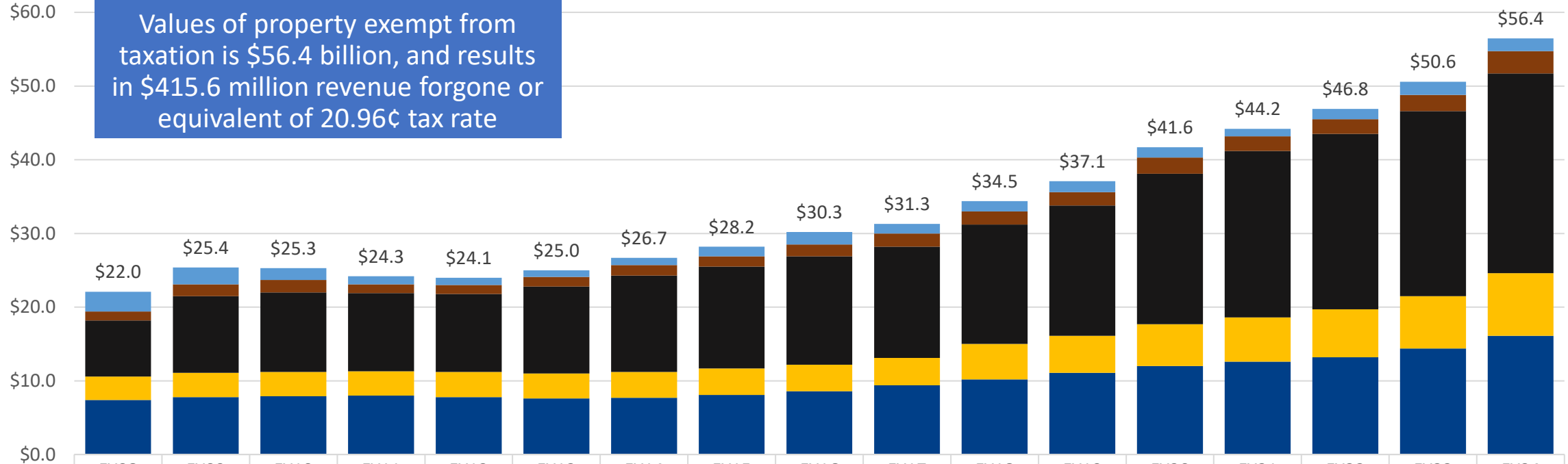
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Total	$22.0	$25.4	$25.3	$24.3	$24.1	$25.0	$26.7	$28.2	$30.3	$31.3	$34.5	$37.1	$41.6	$44.2	$46.8	$50.6	$56.4
Other	$2.7	$2.3	$1.6	$1.1	$1.0	$0.9	$1.0	$1.3	$1.7	$1.3	$1.4	$1.5	$1.4	$1.0	$1.4	$1.8	$1.7
Freeport	$1.2	$1.6	$1.7	$1.2	$1.2	$1.3	$1.4	$1.4	$1.6	$1.8	$1.8	$1.8	$2.2	$2.0	$2.0	$2.2	$3.0
Totally Exempt	$7.6	$10.4	$10.8	$10.6	$10.6	$11.8	$13.1	$13.8	$14.7	$15.1	$16.2	$17.7	$20.4	$22.6	$23.8	$25.1	$27.1
Over-65/Disabled	$3.2	$3.3	$3.3	$3.3	$3.4	$3.4	$3.5	$3.6	$3.6	$3.7	$4.8	$5.0	$5.7	$6.0	$6.5	$7.1	$8.5
Homestead	$7.4	$7.8	$7.9	$8.0	$7.8	$7.6	$7.7	$8.1	$8.6	$9.4	$10.2	$11.1	$12.0	$12.6	$13.2	$14.4	$16.1

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

Tax Exemptions - Homestead

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

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

- Removes part of home's value from taxation

- Homestead exemptions account for $16.1B value being exempt from taxes and $118.9M revenue forgone (which equals 6.00¢ tax rate)

Tax Exemption – Child-Care Facilities

- City Council authorized 100% exemption for qualified child-care facilities on 2/14/24 (new exemption authorized by the State and approved by Texas voters in November 2023)

- Exemption only applies to the value of the property used for child-care facility

- Child-care facility exemptions account for an estimated $30.0M value being exempt from taxes and $220K revenue forgone (which equals 0.01¢ tax rate)

Tax Exemptions – Age-65/over or Disabled

- City Council authorized owner-occupied residential property exemptions for homeowners age-65/over or disabled
  - Established at $50,000 (4/23/86)
  - Increased to $64,000 (9/17/86)
  - Increased to $90,000 (6/28/17)
  - Increased to $100,000 (6/12/19)
  - Increased to $107,000 (6/9/21)
  - Increased to $115,500 (6/8/22)
  - Increased to $139,400 (6/14/23)

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

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

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

Tax Exemptions – Age-65/over or Disabled

- Eligible homeowners pay no City taxes if market value is $174,250 or less
  - 20% homestead + $139,400 age-65/over or disabled exemptions
- Age-65/over or disabled exemptions account for $8.5B value being exempt from taxes and $62.7M revenue forgone (which equals 3.16¢ tax rate)

Tax Year & Fiscal Year	Approved Exemption	Value of Exemption (in Billions)	Revenue Forgone (In Millions)	Average SFH Market Value
2021 (FY22)	$107,000	$6.5B	$50.3M	$328,453
2022 (FY23)	$115,500	$7.1B	$53.0M	$396,300
2023 (FY24)	$139,400	$8.5B	$62.7M	$435,922

Tax Exemptions – Age-65/over or Disabled

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

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

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

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

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

$115,500 to $139,400 (6/14/23)

Revenue Forgone (in Millions)

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
	$5.7	$37.8	$38.9	$43.7	$46.3	$50.3	$53.0	$62.7
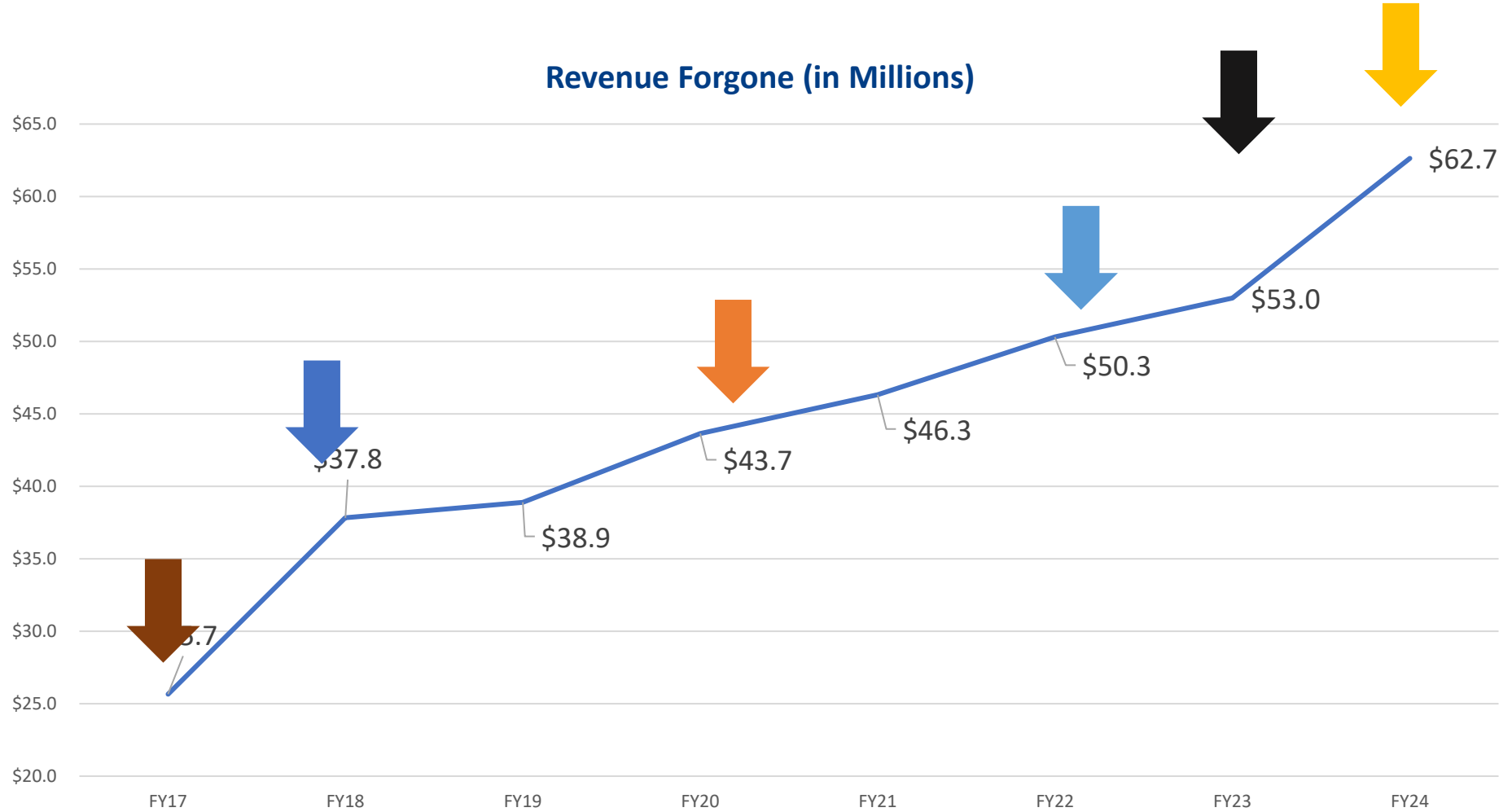
Financial Management Performance Criteria #23

- Required to annually compare current exemption for individuals age-65/over or disabled to whichever is greater of the following:

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

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

- Required to provide analysis to City Council prior to June 30 for possible increase

- Must provide changes to property tax exemptions to appraisal districts no later than June 30

Financial Management Performance Criteria #23

A. Most recent annual Consumer Price Index – Elderly (CPI-E)
   A. **3.65% increase** (April 2023 to April 2024)

B. Year-over-year change in average residential market value (SFH)
   A. **9.99% increase** ($396K to $435K Market Price)

Financial Management Performance Criteria #23

Over-65/Disabled Exemption Analysis

	Current Exemption $139,400	Scenario A (CPI-E Apr 2023 to Apr 2024) $144,486	Scenario B (Annual Growth Tax Year 2022 to 2023) $153,337	Recommendation $153,400**
Percent Change in Exemption	N/A	3.65%	9.99%	10.0%
Change in Exemption		$5,086	$13,937	$14,000
# of 65/over or Disabled Accounts	72,571	72,571	72,571	72,571
Value of exemption	$8.5B	+$369.1M	+$1.0B	+$1.0B
Total revenue forgone	$62.7M	+$2.7M	+$7.4M	+$7.5M
City tax bill*	$1,540.10	$1,502.68	$1,437.56	$1,437.10
Change in City tax bill	$-	($37.42)	($102.53)	($103.00)

*Assumes average value of $435,922 and 20% homestead exemption plus age-65/over or disabled exemption
**Eligible homeowners pay no City taxes if market value is $191,750 or less

Recommend increase from $139,400 to $153,400

Other Tax Relief Options

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

Recommendation and Next Steps

- Recommend increasing age-65 and older or disabled exemption from $139,400 to $153,400

- Receive GPFM feedback

- City Council consider change to exemption at agenda meeting on 6/12/24

- Submit changes to appraisal districts no later than 6/30/24 to implement with tax year 2024 (FY 2024-25)

financialtransparency.dallascityhall.com

Ad Valorem Tax Relief for Over-65 or Disabled Homeowners

**Government Performance & Financial Management Committee
May 21, 2024**

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

City of Dallas

City of Dallas

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

File #: 24-1673

Item #: C.

City Auditor's Office FY 2024-25 Proposed Budget
[Mark Swann, City Auditor, Office of the City Auditor]

Office of the City Auditor

Fiscal Year 2024-2025
Recommended Budget

May 21, 2024

Mark S. Swann, City Auditor

Government Performance & Financial Management Committee

Office of the City Auditor Purpose

The Office of the City Auditor:

- Elevates public trust in government by providing independent, objective assurance and advisory services.

- Conduct audits and attestations of City departments, offices, agencies, and processes.

- Perform advisory services upon request from City Council or City Administration.

- Administers outsourced audits of sales/use tax compliance contracts, and utility franchise fees.

Fiscal Year 2024-2025 Recommended Budget

Expenditure	FY 2023-24 Budget	FY 2024-25 Recommended Budget	Increase/ <Decrease>
Personnel Services	$2,498,644	$2,467,790	$<30,854>
Professional Services	430,230	390,000	<40,230>
Internal Services Chargeback	215,153	229,724	14,571
Supplies, Professional Development	122,111	112,326	<9,785>
Total Expenditures	$3,266,138	$3,199,840*	$<66,298>
Included Vacancy Savings	$980	$150,769	

* - Net of $150,769 vacancy savings.

Recommended Budget – Notable Items

$2,467,790

Personnel

19.5 FTEs
Impact: 15-17 Audit Engagements

$390,000

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

Impact: 3-4 Audit Engagements

FY 2024-2025 Recommended Budget - Positions

Reclassify Two Existing Positions to:

1 - Deputy City Auditor Position

1 – Auditor Manager

- Succession planning, ensuring retention and stability with experience auditors.

- Allow staff career growth and development.

- Deputy City Auditor will assist with collaborating closely with other departments while audits are ongoing to foster better communication/ increase department trust.

Budget History

For Year Ending September 30	Total Budget	Vacancy Savings	Co-Sourcing	Percent Co-Sourcing	Actual Expenditures	Percent Budget Executed	FTEs
2019	$3,352,314	$0	$18,953	1%	$2,889,941	86%	26
2020	3,398,486	87,904	220,730	6%	2,583,516	76%	24
2021	3,123,860	0	360,267	12%	2,842,318	91%	21
2022	3,048,254	126,218	416,432	14%	2,790,059	92%	21
2023	3,163,255	62,232	430,232	14%	2,784,059	88%	20.5
2024	3,266,138	980	430,230	13%	3,167,511*	97%*	19.5
Recommendation 2025	3,199,840	150,769	390,000	12%	TBD	TBD	19.5

* - FY2024 Forecast

Recommended Budget – City Charter

The Office of the City Auditor <u>budget approval</u> established by the City Charter as amended in Chapter XI, Section 2

> *"The city auditor shall furnish a detailed budget estimate of the needs and requirements of the Office of the City Auditor for the coming year directly to the city council, to be approved by the city council, and then consolidated with the city manager's annual budget estimate."*

Next Steps

- Government Performance and Financial Management Committee motion to recommend that City Council approve the Office of the City Auditor Fiscal Year 2024-2025 Recommended Budget of $3,199,840 net of $150,767 vacancy savings, with two existing positions reclassified to (1) Deputy City Auditor and (1) Auditor Manager along with City-wide adjustments for:

  o Compensation Adjustments – Cost of Living, Merit, Bonuses

  o Pension costs

  o Healthcare costs

  o Worker's Compensation rates

  o Property, casualty, and public liability insurance

  o Department of Information and Technology Services' chargebacks

- Scheduled for City Council Approval on the June 12, 2024, Agenda Meeting

Recommended Budget

Appendix

Office of the City Auditor's Budget Survey

2023 Population Rank	Agency		Expenditures - Total Governmental Activities	Expenses - Total Business-Type Activities	Expenses Governmental & Business Type	Population Estimate 2024	Audit Resources FY2023 or FY2024				
							FTE	Budget	Per Audit FTE	Per Population	Percent Expenses
4	Houston	TX	$ 3,229,091,000	$ 1,907,360,000	$ 5,136,451,000	2,305,889	9.5	$1,594,000	$167,789	$ 0.69	0.031%
5	Phoenix	AZ	3,168,589,000	1,484,112,000	4,652,701,000	1,676,481	25.4	3,682,271	144,971	$ 2.20	0.079%
7	San Antonio	TX	2,620,969,000	364,276,000	2,985,245,000	1,506,593	23.0	3,434,785	149,338	$ 2.28	0.115%
8	San Diego	CA	2,385,203,000	1,255,670,000	3,640,873,000	1,375,452	24.0	5,104,700	212,696	$ 3.71	0.140%
9	Dallas	TX	2,127,790,000	1,243,003,000	3,370,793,000	1,295,447	19.5	3,266,138	167,494	$ 2.52	0.097%
10	Jacksonville	FL	1,990,343,000	207,791,000	2,198,134,000	990,931	19.0	3,118,097	164,110	$ 3.15	0.142%
11	Fort Worth	TX	1,411,823,000	612,238,000	2,024,061,000	989,842	18.0	2,337,683	130,161	$ 2.36	0.115%
12	Austin	TX	2,212,221,000	3,406,557,000	5,618,778,000	983,126	29.0	4,976,557	171,605	$ 5.06	0.089%
13	San Jose	CA	2,200,528,000	910,914,000	3,111,442,000	932,636	14.0	2,922,493	208,750	$ 3.13	0.094%
14	Charlotte	NC	1,019,221,000	1,135,264,000	2,154,485,000	920,325	11.0	1,673,182	152,107	$ 1.82	0.078%
16	Indianapolis	IN	1,046,612,000	86,222,000	1,132,834,000	874,089	10.0	1,892,021	189,202	$ 2.16	0.167%
17	Seattle	WA	2,568,779,000	1,973,162,000	4,541,941,000	757,992	10.0	2,329,573	232,957	$ 3.07	0.051%
20	Oklahoma City	OK	968,489,000	82,767,000	1,051,256,000	706,576	8.0	1,516,654	189,582	$ 2.15	0.144%
21	Nashville	TN	3,091,379,671	362,709,041	3,454,088,712	677,519	12.0	2,008,800	167,400	$ 2.96	0.058%
31	Baltimore	MD	2,210,501,000	543,075,000	2,753,576,000	556,723	45.0	5,966,967	132,599	$ 10.72	0.217%
	Average/Mean		2,150,102,578	1,038,341,336	3,188,443,914	1,103,308	18.5	3,054,928	172,051	$ 3.20	0.108%
	Median		2,210,501,000	910,914,000	3,111,442,000	983,126	18.0	2,922,493	167,494	$ 2.52	0.097%
9	**Dallas (Recommended)**	TX	2,127,790,000	1,243,003,000	3,370,793,000	1,295,447	19.5	3,199,840	164,094	$ 2.47	0.095%
18	San Francisco	CA	7,608,122,000	5,820,215,000	13,428,337,000	746,481	80	25,800,649	322,508	$ 34.56	0.192%
19	Denver	CO	2,453,236,000	1,250,530,000	3,703,766,000	708,948	99	14,728,918	148,777	$ 20.78	0.398%

Office of the City Auditor's Organization

Laura Miller
MS-Library, CFE
Auditor

Mark Swann
CPA, CIA, CISA, ACDA, CMFO
City Auditor

Monica Anderson
Supervisor - Office

Administrative Matters
(Payroll, Budget, Procurement, etc.)

Anatoli Douditski,
MPA, CIA, CFE, ACDA
Audit Manager

Rory Galter
CPA
Audit Manager

Mamatha Sparks CIA,
CISA, CRISC, CISSP, ISA
Audit Manager

Matthew Cheadle
MAcc, MPA, CIA, CFE
Senior Auditor

Shino Knowles
MAcc, CPA
Senior Auditor

Frank Mayhew
CIA, CISA, CFE
Senior Auditor

Carron Perry
CIA
Principal Auditor

Jennifer Phung
MS-Tax, CIA
Senior Auditor

Daniel Genz
MS-Journalism, CIA,
CISA, CFE
Principal Auditor

Zachary Goebel
Auditor

Brandon Boykin
MBA
Auditor

Natalie Martinez
MPA, CTCM
Auditor

William Warner
CPA, CIA
Senior Auditor

Denise Bryson
MPA, CFE
Auditor

Isaac Tetteh
CISA, CRISC
Senior Auditor

OPEN
Senior Auditor

Co-sourcing Partners
Baker Tilly US, LLC
Weaver & Tidwell, L.L.P.
Avenue Insights & Analytics, LLC

Nadia Gonzalez
Auditor

Performance Measures

Measure	Target	FY2023 Actual	FY2024 Actual as of April 30, 2024
Number of audit delivered	19	14	12
Percentage of management acceptance of audit recommendations	> 90%	83%	92%
Staff achieve professional certification (CIA, CPA, CISA, or CFE)	80%	74%	71%
Percentage of available hours on direct projects	82%	77%	82%

Performance Measures from 2022 Association of Local Government Auditors Benchmarking Report

Office of the City Auditor's Six Percent Reduction

Expenditure	FY 2024-25 Recommended Budget	FY 2024-25 6% Reduction Scenario	Increase/ <Decrease>
Personnel Services	$2,467,790	$2,466,290	<$1,500>
Professional Services	390,000	230,347	<159,653>
Internal Services Chargeback	229,724	229,724	-0-
Supplies, Professional Development	112,326	107,547	<4,779>
Total Expenditures	$3,199,840	$3,033,908	<$165,932>

Office of the City Auditor

**Fiscal Year 2024-2025
Recommended Budget**

May 21, 2024

Mark S. Swann, City Auditor

Government Performance & Financial Management Committee

File #: 24-1663

Item #: D.

FY 2024-25 Planned Budget:

Information & Technology Services
[Dr. Brian Gardner, Interim Chief Information Officer, Information & Technology Services]

Data Analytics & Business Intelligence
[Dr. Brita Andercheck, Chief Data Officer, Data Analytics & Business Intelligence]

City Controller's Office
[Sheri Kowalski, City Controller, City Controller's Office]

Civil Service
[Jarred Davis, Director, Civil Service]

Information & Technology Services

Government Performance & Financial Management
May 21, 2024

Dr. Brian Gardner, Chief Information Officer (I)
Shelia Robinson, Assistant Director
Information & Technology Services

City of Dallas

Purpose

- Provide an overview of the Department of Information and Technology Services (ITS)

- Highlight department program, services, and activities

  - *Briefing reflects FY 2024-25 Planned Budget as developed Summer 2023*
  - *The starting point of every Budget Development process (February – September) is the Planned Budget from prior year*
  - *Revenue and expenditure assumptions will change prior to CMO recommendation on August 13, 2024*

Role of the Department

Mission
Provide secure, reliable and responsive technology and business solutions to enhance the City's effectiveness in serving the residents of Dallas

Goals
- Ensure phones and computers are up to date and available for Public Safety Answering Points operations
- Update to Next Generation 911 digital and redundant telephone network for GIS data conversion to provide first responders with more precise location information
- Expand usage and inter-operability of P25 system to support technology enhancements and other agencies and jurisdictions
- Collaborate with local and national agencies to allow transferring 911 calls between agencies during emergencies when there are call overflows or a disaster declaration
- Increase IT security awareness across the City (internally and externally)
- Deploy solutions to all the City to maintain effective network and internet connectivity at remote locations during outages at main facilities and during disasters
- Deploy solutions to enhance operational mobility and communications that are compatible across multiple solutions

Organizational Chart

Information & Technology Services

- **Business and Client Services**
  - Financial Services
  - Contract Administration

- **IT Optimization & Transformation**
  - Enterprise Project Management
  - Enterprise Architecture
  - Business Relationship Management
  - Strategic Business Analysis

- **Information Security Compliance**
  - eDiscovery
  - Risk and Compliance
  - Data Engineering
  - Database Services
  - Security Assurance
  - Identity and Access Management
  - Security Operation Center

- **Application Technology Services**
  - Enterprise Application Program Support
  - Web Services
  - HR, Payroll, Finance & Budget Support Services
  - DWU Support
  - DEV Support Services

- **Public Safety Technology Support**
  - Courts, Marshals & Detention Services
  - 911 Technology & CAD Support Services
  - Fire Technology Support
  - Police Technology Support

- **Infrastructure Technology Services**
  - Network & systems Services
    - Cloud , Server & Storage Services
    - IT Operation Center
    - Help Desk & Enterprise Contact Center Support
    - Mobile Technology Center
  - IT Operations
    - IT Change Control
    - IT Service Management
    - EMS Compliance

Total Budget – 911 Technology

Service	FY 2023-24 Budget	FY 2024-25 Planned
Internal Service Fund	$12,866,761	$12,900,113
Grant Funds	0	0
Trust & Other Funds	0	0
Total	$12,866,761	$12,900,113

- Services are supported by 911 fees collected by telecommunication service providers

Total Budget – Radio Communication

Service	FY 2023-24 Budget	FY 2024-25 Planned
Internal Service Fund	$18,873,781	$20,833,885
Grant Funds	0	0
Trust & Other Funds	0	0
Total	$18,873,781	$20,833,885

Major budget items

- In-Car DVR enterprise software licensing contract for Police

Total Budget – Data Services

Service	FY 2023-24 Budget	FY 2024-25 Planned
Internal Service Fund	$129,409,124	$146,180,813
Grant Funds	0	0
Information Technology Equipment Fund	2,375,000	2,375,000
Total	$131,784,124	$148,555,813

- Major budget items
  - Various contract increases
  - Replacement for legacy courts case management system
  - Phase III of the enterprise work order management system
  - Debt service payments for capital purchases

Position Overview

Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
Internal Service Funds	265	278	13
Grant, Trust, and Other Funds	0	0	0
Total	265	278	13

- 4 positions added to support P25 radio communication system
- 3 positions added to support DWU SCADA & Network
- 2 positions added to support Security
- 2 positions added to support new Court Case Management System(CTS)
- 2 positions added to support training efforts

Budget Summary by Service

Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
911 Technology	$10,082,520	$12,866,761	$12,816,529	$12,900,113
Internal Radio Communication	13,173,809	18,873,781	18,825,298	20,833,885
Business Technology Services	30,675,903	40,695,076	40,265,840	44,037,179
City GIS Services	775,557	848,223	848,223	848,223
Internal Computer Support	16,540,992	16,610,916	16,748,993	16,991,526
Internal Desktop Support	14,355,508	12,823,140	12,887,729	13,075,586
Internal Telephone and Data Communication	22,179,555	26,875,847	26,742,179	27,007,486
Public Safety Technology Support	5,283,651	6,231,051	6,408,391	10,839,370
Strategic Technology Management	21,098,744	27,699,871	27,843,194	35,756,443
Expense Total	$134,166,239	$163,524,666	$163,386,376	$182,289,811

*January 2024 Forecast

Operating Expense and Revenue

Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	$24,131,642	$30,662,460	$28,469,112	$32,554,264
Supplies - Materials	1,228,550	2,399,760	2,409,119	3,279,402
Contractual – Other Services	104,894,880	130,462,446	132,508,145	146,456,145
Capital Outlay	3,911,167	0	0	0
Reimbursements	0	0	0	0
Department Expense Total	$134,166,239	$163,524,666	$163,386,376	$182,289,811
Department Revenue Total	$140,466,388	$156,800,961	$157,294,710	$174,876,920

*January 2024 Forecast

Revenue Overview

- 911 Technology
  - Fees collected by telecommunication carriers for land lines and allocated to jurisdictions by zip code
    - Fees are set by jurisdiction's governing board
  - Fees collected by Texas Commission on State Emergency Communications and allocated to Emergency Services Districts based on population
    - Fee is set by State
- Radio Communication
  - Revenue collected from charges to customer departments
  - Fees charged to jurisdictions subscribing to the City's radio communication network
    - Fee study expected to be completed by 9/30/24
- Data Services
  - Revenue collected from charges to customer departments

Performance Measures

Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Percentage of 911 recording system availability	99.9%	100%	100%	100%
Percentage of availability of public safety radio network (excluding planned City approved outages)	99.7%	99.9%	99.9%	99.9%
Percentage of Priority 1 radio repair requests resolved within 24 hours	99.7%	99.9%	99.8%	99.9%
Percentage of service desk issues resolved within SLA	82.0%	95.0%	87.1%	95.0%
Percentage of telephone and data network availability (excluding planned City approved outages	90.9%	99.5%	91.3%	99.5%
Events targeting minority students through IT initiatives, PTECH and Innovation Lab	5	7	7	8

*FY 2023-24 – 1Qtr Report

Summary of Services, Programs and Activities

Summary of Services, Programs, and Activities

911 Technology
- IT infrastructure, hardware, software and technical support for processing 911 calls and texts
  - FY23 Calls – 1,563,946
  - FY23 Texts – 6,997

Radio Communication
- Install, repair and replace handheld, fixed and in-car mobile radio communication technology and maintenance for the City's radio communication networks
  - IT Mobile Tech Group supports over 12,000 devices

Summary of Services, Programs, and Activities

Data Services

- Business Technology Services – technology expertise in identifying, implementing and maintaining systems to fulfill City goals including procuring software solutions and implementations and 24/7 support for mission critical systems
- Computing and Desktop Support – support for computers, data storage and repositories, servers including help desk and desk-side support for PCs and software
- Telephone and Data Communication – maintenance and support for the City's voice and data communication network
- Public Safety Technology Support – implementing and maintaining public safety systems that enable departments to accomplish their missions

Update on Budget Initiatives

Update on Budget Initiatives

Initiative: Invest in IT infrastructure to optimize and support the digital ecosphere, improve productive and ensure the City's network is amply protected in everyday operations

Status: ITS has spent $2.9m to date for infrastructure towards network resilience initiatives.

Update on Budget Initiatives

Projects

- OPS Solicitation Management – discovery phase
- DFR Station Alerting System – procurement phase
- OCC Online Grant Management – planning phase
- CMO Enterprise Community & Employee Engagement - implementation phase
- Financial & Budget System – implementation phase
- CCS Inventory & Asset Management – pending final approval
- DPD Procurement Automation – pending final approval
- 911 CAD Rehosting – complete
- Body-worn Camera Infrastructure – rolled out to DPD, DFR (Arson/Inspection), Code, Marshal (Building Security), Animal Services
- SD-WAN – 95 of 102 sites completed

Department Name

Government Performance & Financial Management
May 21, 2024

Dr. Brian Gardner, Chief Information Officer (I)
Shelia Robinson, Assistant Director
Information & Technology Services

City of Dallas

Data Analytics and Business Intelligence

Government Performance & Financial Management
May 21,2024

Dr. Brita Andercheck, Director
Dr. Malini Banerjee, Assistant Director
Data Analytics and Business Intelligence

City of Dallas

Purpose

- Provide an overview of the Department of Data Analytics & Business Intelligence

- Highlight department program, services, and activities

> - *Briefing reflects FY 2024-25 Planned Budget as developed Summer 2023*
> - *The starting point of every Budget Development process (February – September) is the Planned Budget from prior year*
> - *Revenue and expenditure assumptions will change prior to CMO recommendation on August 13, 2024*

Role of the Department / Fact Sheet

Mission

- Use data to improve the lives of the people of Dallas.

Department Goals

- Define and lead Data Governance through education and oversight to empower effective data driven decisions.
- Enhance Data Accessibility so that city staff and the public can have access to the resources they need to gain insight into core city services.
- Develop and nurture a Team that can deliver all aspects of high-quality data products and initiatives.
- Cultivate and invest in a strong Data Culture in the City of Dallas to expand learner access, understand, visualize, and speak data.
- Research, scope, design, execute and publish high impact Data Projects that serve the City of Dallas.

Organizational Chart
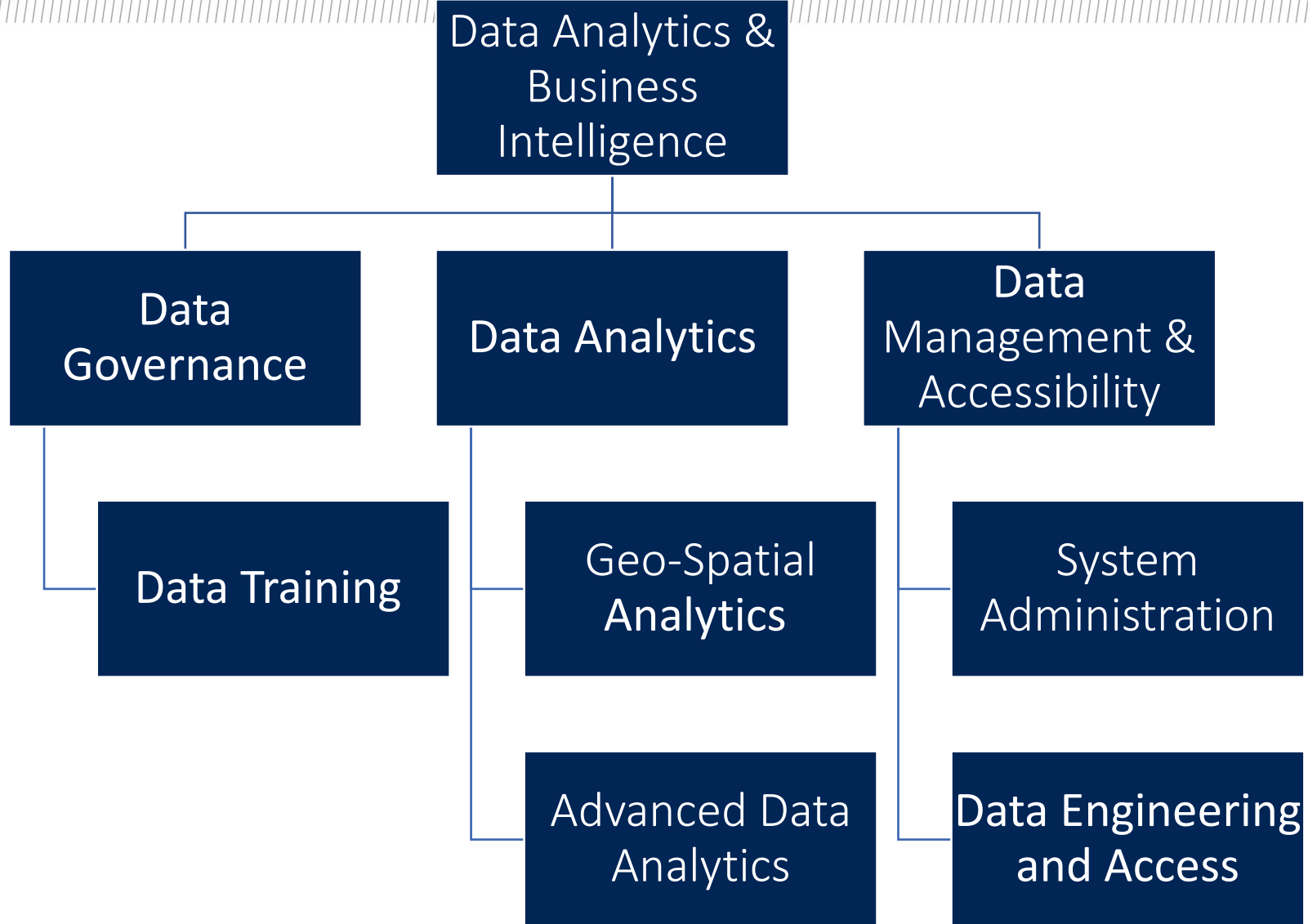
Total Budget – All Funds

Service	FY 2023-24 Budget	FY 2024-25 Planned
General Fund	$6,108,162	$6,261,948
Grant Funds	0	0
Trust & Other Funds	0	0
Total	$6,108,162	$6,261,948

Budget Summary by Service

Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Data Analytics	$3,198,963	$3,745,279	$3,950,893	$3,919,319
Data Governance	760,470	1,530,239	1,052,209	1,401,348
Data Management & Accessibility	285,016	832,644	1,105,060	941,280
Expense Total	$4,244,448	$6,108,162	$6,108,162	$6,261,948

*January 2024 Forecast

Position Overview

Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
General Fund	45	45	0
Grant, Trust, and Other Funds	0	0	0
Total	45	45	0

Operating Expense and Revenue

Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	$3,408,221	$4,514,834	$4,514,754	$4,642,377
Supplies - Materials	266,667	306,599	306,599	306,599
Contractual – Other Services	569,561	1,286,729	1,286,809	1,312,972
Capital Outlay	0	0	0	0
Reimbursements	0	0	0	0
Department Expense Total	$4,244,448	$6,108,162	$6,108,162	$6,261,948
Department Revenue Total	0	0	0	0

*January 2024 Forecast

Performance Measures

Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Percentage of students who successfully complete the Data Academy course	71.2%	75.0%	75.0%	75.0%
Percentage increase in active data software licenses	29.2%	3.0%	5%	3.0%
Percentage increase in DBI data products views	20.1%	3.0%	7.4%	3.0%
Percentage of Spanish translated public facing products	95.2%	95.0%	99%	95.0%
Percentage of major projects with an equity element	90.0%	95.0%	90%	95.0%

*FY 2023-24 – 1Qtr Report

Summary of Services, Programs and Activities

more than Dashboards...

- Descriptive Statistics
- Spatial Statistics
- Advanced Analytics
- Data Modeling
- Machine Learning
- Programming
- GIS Maps and Applications
- Hubsites and StoryMaps
- Training and Innovation Lab
- Data and System Maintenance
- Data Governance and Policy

The Impact of DBI

- 400+ Million Data Interactions

- 20+ Million Views of Data Products

- $10 Million Projected Cost Avoidance
  ~$1 Million cost avoidance per month

- 70% of Initial DBI Staff were already City employees

- 388K+ Data Automated Updates Per Year

- 1,000 Licenses (Tableau and GIS)

People of DBI

55% OF DBI EMPLOYEES HAVE ADVANCED DEGREES

75% OF DBI EMPLOYEES ARE PEOPLE OF COLOR

40% OF DBI EMPLOYEES ARE WOMEN, 15% ABOVE INDUSTRY AVERAGE.

Accomplishments

Dallas is widely considered to have one of the top Civic Data Analytics Teams in the country.

- **One of the top 5** most effective CDO's in the world, Gartner Inc.

- **Leading** Data Executives 2022, CDO Magazine

- **Leading** Data Discussion on Maps, Stats and Equity 2022, Government Technology

- On **creating a robust Data Office in Dallas** to drive efficiency and save money, 2023, Government Technology

- On **problem solving and creating change** with data 2023, D Magazine

- **Participating in White House Science and Tech** data policy working group

- Voted as a **finalist** Smart Cities for 311

- Other cities reaching out: Memphis, Boston, LA, Arlington, Austin, Denton, San Jose, and others, we are setting up a virtual open house in the fall.

Descriptive Statistics

Air Quality Monitoring Dashboard

Goal: To **deploy** a series of air monitoring station **throughout the city, collect data and display** for public consumption and decision making.

16
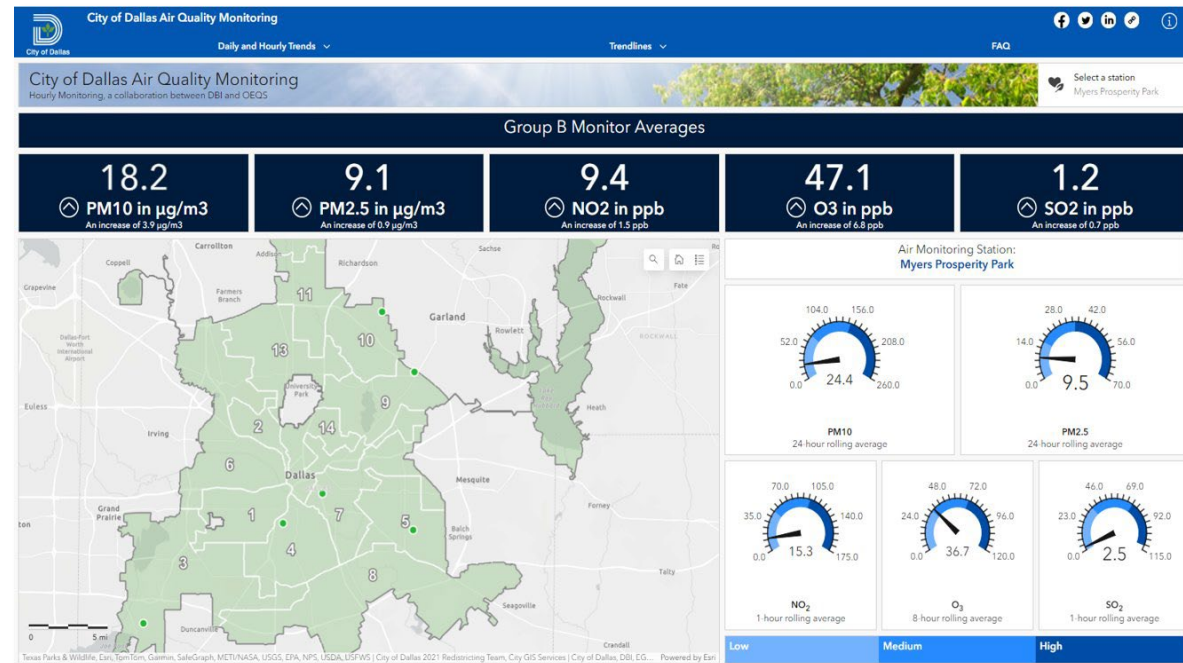
Air Quality Monitoring Dashboard
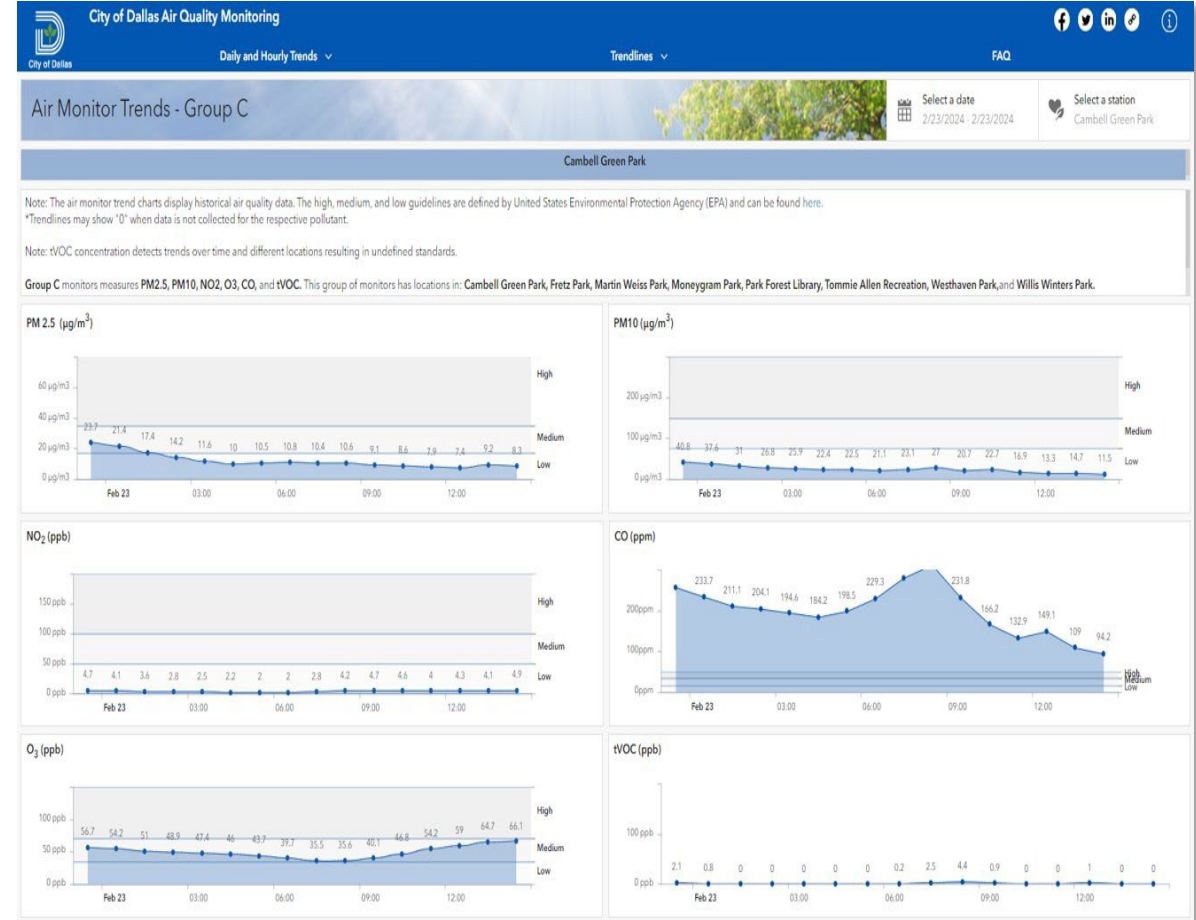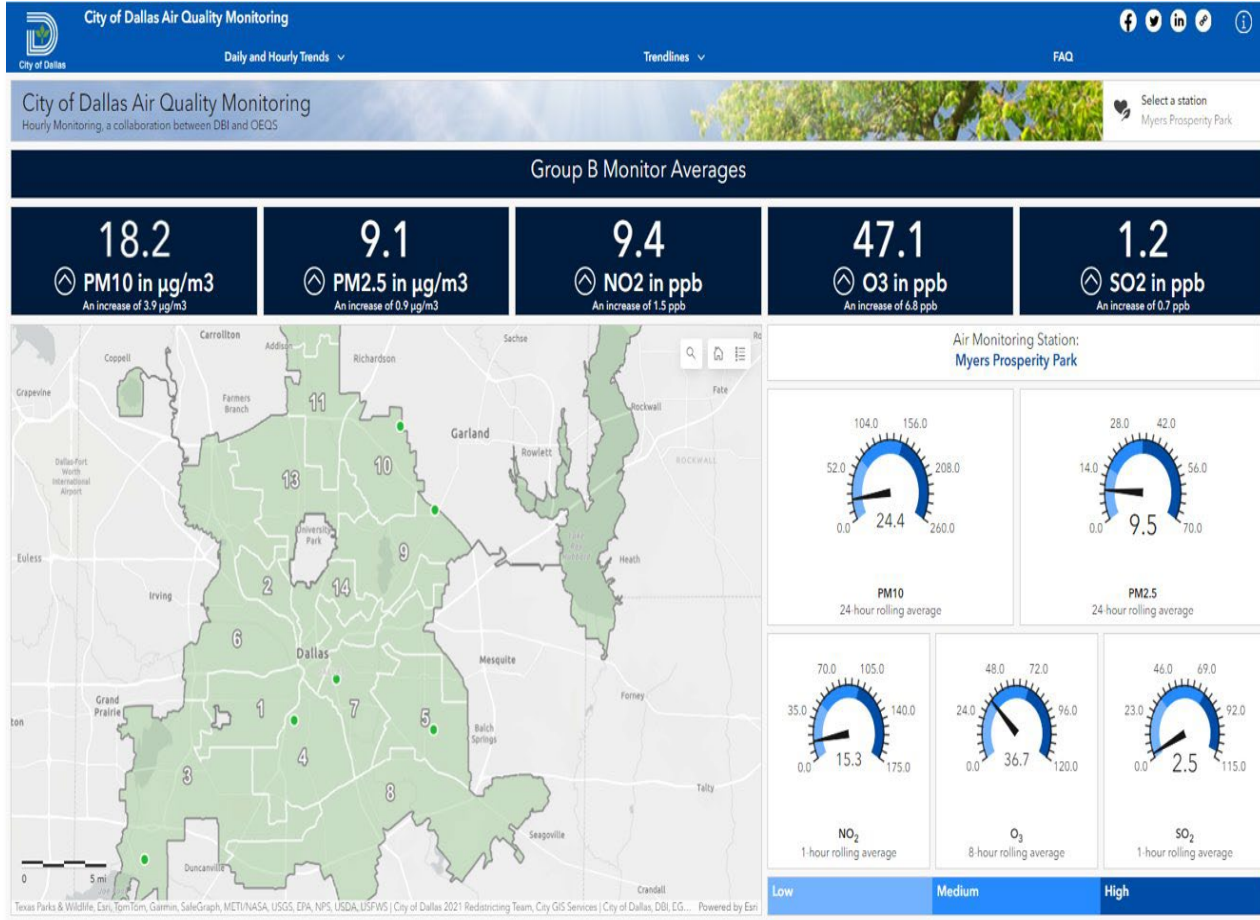
Impact

Provide residents with insights into the air quality in their communities.

The data from this program will server as a foundation for other projects and decision makers.

OIPSS Community Engagement Dashboard

What actions is the City taking to mitigate circumstances that promote criminal behavior?

Impact

Allows IPS to monitor progress towards department strategic goals

Provides year over year performance metrics in or around high-risk areas

Provides Dallas residents insights into IPS efforts to mitigate crime through community engagement

Introduces efficiencies by saving over 1000 staff hours across 3 departments

Advanced Analytics

Human Trafficking High-Risk Victims Identification

Can we help Dallas Police detectives identify high-risk victims of Human Trafficking?

Impact

Saves Dallas Police time searching through reports, estimated 3 years

Potential to help detectives identify and support more victims

Police report narrative dataset now available for additional analysis beyond human trafficking

Text-mining algorithm available for additional use beyond police report data

Commercial Building Fire Model

- What is the risk of certain commercial properties experiencing a fire and, can we identify property features indicative of fire risk potential?
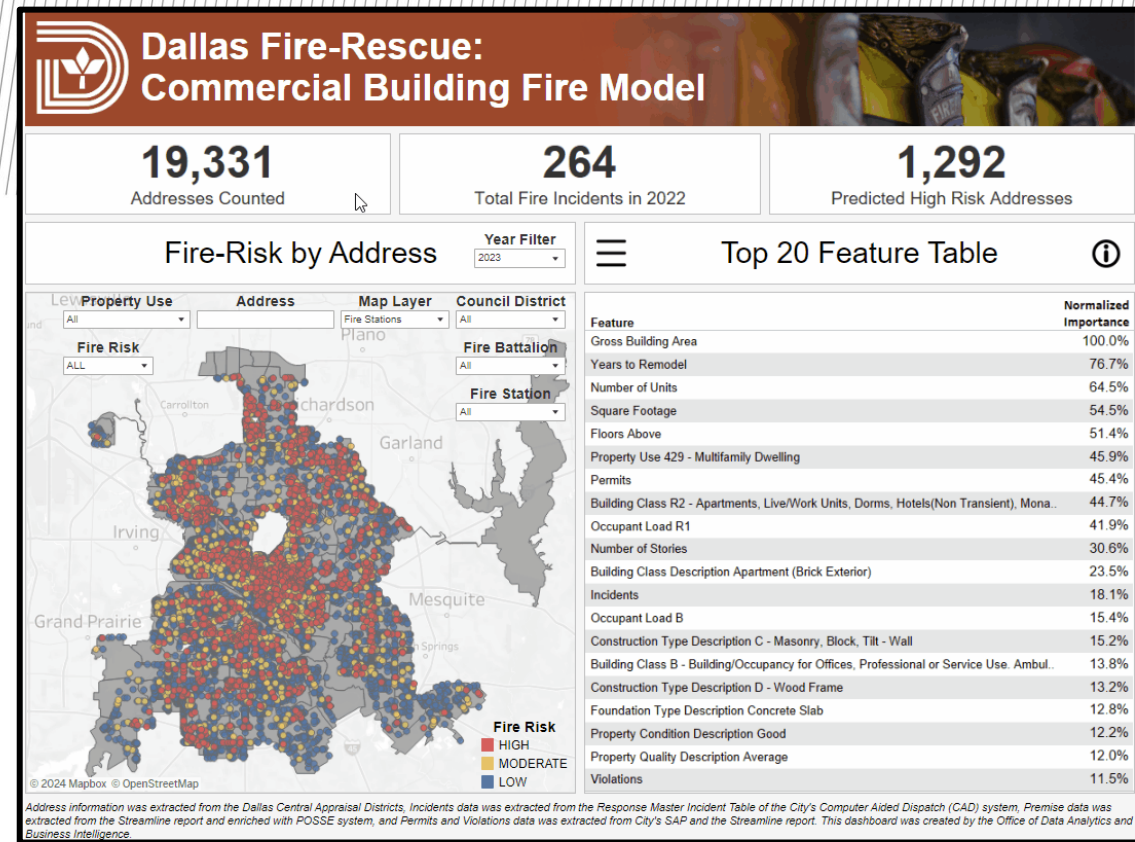
Impact

Gross building area, years to remodel, and number of units represent the top 3 important variables

Approximately 44% of high and moderate-risk observations represented by multi-family dwellings

Allocation of DFR inspection resources = focus at high and moderate risk structures

Pre-incident planning and integration of project results into Next Generation 911

Spatial Analytics

Fire Station Site Suitability

Dallas Fire and Rescue wanted to **identify five locations within Dallas** that would **benefit** most from **new fire stations.**

Results & Findings: Fire Station Site Suitability

- Based on this analysis Dallas Fire and Rescue was able to identify five areas with the most need for a new fire station.

- Locate city owned properties nearest these locations that were large enough to host a new station.
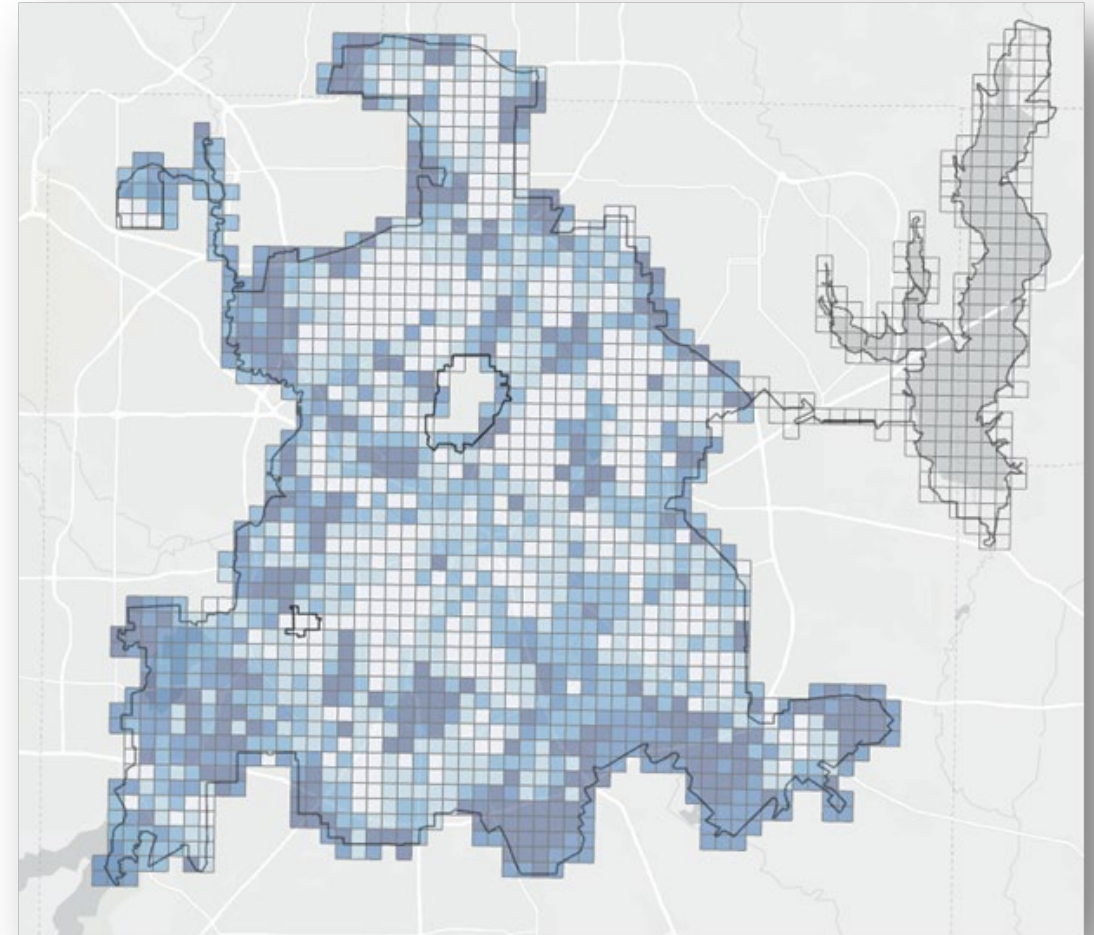
Impact

The analysis provided Dallas Fire and Rescue leadership with five locations based on the greatest need as demonstrated by the analysis.

The results were presented to the city council to support the need for the new stations.

Scientific White Papers

Dallas Animal Services Disease Tracker

Can we create a tool that monitors the spread of infectious disease in Dallas animal shelters?

Solution

Spatial Contact Tracing	Detects location and infection status of canine
Tableau Tool	Shelter map displays movement of canine and infection
White Paper	Methodology documented to share with broader audience
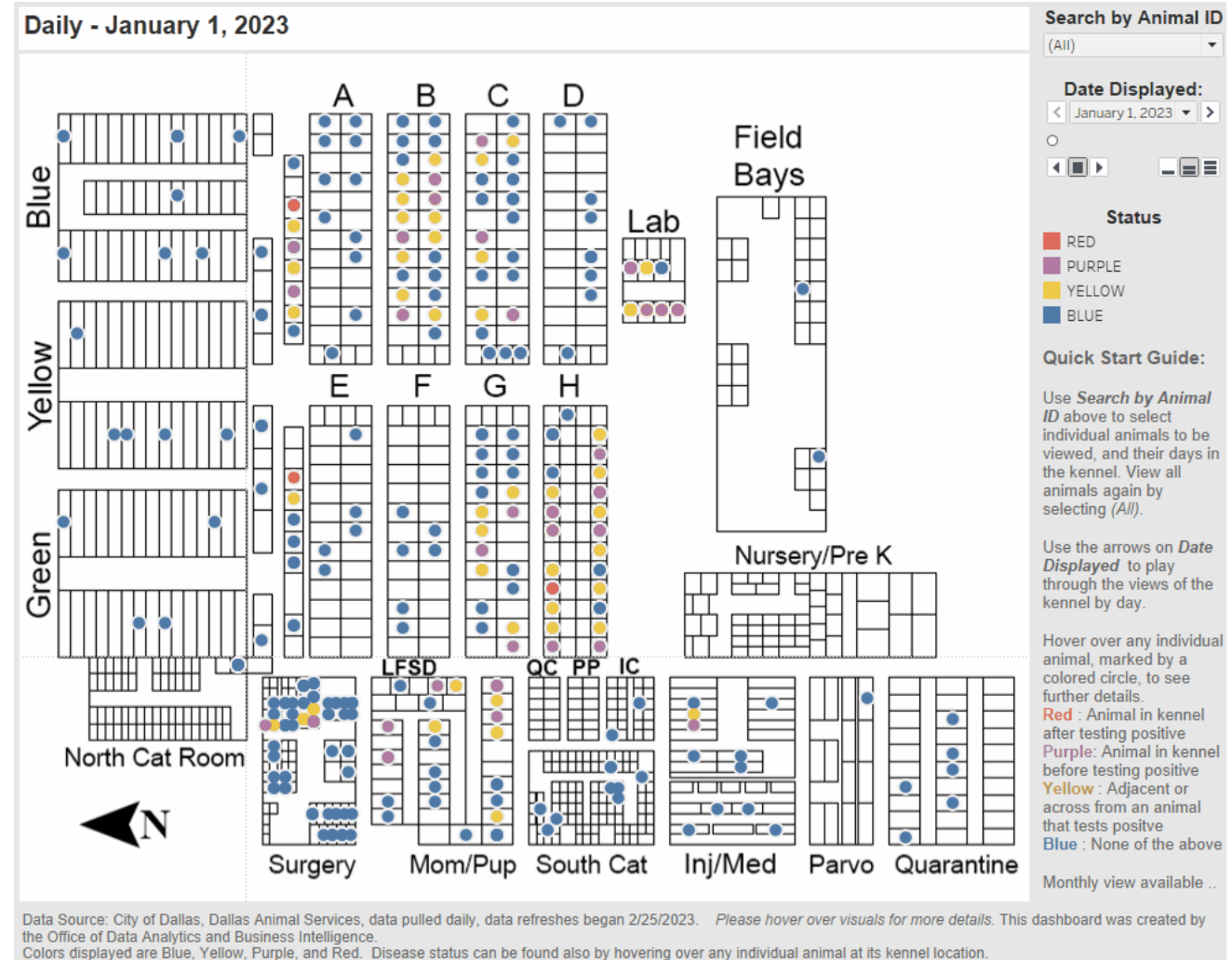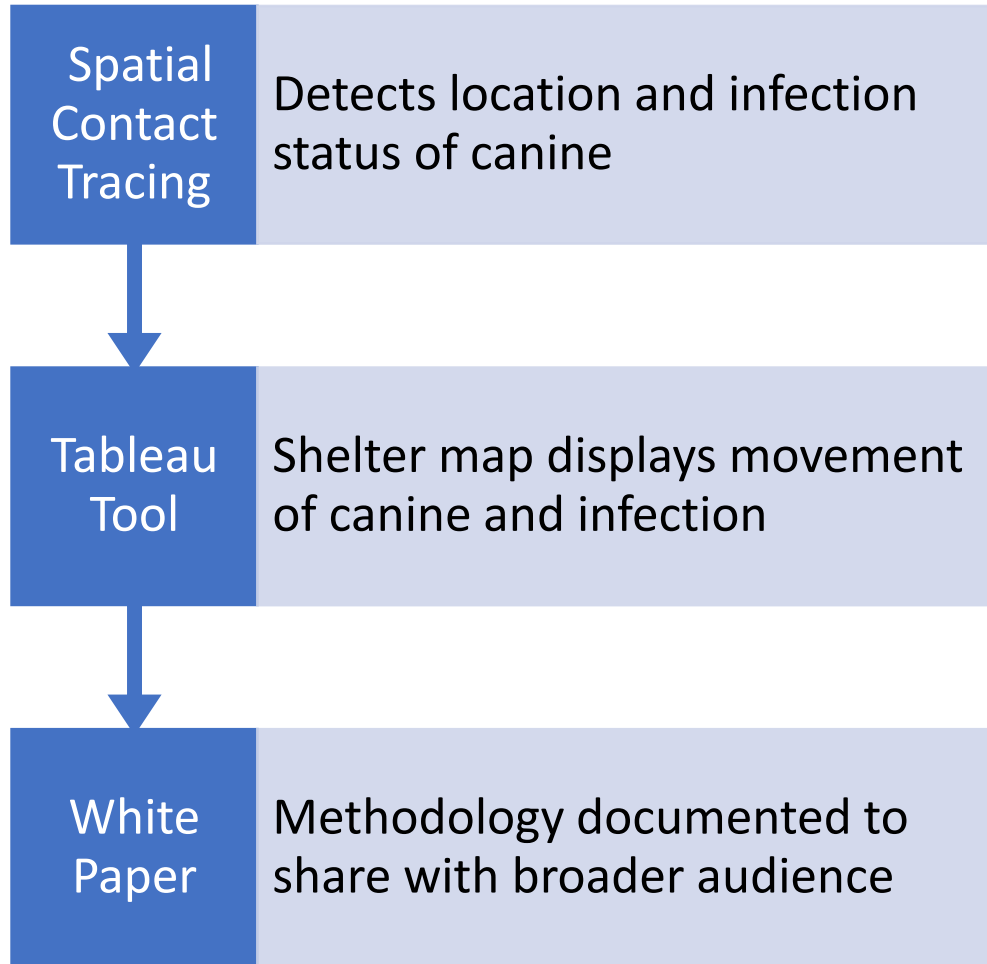
Impact

Help staff make informed decisions regarding proactive testing or quarantine of animals

Provides insight into the efficacy of protocol changes

Analysis been applied to both Canine Distemper and Canine Influenza

Digital shelter map available for additional spatial contact tracing analysis

Appendix

- A selection of some DBI products.

Crime Analytics Dashboard

Enabling the public to evaluate and make informed decisions on safety
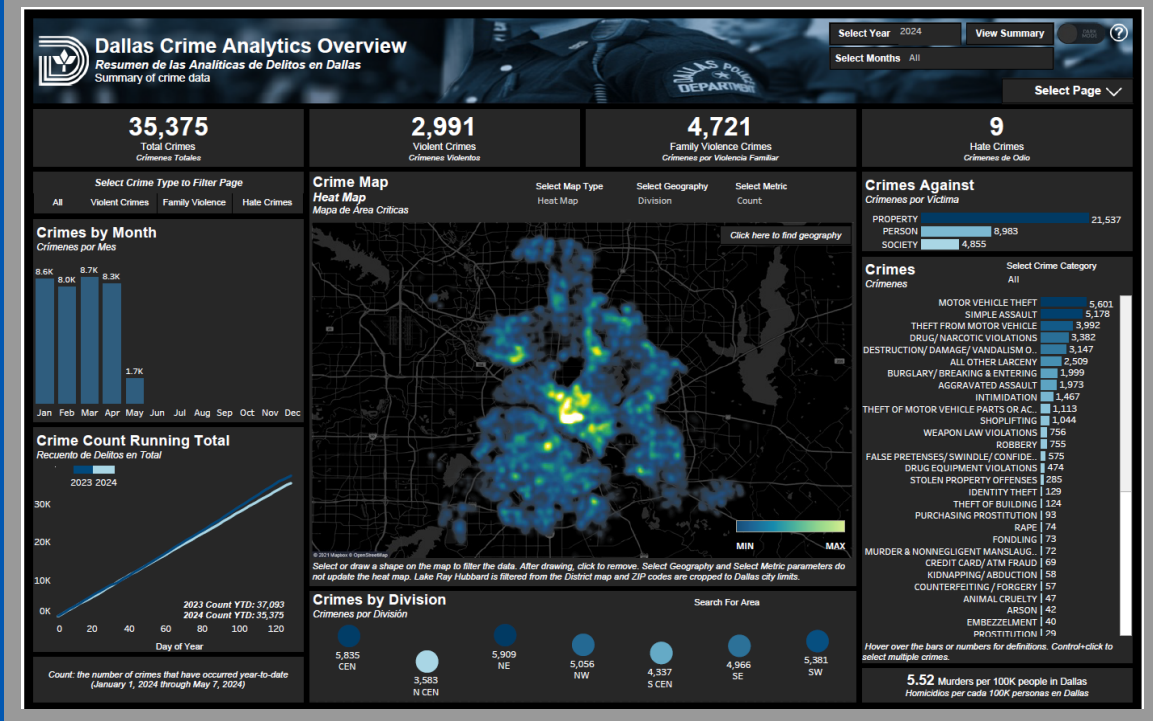
Dallas Police Department (DPD)

The dashboard provides a comprehensive and interactive visualization of crime trends in Dallas, which enhances public awareness and facilitates informed decisions on safety.

- Demonstrates the year-over-year trend of crimes in Dallas which allows users to assess the safety of the city.
- Filterable by location and crime type which allows users to drill down to specific areas and crimes of interests.
- Contains additional elements including victim demographics, crime by day/time, and response times.

"As a department, we are always looking for ways to build community trust and increase transparency. This new dashboard does just that. "
- Eddie Garcia, DPD, Police Chief

*External Dashboard

911 Dallas Fire-Rescue Dashboard

Enabling transparency and engagement between DFR and Dallas residents.
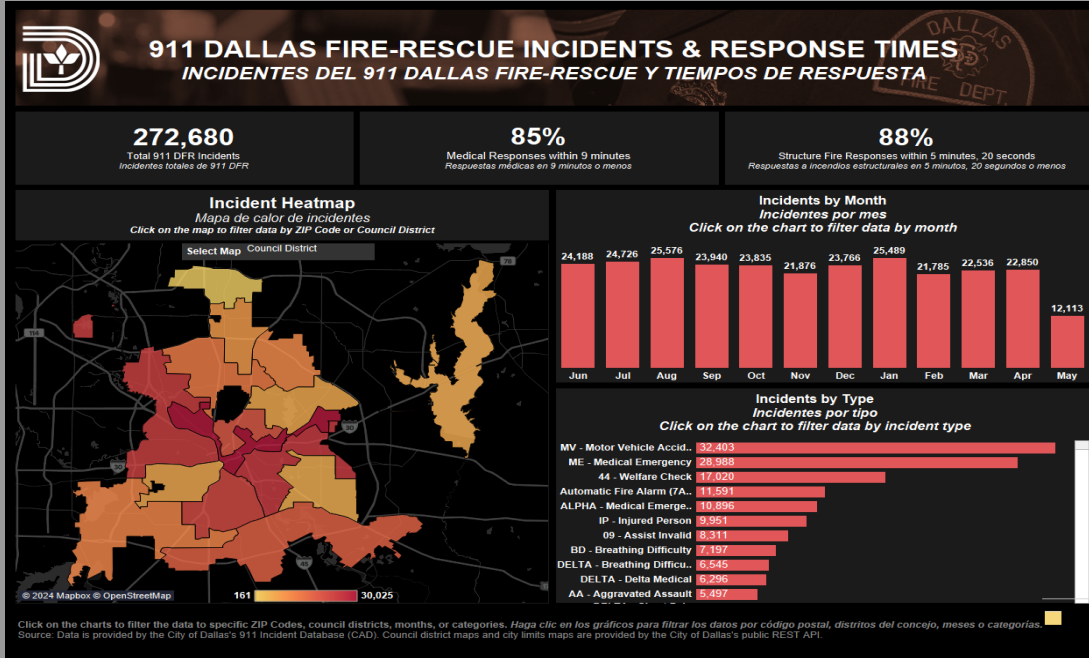
Dallas Fire-Rescue (DFR)

The dashboard is comprised of several pages and provides a comprehensive and interactive overview of DFR activity throughout the City and provides the public insight into:

- Frequency and type of incidents DFR responded to over a rolling 12-month period
- Incident response times
- Arsons, significant fires and fire fatality investigations
- Fire prevention and inspections
- Ambulance utilization
- DFR department budget and staffing

"This dashboard is critical to DFRs commitment to transparency and public trust and has saved us staff time. "
- Dominique Artis, Fire Chief, DFR

*External Dashboard

Employee Diversity Dashboard

Showcasing the diversity of the City of Dallas workforce
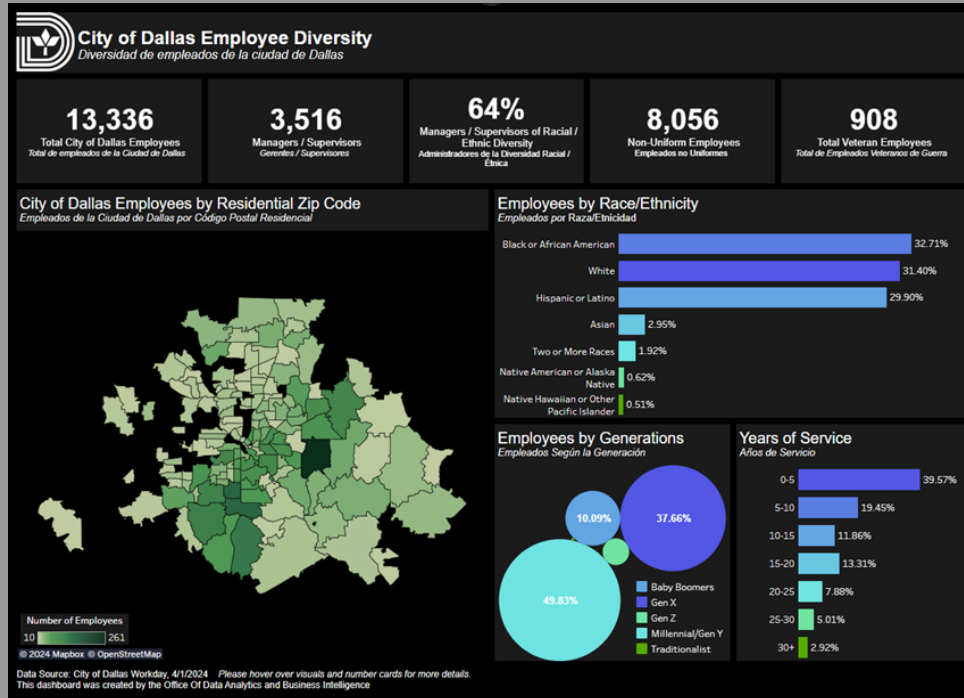
Human Resources (PER)

This dashboard showcases the diversity of the City of Dallas workforce.

- Provides insight into demographics such as race/ethnicity, generate, ZIP code of residence, and veteran status
- Provides insight into the proportion of managers/supervisors of color

"This dashboard was made possible by our HR team with the support and expertise of Brita's amazing staff."
- Nina Arias, Human Resources, Director

*External Dashboard

Domestic Violence Dashboard

Demonstrating the City of Dallas' commitment to decreasing Domestic Violence
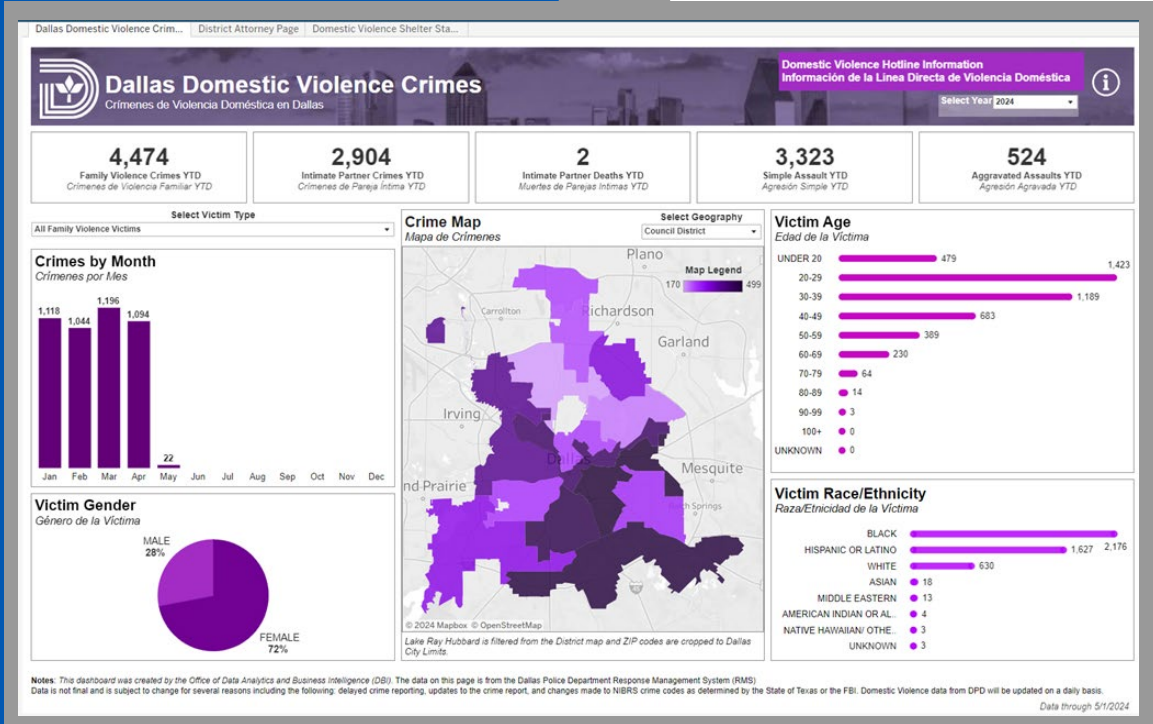
Domestic Violence and Human Trafficking Task Force

This dashboard provides education, increases awareness, and showcases the results of our combined efforts in the fight against domestic violence.

- Integrates data from Dallas Police, Dallas County District Attorney's Office, and local shelters to provide a wholistic view of Domestic Violence.
- Highlights year-over-year trends in domestic violence crimes which allows the public to monitor the Mayor's commitment to reducing domestic violence crimes.

"This data can help our decisionmakers and the public measure and track domestic violence in our neighborhoods so that we can improve and refine our strategies to end this crime."
- Eric Johnson, City of Dallas, Mayor

*External Dashboard

Commercial Building Fire Model

Identifying at risk commercial structures for Dallas Fire - Inspections Unit

Dallas Fire-Rescue (DFR)

DBI and DFR aimed to build a predictive model to mitigate and prevent fires at commercial properties by identifying fire risk factors. This risk-based solution allows DFR to focus inspection efforts at areas of highest concern.

- Shows locations of at-risk properties throughout the City
- Shows factors related to fire risk
- Shows how factors contribute to fire risk
- Yearly data refreshes

"With this project, you are saving lives, and property."

- Justin Ball, Executive Fire Assistant Chief, DFR

*Internal Dashboard

Community Engagement Dashboard

Monitoring Integrated Public Safety Solutions engagement with the community
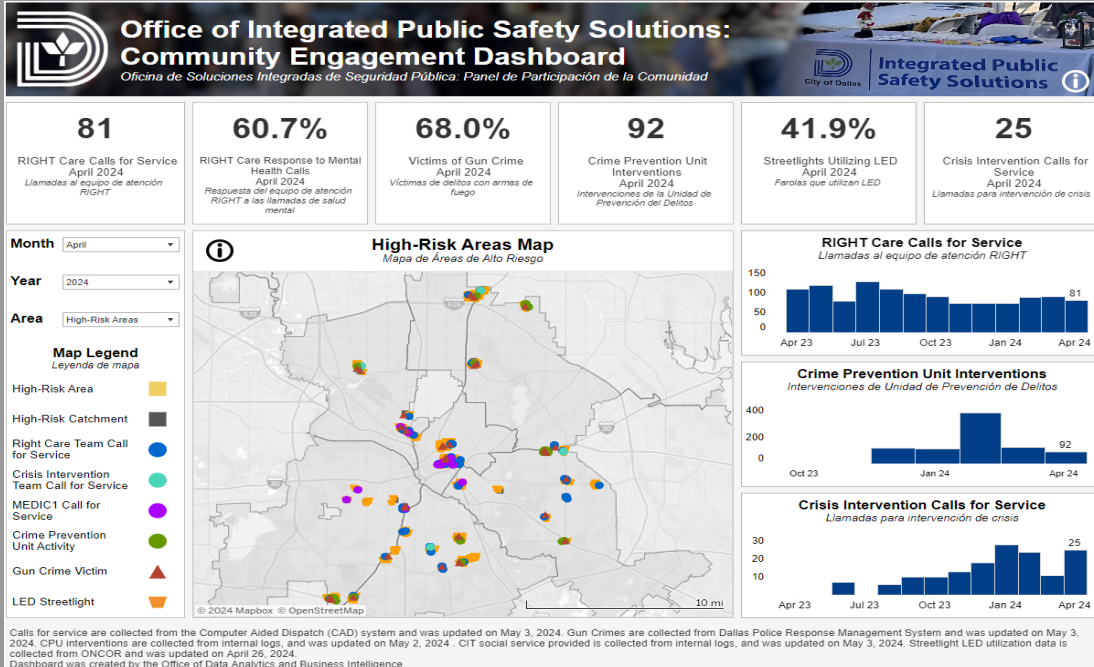
Office of Integrated Public Safety Solutions (IPS)

DBI and IPS developed the community engagement dashboard highlighting IPS efforts to mitigate circumstances that encourage or promote criminal activity in high-risk areas and throughout the City of Dallas.

- RIGHT Care response and follow up activity
- Crime prevention unit activity
- Crisis intervention and MEDIC1 activity
- Year-over-year performance metrics
- 1008 staff hours saved annually

"Your team is awesome, like data wizards. I'm excited to have this dashboard and am already using it."
- Kevin Oden, Director, IPS

*External Dashboard

Residential Permits Dashboard

Instant insight into new residential building activity in Dallas
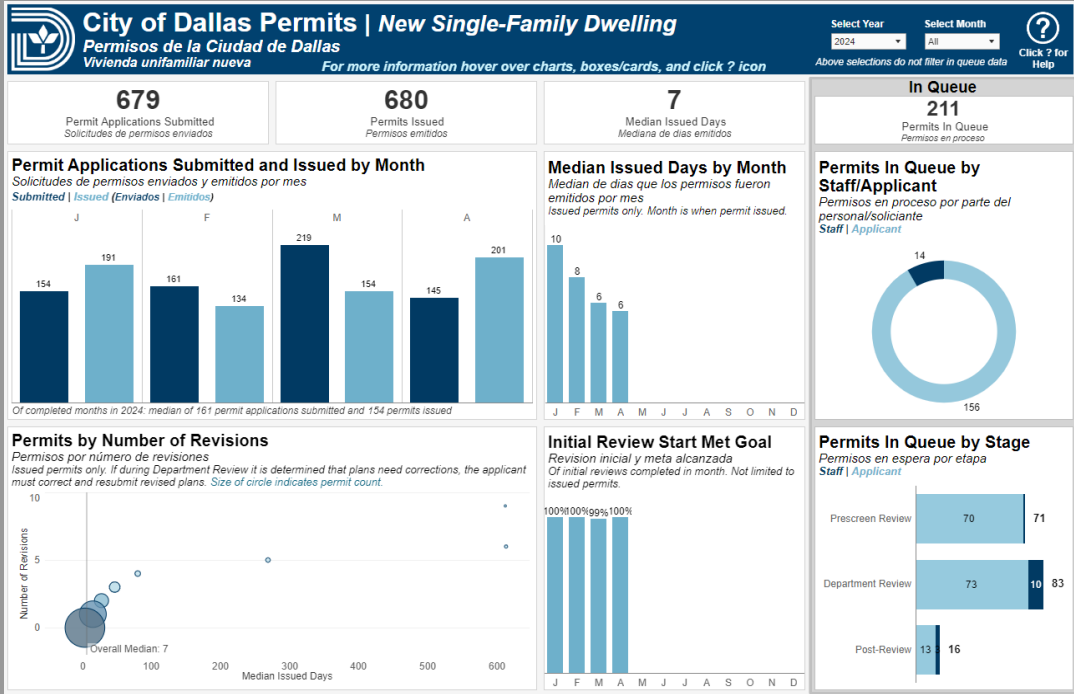
Development Services (DEV)

The suite of Residential Permits Dashboards improve the operational efficiency and promotes public accountability of our permitting process.

- Demonstrates the volume of residential development and building activity in Dallas.
- Reveals applicant and staff responsibility throughout the permitting process.
- Identifies specific areas for efficiency improvements by providing data for review stages, number of revisions, in-queue permits, and more.
- 2,340 staff hours saved annually.

"When we released the Single-Family Residential Permits Dashboard we were issuing permits in over 60 days. Now we are issuing permits in 6 days. The dashboard helped us achieve that."
Vernon Young, Assistant Director, Development Services

Human Trafficking Victim Identification

Assisting detectives in identifying potential high-risk victims of human trafficking

Dallas Police Department (DPD)

This dashboard aids Dallas Police detectives in identifying incidents that might involve an individual at high risk of being trafficked.

- Searches crime incident report for relevant key words related to human trafficking.
- Provides a data-driven approach to identifying potential high-risk victims
- Potentially helps detectives discover more high-risk victims in a shorter time
- Manual identification of the entire dataset takes about 7.6 years. The algorithm takes less than one hour.

"This is amazing, and it can help our detectives identify more human trafficking victims, which means we can help more victims get the help they need."
- Eddie Garcia, DPD, Police Chief

*Internal Dashboard

Human Trafficking Awareness

Revealing the magnitude of human trafficking and providing resources to those in need
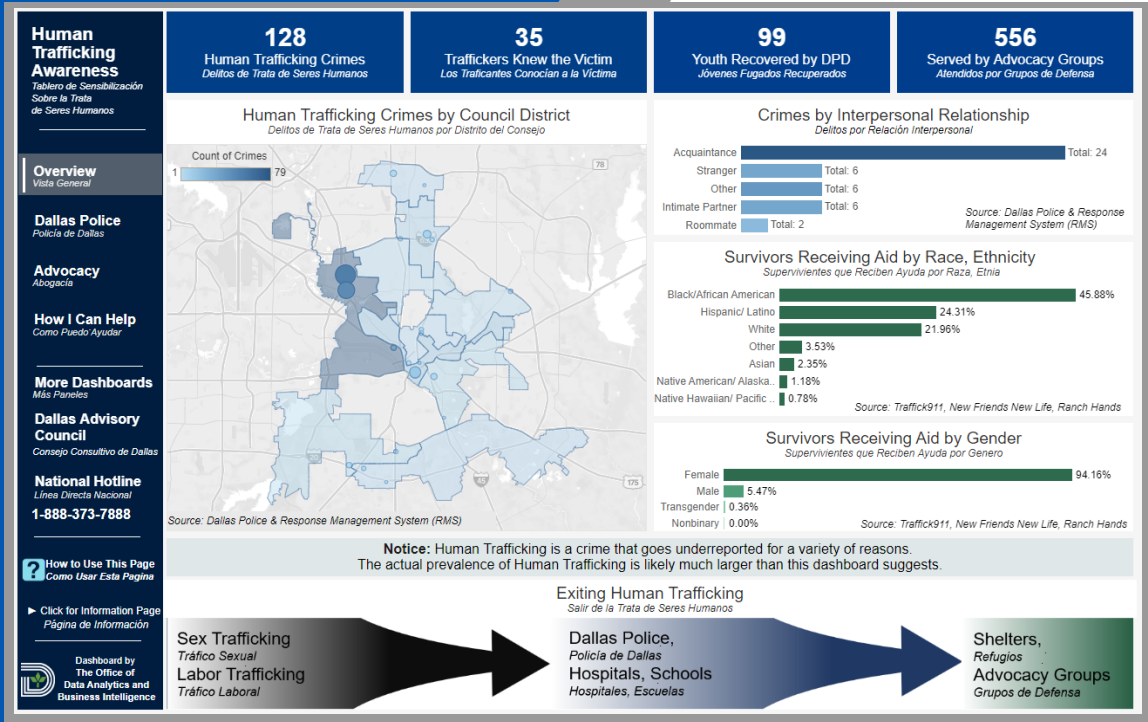
Domestic Violence and Human Trafficking Task Force

This dashboard provides education, increases awareness, and showcases the results of our combined efforts in the fight against human trafficking.

- Integrates data from Dallas Police and local advocacy groups to provide a wholistic view of Human Trafficking
- Provides resources to help those in need. It contains information about human trafficking, contact details and website of our partner advocacy groups, and the National Human Trafficking Hotline phone number.

"What we know about the world of human trafficking is that entering it is not a choice. Instead, it is the absence of choice and options that often lead victims down this path of trauma and abuse. This dashboard helps tell that story."

–Bianca Davis, CEO, New Friends New Life

*External Dashboard

Fire 9-1-1 Dashboard

Providing DFD with better situational intelligence with near real-time data.
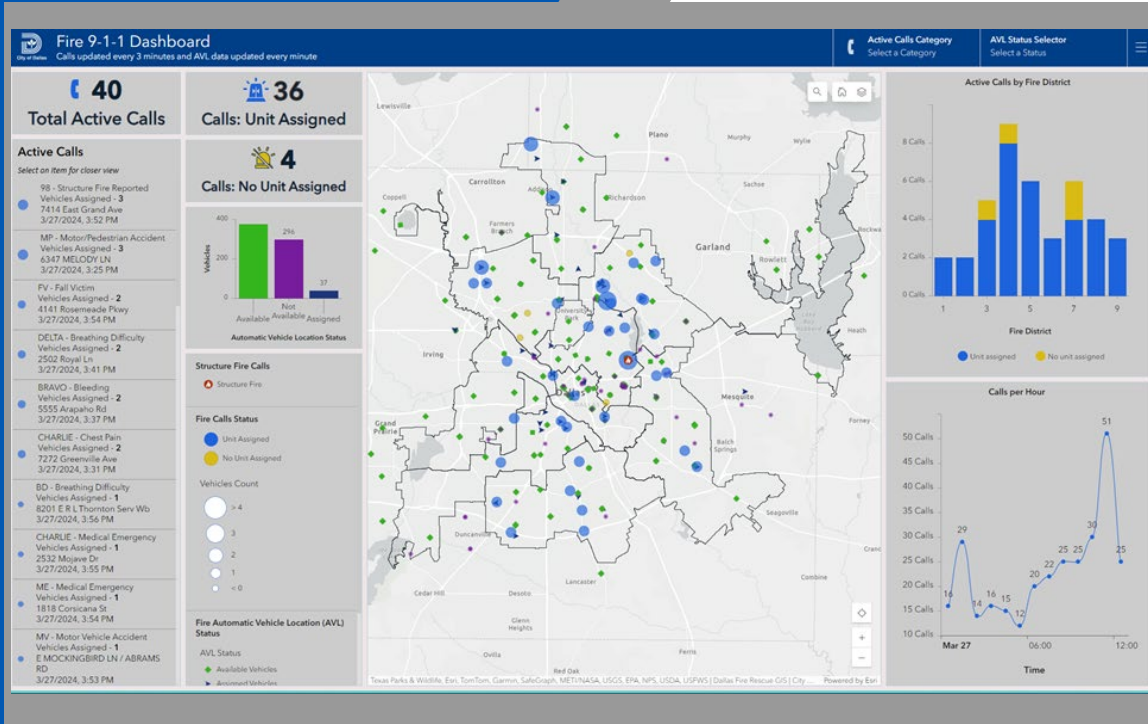
Fire 9-1-1 Dashboard

Dallas Fire and Rescue Department (DFD)

The fire 9-1-1 Dashboard provides DFD leadership with operational intelligence concerning active fire 9-1-1 calls and DFD vehicle readiness to optimize the emergency response to fire incidents.

- Provides the near real-time spatial location of active fire 9-1-1 calls and fire vehicle statuses.
- Increased situational awareness by near real-time monitoring of fire department resources.
- Tracks the volume of calls received for each fire district per hour.

"We have wanted a dashboard like this for a while. The DBI team did a great job!"
- Chief Artis, Dallas Fire and Rescue

*Internal Application

Affordable Connectivity Program Dashboard

Revealing and monitoring the Digital Divide in Dallas

City Manager's Office (CMO)

This dashboard uses internet connectivity data from the U.S. Census Bureau and Affordable Connectivity Program (ACP) enrollment data to highlight the Digital Divide in Dallas.

- Enables the City of Dallas to focus outreach on specific census tracts to increase ACP enrollment
- Showcases trends in internet connectivity and ACP enrollment to monitor changes in the Digital Divide over time.
- 72 staff hours saved annually
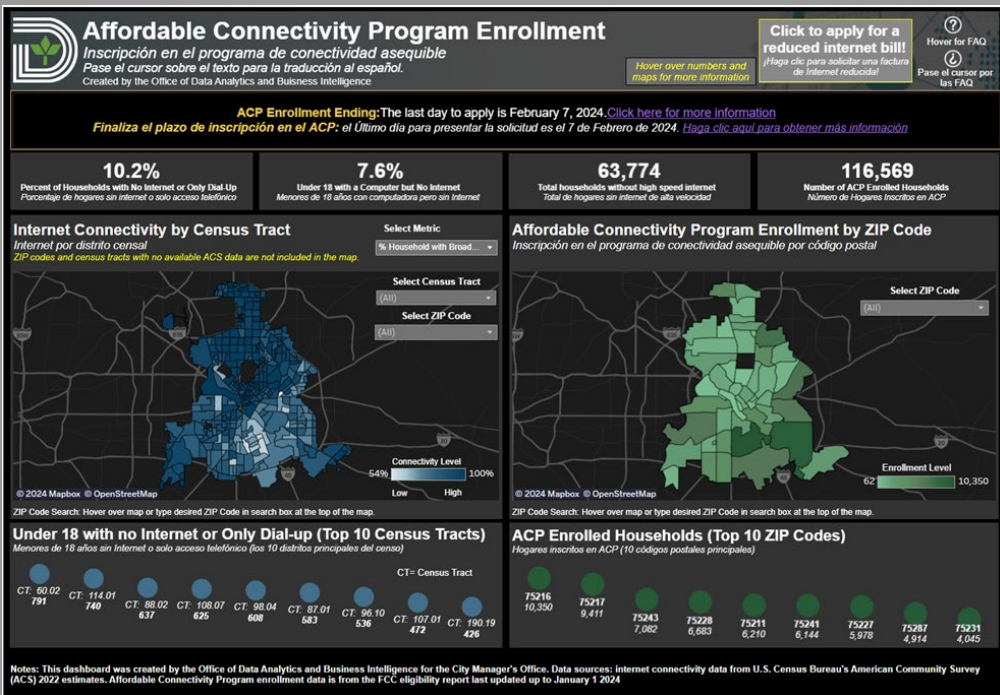
"This tool will help us get internet to people in need.
Thank you to DBI for your work on this."
- Bill Zielinski, CIO, ITS

*External Dashboard

Tax Density Model – Tax Value per Acre

A 3-dimensional view of how the City of Dallas generates tax revenue
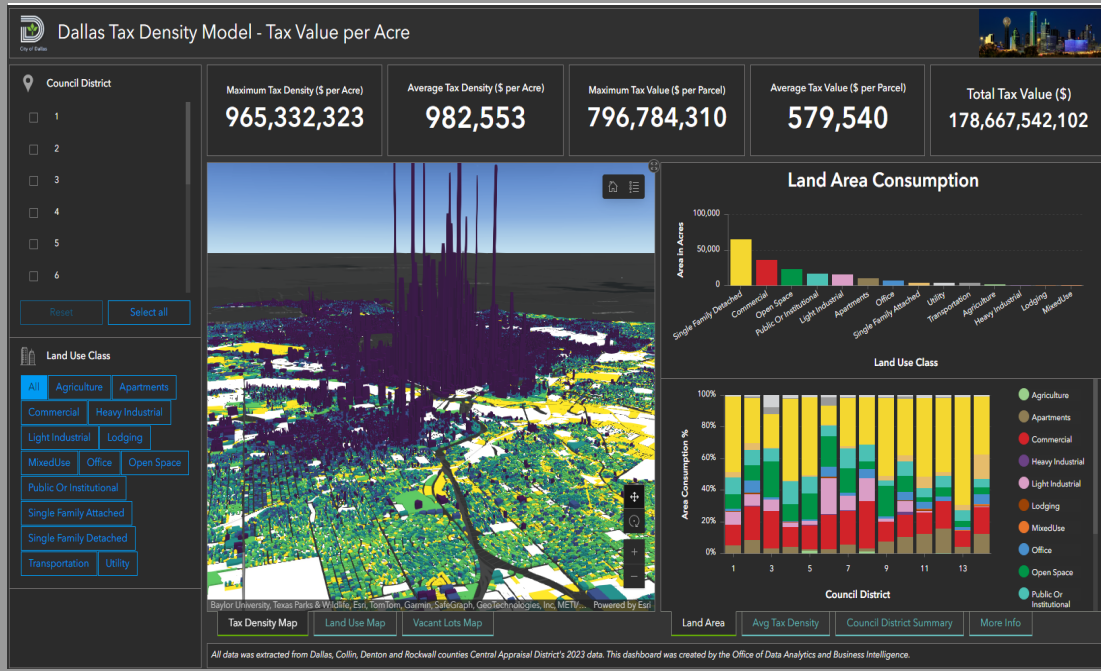
Department of Planning & Urban Design (PUD)

DBI and PUD aimed to explore how the current land use affects the City's economic health. Focusing on taxable value, DBI developed an application that plots City of Dallas properties 3-dimentionally and can be used for:

- Land insight: See land value and use per parcel.
- Identifying development land: Find vacant lands ready for use.
- Dispel tax misconceptions: Correct wrong tax beliefs.
- Development strategies: Propose ways for sustainability without tax hikes.

"DBI's Tax Density app has reshaped City tax insights. It shows higher-density parcels boost tax revenue. This supports smarter land use for future development."
- Andrea Gilles, AD, PUD

*Internal Application

Mayor and City Council ARPA Dashboard

Providing transparency into ARPA fund allocations

Budget and Management Services (BMS)

This dashboard provides transparency into the $16 million American Rescue Plan Act of 2021 (APRA) funds that were distributed to the Major and City Council.

- Provides insight into funds allocated by council member.
- Details projects with funds allocated.
- 50 staff hours saved annually.
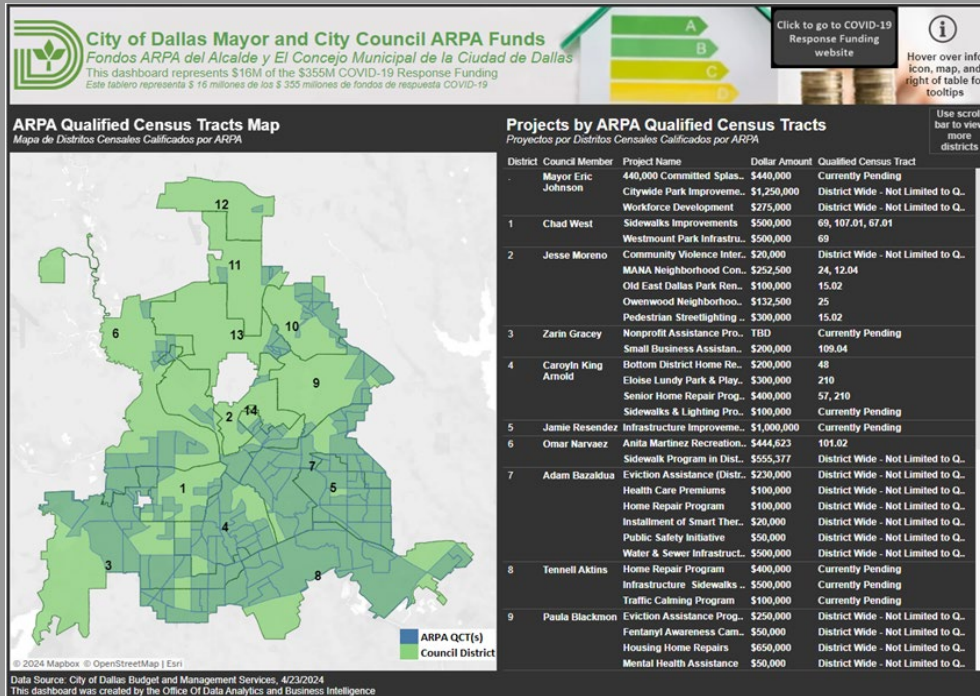
"We are grateful to DBI for helping us provide public transparency into our ARPA fund allocations."
- Jack Ireland, City of Dallas, CFO

*External Dashboard

311 – Excellence in Service Reports

Monitoring the City of Dallas's commitment to excellent customer service
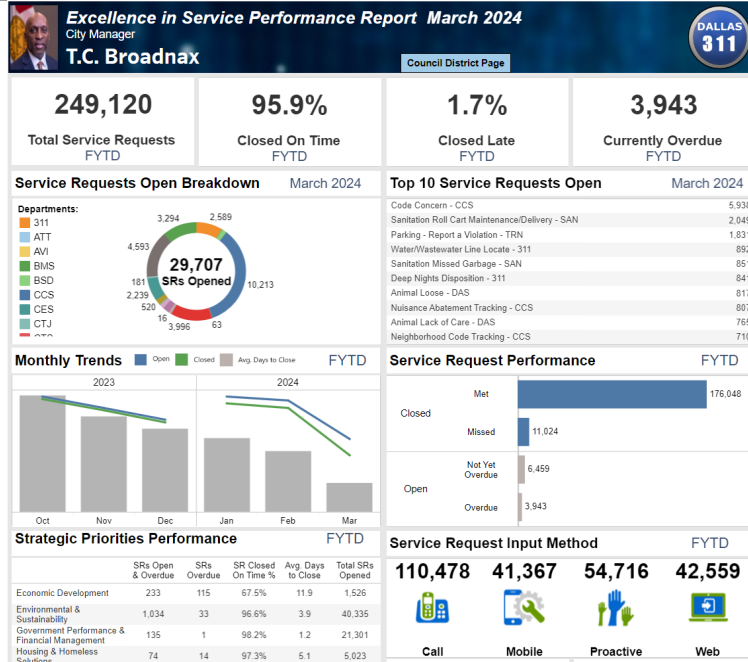
311

DBI has partnered with 311 to automate the Excellence in Service Reports, providing streamlined reporting through automated data connections and monthly emails. Reports include:

- Custom pages: Fully personalized recipient experiences
- Top requests: Main service request types
- Request alignment: By City strategic priority
- Request origins: Where submissions come from
- 516 Staff hours saved annually

"DBI has reimagined 311 reporting by automating the process, enhancing data integrity, and boosting efficiency by removing manual tasks."
- Daisy Fast, Director, 311

*Internal Reports

Code Compliance Performance Dashboard

Monitoring the City of Dallas's commitment to excellent customer service
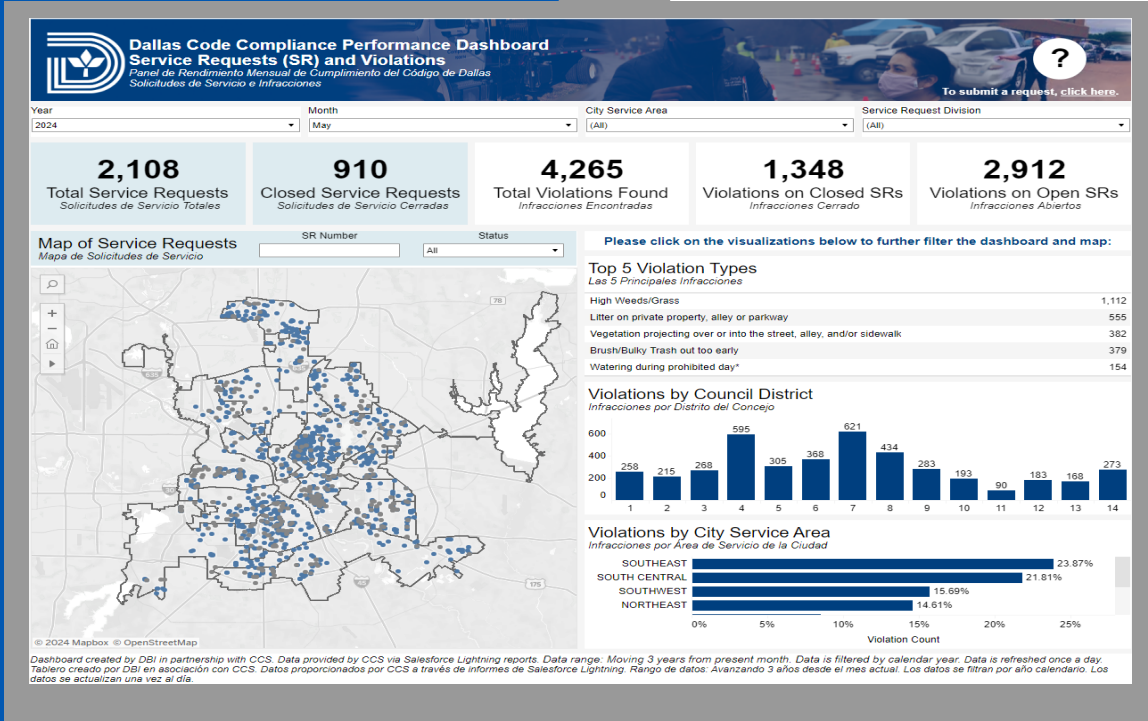
Department of Code Compliance (CCS)

DBI and CCS launched a public dashboard for Dallas residents that provides insights into code compliance activity. Dallas residents can now easily access up-to-date Code Compliance service request information.

- Shows service request activity

- Tracks abatement requests

- Measures response times

"This dashboard benefits Dallas residents by enhancing engagement and collaboration between Code Compliance and the community."
- Jeremy Reed, Assistant Director, Code Compliance

*External Dashboard

Distemper Dashboard and Tracker

Allowing Dallas Animal Services to monitor disease spread within the shelter

Dallas Animal Services: Distemper Tracker
Servicios para animales de Dallas seguimiento del moquillo

Distemper Diagnosis by Kennel Location
Casos de moquillo por ubicación en la perrera

RED - Tested Positive
PURPLE - Will Test Positive
YELLOW - Adjacent to Positive
BLUE - Not Positive

Dallas Animal Services (DAS)

In November 2022, DAS noted an increase in canine distemper virus (CDV). To potentially mitigate a within shelter disease outbreak amongst canines, DBI developed a custom tracking tool that spatially identifies the location of canines within the shelter. As a result, DAS now can:

- Identify where confirmed positive CDV cases are in the shelter
- Locate and monitor at-risk healthy cases in the shelter
- Spatially view shelter disease movement by day and month
- 1,100 staff hours saved annually

"This is critical in stopping disease and the first product of its kind in animal welfare. "
- Melissa Webber, Director, DAS

*Internal Dashboard

South Dallas Drug Court – Assessment Report

Vital statistics for continued funding of the South Dallas Drug Court – Treatment Program

SOUTH DALLAS TREATMENT DRUG COURT ASSESSMENT

OFFICE OF DATA ANALYTICS AND BUSINESS INTELLIGENCE
CITY OF DALLAS – APRIL 2024

TABLE OF CONTENTS

CITY OF DALLAS

City Attorney's Office (ATT)

DBI partnered with ATT to generate the Center of Substance Abuse Treatment Fund grant report for the City of Dallas Drug Court Program. These grant reports are generated every 6-months throughout the fiscal calendar year and includes:

- Client participation
- Client demographics
- Client risk and needs
- Substance abuse and mental health treatment modalities
- National outcome measures

"Thank you for your assistance, I think that these reports look great! We are looking forward to another successful collaboration."
- Matthew Saliba, Section Chief, City Attorney's Office

*Internal Reports

311 Public Dashboard

Monitoring the City of Dallas's commitment to excellent customer service

311

The 311 Public dashboard developed by DBI provides Dallas residents insight and transparency into 311 service request activity. The dashboard provides information into open and closed service requests and displays metrics on:

- On time performance
- Breakdown by top service request types
- Service requests by day and hour
- Service requests by City of Dallas council districts
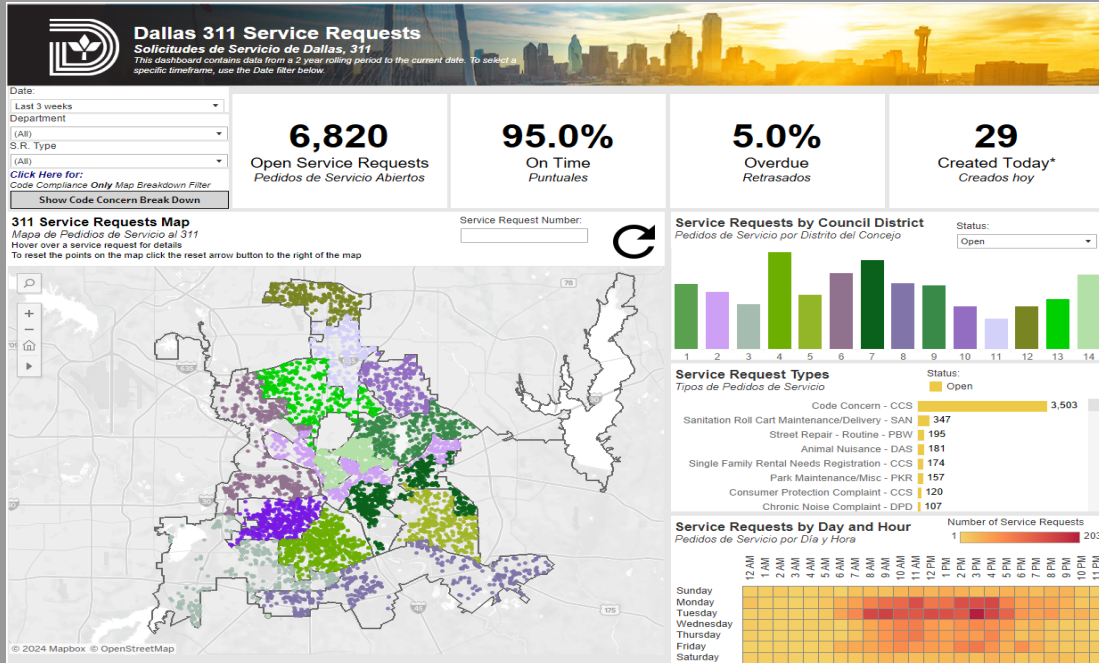
"This dashboard benefits Dallas residents by enhancing transparency and engagement between 311 and the community."
- Daisy Fast, Director, 311

*External Dashboard

Air Quality Monitor Dashboard

Empowers the public with air quality information for informed actions

Office of Environmental Quality & Sustainability (OEQS)

The Air Quality Monitor Dashboard allows QEQS and residents to monitor air quality at a neighborhood level through a unified platform featuring seven distinct dashboards.

- Empowers residents to monitor public health, mitigate pollution, and promote sustainable development through comprehensive air quality data.
- Promotes awareness of environmental issues and encourages informed actions.
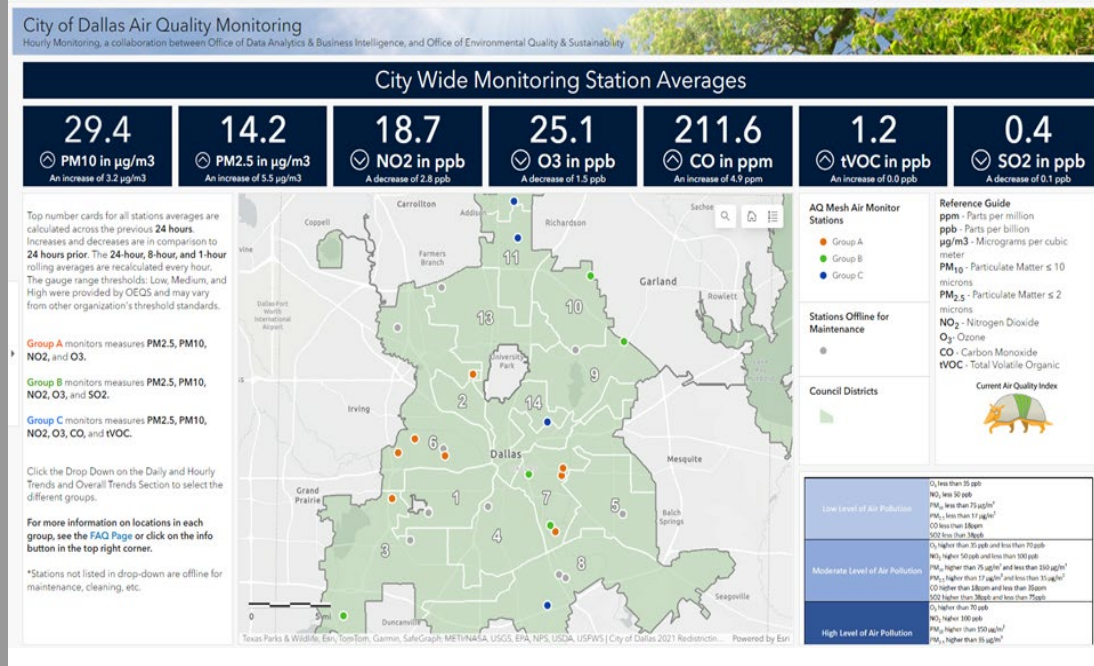
"The dashboard looks impressive and easy to use! This information is important to the health of residents and departments will be very happy."
- Carlos Evans, Director, OEQS

Grass Fire Response Analysis

Optimizing DFD resources to better protect residents and fight grass fires.
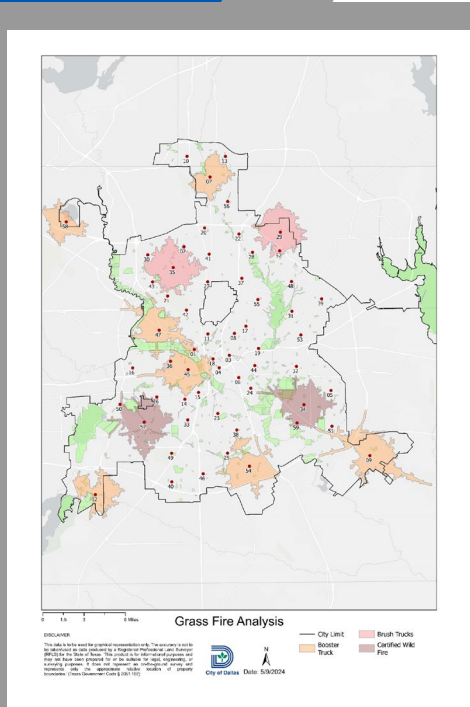
Dallas Fire and Rescue Department (DFD)

DBI worked with the DFD to identify the areas in Dallas best served by a grass fire unit stationed nearby. By identifying the areas most at risk from grass fires DBI and DFD are safeguarding Dallas's residents and their property.

- By modeling drive times DBI was able to identify the fire stations that can quickly respond to grass fires.
- Combining data analysis with institutional knowledge to best protect Dallas's residents from the threat of grassfires.

"It was critical that we get data driven decisions on wildland stations before grassfire season, DBI did an incredible job running this analysis and helping us identify the best stations in a very short time frame. The DBI team did a fantastic job!"
- Executive Assistant Chief Justin Ball and Executive Deputy Chief Scott Pacot

Dallas Environmental Justice Screening

Better understanding the environmental and social issues facing Dallas

[Dallas Environmental Justice Screening](#)

Office of Environmental Quality and Sustainability (OEQS)

Using the EPA's Environmental Justice data, DBI created an application so that users could explore and better understand the environmental and social issues facing Dallas's residents.

- Helps to identify communities facing environmental challenges and how social issues can affect those challenges.
- Users can explore the issues facing their communities and others in Dallas.
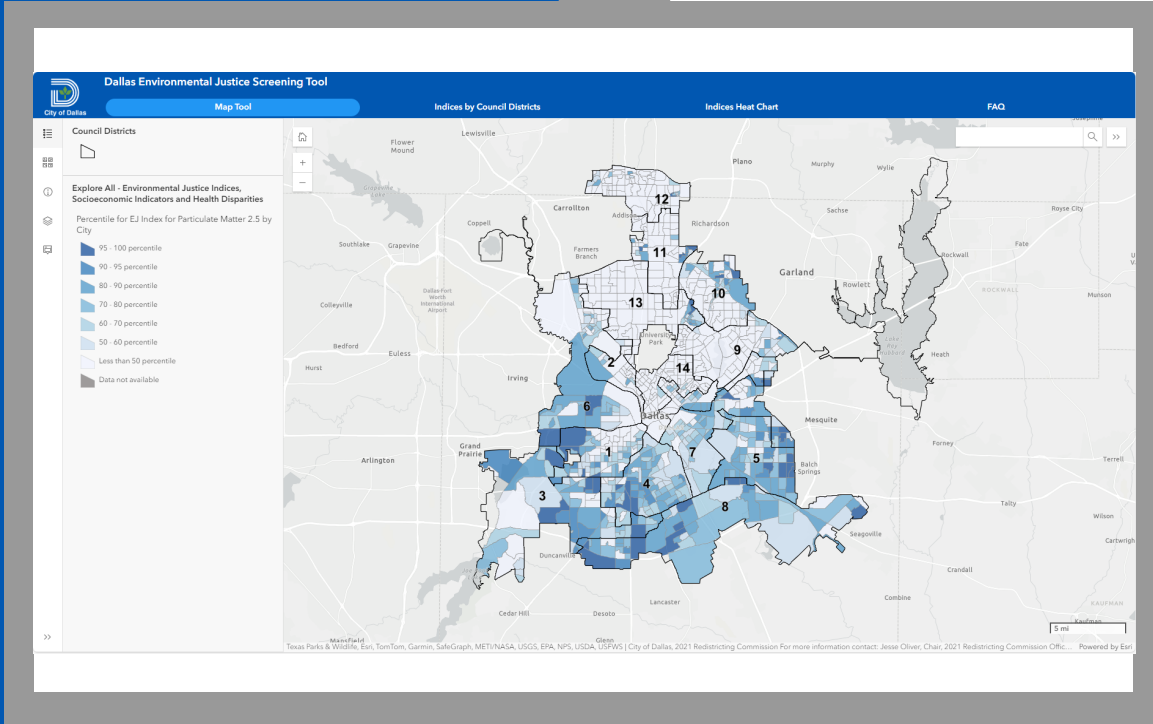
Quote coming soon.

*Internal Application

Community Lifelines Application

Enables emergency responders with vital information for rapid and informed action

Office of Emergency Management (OEM)

Community Lifelines Application allows OEM to display weather-related issues in near real-time, enabling more effective emergency response and resource allocation during crises.

- An enhanced emergency response provides vital capabilities for analyzing weather events and monitoring power outages in near real time.
- Empowers leadership to make informed decisions based on comprehensive, up-to-date information, optimizing emergency management strategies.
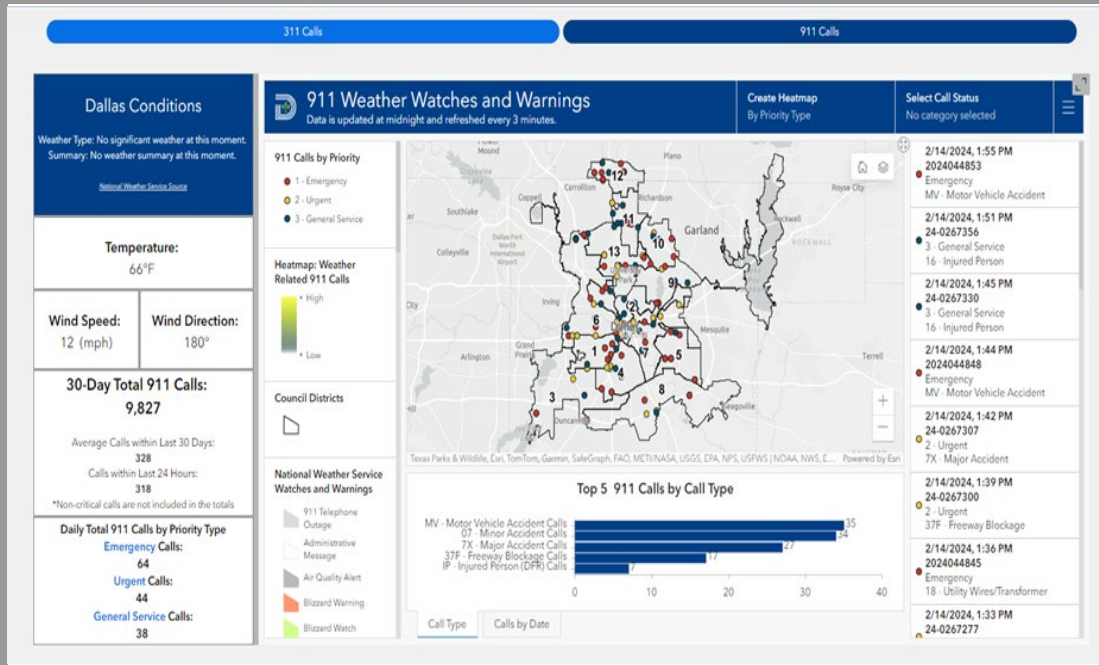
"The dashboard is awesome! We were using it to keep up with accidents happening in the EOC and were all very impressed with what DBI created!"
- Travis Houston, Director, OEM

ITS Cyber Attack Asset Management

Enable rapid response of IT assets during cyber attack

Information & Technology Services (ITS)

During the ransomware attack in May 2023, DBI supported ITS in managing their assets for infection status. DBI assisted in identifying infected computers, displaying virus indicators, and monitoring users awaiting installation of malware protection software.

- Quickly identify highly vulnerable departments, allowing rapid action to isolate infected assets.

- Mitigate the impact of the ransomware attack.

"Thanks to the dashboard, we were able to hit our reporting deadline of accounting for and triaging infected assets."
–Laura Biggins, ITS

Computer Assets Health Monitoring

Select a Department — No category selected
Select a Location — No location selected
Select a Status — No Status selected
Select a Computer — No category selected
Select a date — No date selected

Total Reviewed Computers 2734	
Infected Computers 574 — Virus indicated on machine. Waiting on Crowdstrike installation.	
In Process 899 — No virus indicated. Waiting on Crowdstrike installation.	
Safe Computers 1.3k — No virus indicated and Crowdstrike is installed.	

Crowdstrike Installations — 1,273 (0 — 2,731)

Name	Department	Location	Date Reviewed	Status	Crowdstrike Installation
DPD-LAP-9HV3633	DPD	Basic Academy	Wed May 10 2023 19:00:00 G…	Safe	Yes
DPD16978	DPD	Central	Tue May 09 2023 19:00:00 G…	Safe	Yes
DPD-DSK-2WVYG13	DPD	Central	Tue May 09 2023 19:00:00 G…	Infected	No
DPD-DSK-2X0ZG13	DPD	Central	Tue May 09 2023 19:00:00 G…	Infected	No
DPD-DSK-2X41H13	DPD	Central	Tue May 09 2023 19:00:00 G…	Safe	Yes
DPD-DSK-2XC3H13	DPD	Central	Tue May 09 2023 19:00:00 G…	Infected	No
DPD-DSK-2XQ0H13	DPD	Central	Tue May 09 2023 19:00:00 G…	Safe	Yes
DPD-DSK-2XWZG13	DPD	Central	Tue May 09 2023 19:00:00 G…	Infected	No
DPD-DSK-2Y1ZG13	DPD	Central	Tue May 09 2023 19:00:00 G…	Safe	Yes
DPD-DSK-2Y4XG13	DPD	Central	Tue May 09 2023 19:00:00 G…	Safe	Yes
DPD-DSK-2Y50H13	DPD	Central	Tue May 09 2023 19:00:00 G…	Infected	No
DPD-DSK-2Y90H13	DPD	Central	Tue May 09 2023 19:00:00 G…	Infected	No
DPD-DSK-2Y91H13	DPD	Central	Tue May 09 2023 19:00:00 G…	Safe	Yes
DPD-DSK-2Y93H13	DPD	Central	Tue May 09 2023 19:00:00 G…	Safe	Yes
DPD-DSK-2YBXG13	DPD	Central	Tue May 09 2023 19:00:00 G…	Infected	No
DPD-DSK-2YK2H13	DPD	Central	Tue May 09 2023 19:00:00 G…	Safe	Yes

Market Value Analysis StoryMap

Provides crucial housing information to the community and City leadership

Department of Housing & Neighborhood Revitalization

The StoryMap provides information about housing market types, housing affordability, displacement risk ratio, and investor share of home purchases to City leadership and staff, developers, and residents.

- Transparently communicates housing metrics and findings for the City in an accessible manner.
- Distills complex housing data into a digestible format.
- Provides interactive exploration for users to learn more about housing concerns.

"This is far and above what we expected. The Story Map is polished, aesthetically pleasing, and makes it easy to understand complicated housing information."
-Thor Erikson
AD, Housing & Neighborhood Revitalization

*External Application

Grants Tracking Dashboard

How the city manages 250 million grant dollars annually

Office of Government Affairs (OGA)

The Grant Tracking Dashboard allows the OGA's Fund Development Unit to display the incredible work of securing grant funding for the city in a brief, easily digestible format.

- Transparency for residents about how grant funding is acquired and used within the City.
- Allows valuable comparison and analyses between departments and over multiple fiscal years.
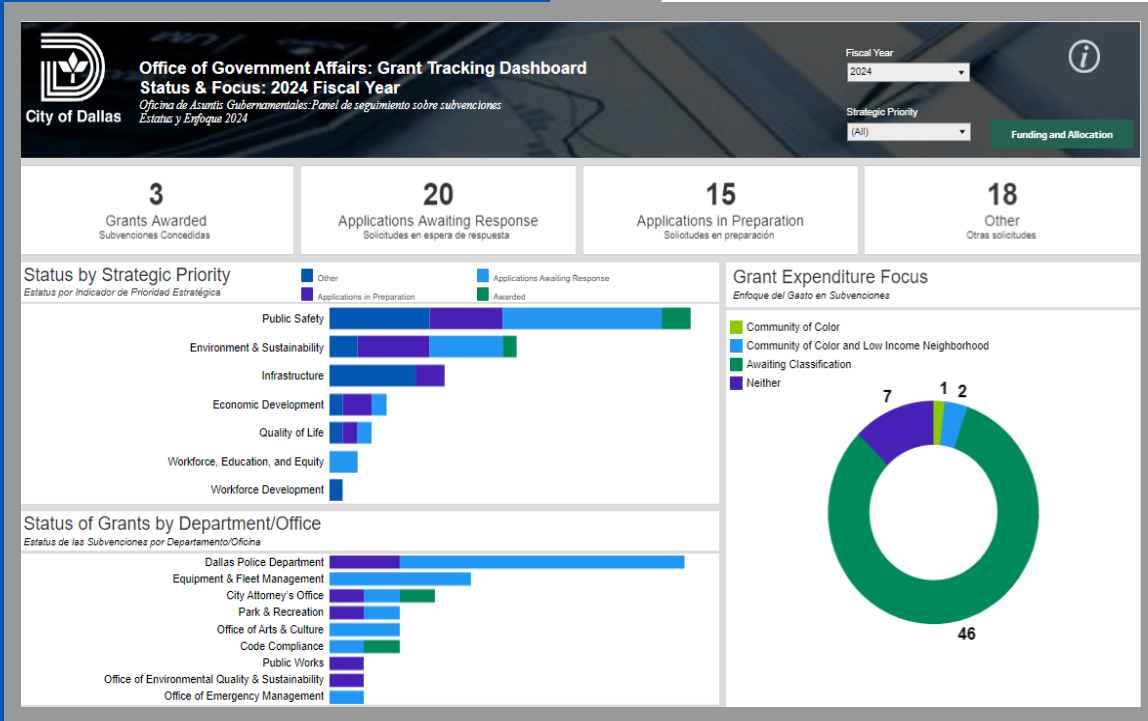
"The OGA Grants Dashboard creates transparency and promotes the City of Dallas' competitive funding efforts by strategic priority and City Council-adopted plan."
- Carrie Rogers
Director, Office of Government Affairs

*External Dashboard

Workforce Program Dashboard

How the City of Dallas helps people upskill and re-enter the workforce
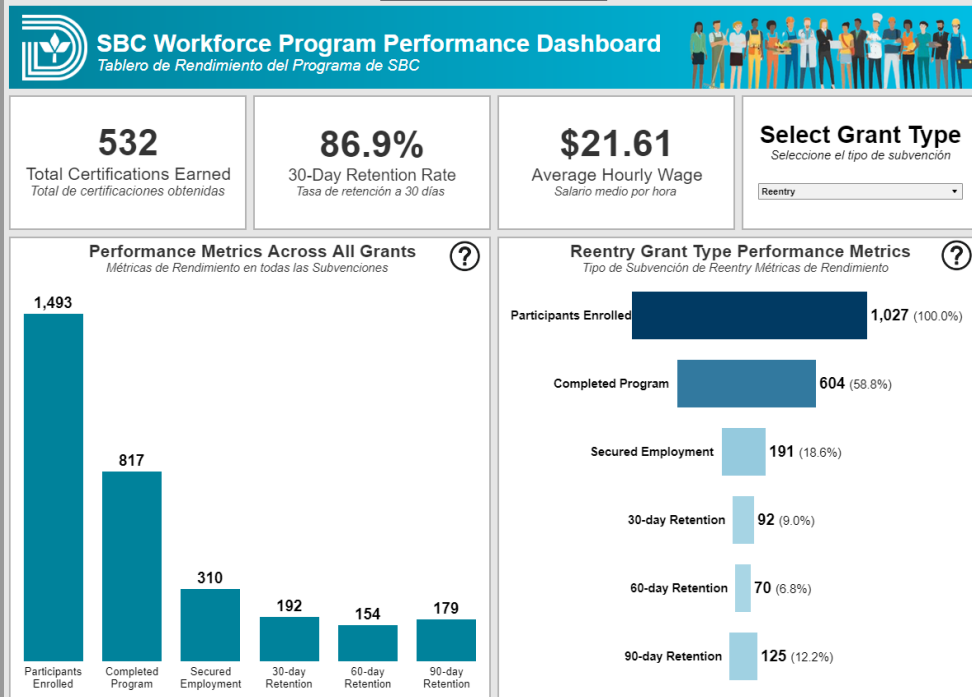
Small Business Center (SBC)

This dashboard monitors and displays the effectiveness of various Workforce Development programs.

- Provides insights into the overall performance of Workforce programs.
- Highlights program employment and retention rates.
- Displays data by specific grant type.
- 480 staff hours saved annually.

"DBI's expertise helped us better understand the performance of our Workforce program and this tool helps us remain transparent with the public."
– Joyce Williams, Director, SBC

*External Dashboard

FreshStart Dashboard

How the City of Dallas enables new beginnings

Small Business Center (SBC)

This dashboard shows the performance of the FreshStart program and details the number of people the program is helping.

- Tracks candidates from Pre-Screen to Hired
- Showcases the good work done through the FreshStart program
- Provides candidate demographic data which shows who the program is helping
- 100 staff hours saved annually
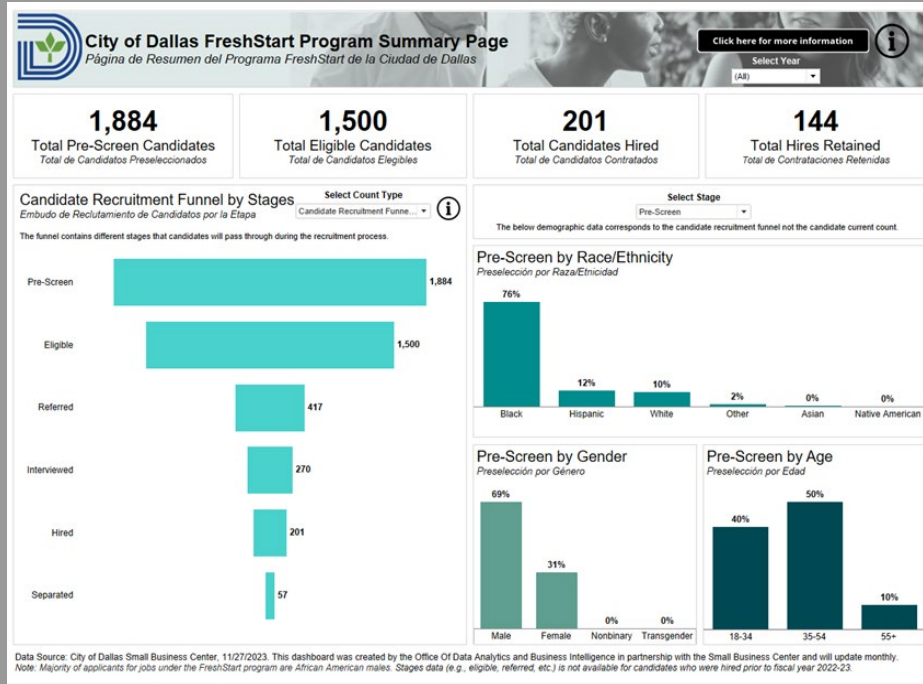
"DBI's expertise helped us better understand
the performance of our FreshStart program.
This tool helps us market the program and remain
transparent with the public."
- Joyce Williams, Director, SBC

Racial Equity StoryMap

Narrative of how racial equities have evolved over time in Dallas
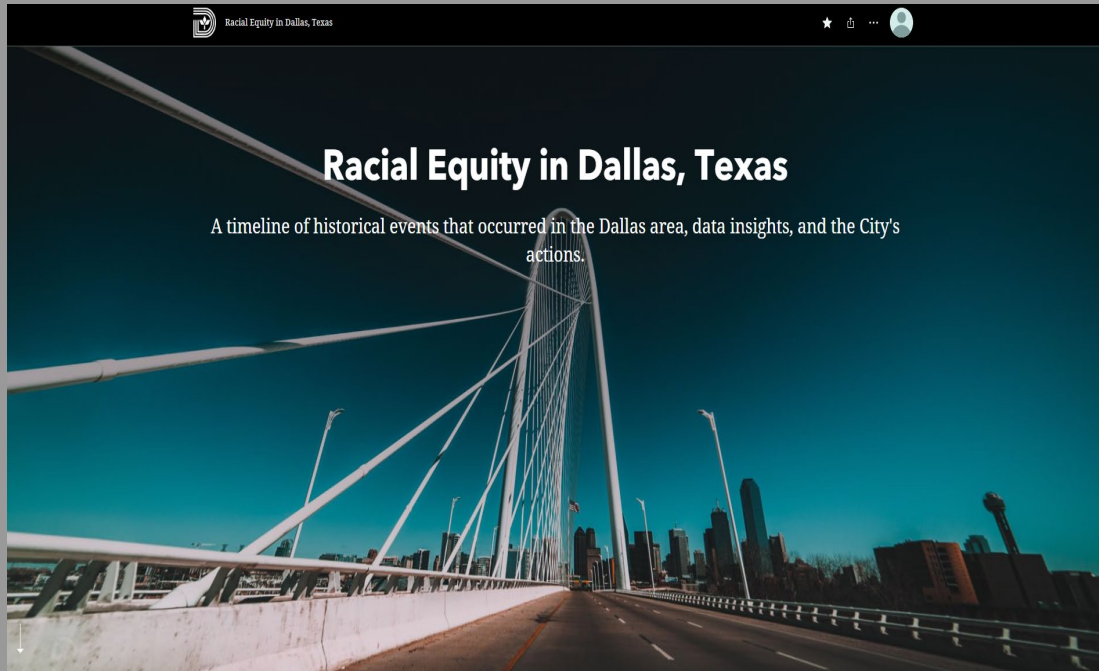
Office of Equity & Inclusion (EQU)

The StoryMap is a timeline of historical events that occurred in the Dallas area in relation to racial equity and includes historical documents, images, and interactive maps.

- The immersive story provides accessible information about racial equity in Dallas' past, present, and future equity endeavors.
- Transparently highlights historical racial inequities and efforts towards an equitable Dallas.
- Empowers the community to explore and learn more about the history of their neighborhood and the City.

"The StoryMap is a step forward in transparency and awareness of historical inequities, and communicates what the City is doing to address them."
T.C. Broadnax
Former City Manager

Women's History Month Dashboard

Showcasing the gender diversity of City of Dallas workforce
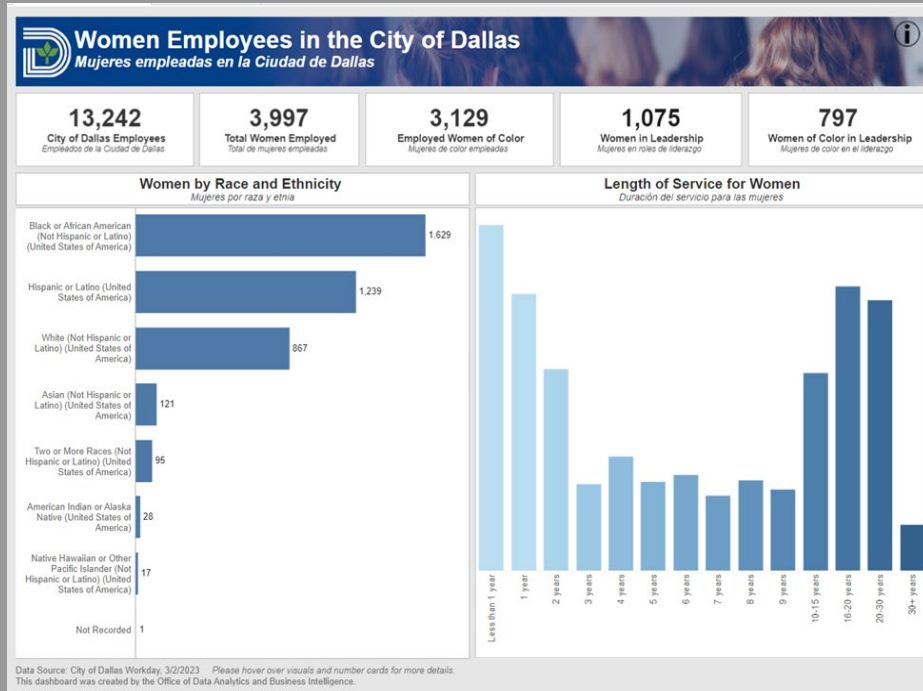
Human Resources (PER)

This dashboard celebrates women employees at the City of Dallas and showcases the gender diversity of our workforce.

- Provides insight into the ratio of women at both the individual contributor and management level
- Includes further breakdowns including race/ethnicity, tenure, ZIP code of residence, and veteran status.

"We are grateful for DBI's help communicating the City of Dallas' commitment to empowering our women employees."
Nina Arias, Human Resources, Director

*External Dashboard

Purpose

- The City Controller's Office provide citywide services and support related to city pension plans, cash management, financial reporting, bank and cash receipts reconciliation, city payroll, accounts payable, EMS billing compliance, and financial compliance, (internal and external) auditing and monitoring.

- *Briefing reflects FY 2024-25 Planned Budget as developed Summer 2023*
- *The starting point of every Budget Development process (February – September) is the Planned Budget from prior year*
- *Revenue and expenditure assumptions will change prior to CMO recommendation on August 13, 2024*

Role of the City Controller's Office / Fact Sheet

- Mission

Manage public resources by providing timely and accurate financial services and information to City management, elected officials, and the public. These financial services include accounts payable, bank reconciliation, cash/debt management, deferred compensation, EMS billing compliance, financial compliance, auditing, and monitoring, financial reporting, hotel occupancy tax, Independent Audit, and Payroll

Role of the City Controller's Office

- Department Goals

- Complete the Annual Financial Comprehensive Audit (ACFR) for the fiscal year ended September 30, 2023, estimated completion date of February 28, 2024
- By September 30, 2024, increase percentage of vendor payments made electronically from 80 percent to 85 percent
- Maintain a payroll error rate of under 0.5 percent
- Work with City departments to implement 90 percent or more of City Auditor recommendations by the due date
- Decrease bank fees by at least three percent annually

Organizational Chart
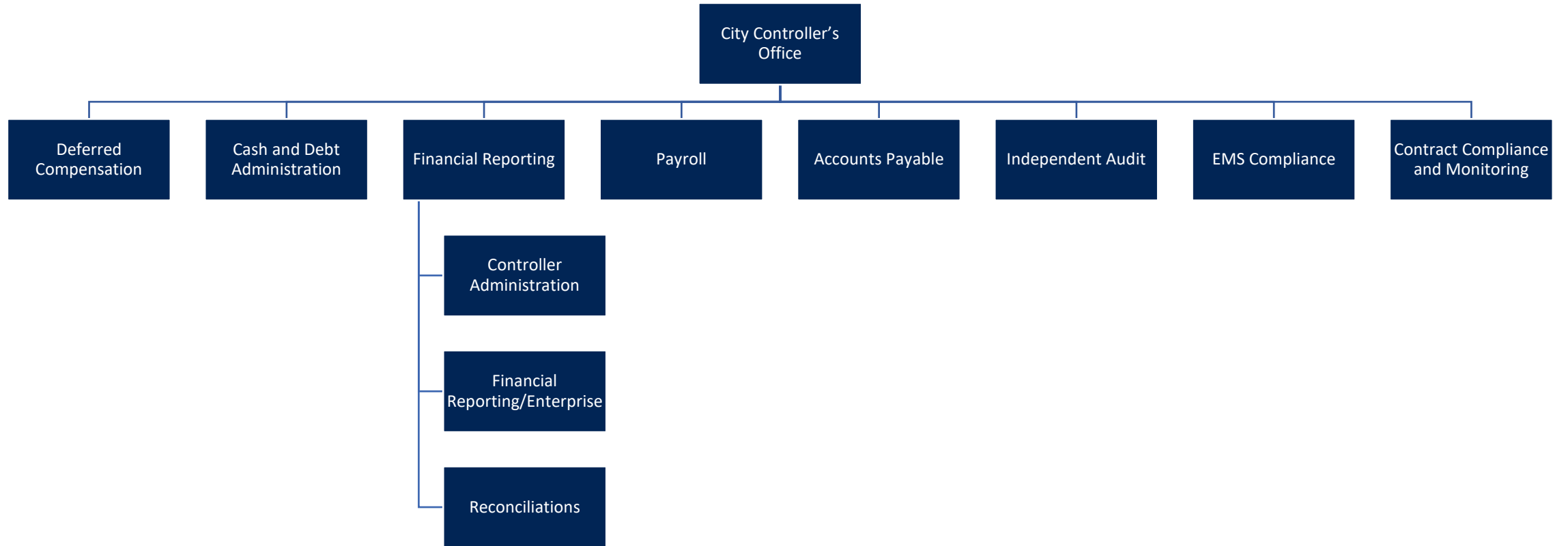
Total Budget – All Funds

Service	FY 2023-24 Budget	FY 2024-25 Planned
General Fund	$ 9,929,501	$10,204,656
Grant Funds	0	0
Trust & Other Funds	0	0
Total	$ 9,929,501	$10,204,656

- The change in funding between FY 2023-24 Budget and FY 2024-25 Planned is primarily due to increase in funding for professional services for ad-hoc work related to pension programs ($150K), for eliminating the reimbursement from EFM ($131K), and for eliminating three vacant positions (one Manager - Investment, one Treasury Analyst, and one Senior Office Assistant) (1.98 FTE) ($145K).

Position Overview

Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
General Fund	73	73	0
Grant, Trust, and Other Funds	0	0	0
Total	73	73	0

Budget Summary by Service

Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Accounts Payable	$2,206,370	$2,793,088	$2,259,389	$2,870,501
Cash and Debt Management	592,536	558,840	756,387	621,728
Contract Compliance and Monitoring	390,644	650,137	541,373	665,745
Deferred Compensation	(7,233)	96,915	4,298	100,956
EMS Compliance	103,606	145,688	156,021	149,561
Financial Reporting	3,176,598	2,508,115	3,139,509	2,600,906
Independent Audit	767,071	767,071	767,071	767,071
Payroll	1,864,183	2,409,648	2,218,308	2,428,188
Expense Total	$9,093,775	$9,929,501	$9,842,356	$10,204,656

*January 2024 Forecast

Operating Expense and Revenue

Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	$7,460,583	$7,606,349	$7,608,194	$7,827,229
Supplies - Materials	72,559	64,940	50,862	64,940
Contractual – Other Services	2,385,507	3,024,741	2,949,828	3,101,562
Capital Outlay	0	0	0	0
Reimbursements	(824,874)	(766,529)	(766,529)	(789,075)
Department Expense Total	$9,093,775	$9,929,501	$9,842,356	$10,204,656
Department Revenue Total	$254,789	$110,000	$147,862	$110,000

*January 2024 Forecast

Revenue Overview

- CCO has two main sources of revenue, one from handling charges and one from unclaimed property:
- Miscellaneous handling charges associated with mandated payroll garnishments. This fee is for the miscellaneous handling charges for child support, including setup, payment remitted by mail or electronically, handling of discrepancies, providing data and/or reports, completion of forms and documents, etc.
- Misc-Misc Revenue - unclaimed property revenues from the state of Texas and other governments.

Performance Measures

Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Percentage of invoices paid within 30 days	79.7%	85.0%	78.9%	90.0%
Percentage of electronic vendor payments (excluding refunds)	79.0%	87.0%	88.8%	90.0%
Percentage of M/WBE vendor invoices paid within 30 days	76.7%	85.0%	82.8%	90.0%
Percentage of permanent employees enrolled in City's Voluntary Deferred Compensation Plan (excluding employees with active loans)	53.5%	55.0%	45.8%	55.0%
Payroll error rate	0.4%	0.4%	0.1%	0.4%

*FY 2023-24 – 1Qtr Report

Summary of Services, Programs and Activities

Summary of Services, Programs, and Activities

- City Controller's Office
  - Financial and operational management Deferred Compensation Plans and Defined Benefit Plans
  - Administration of the City of Dallas' cash management & banking operations, the debt management program, and the management of the City's investment portfolio
  - Preparation of the city's Annual Comprehensive Financial Report (ACFR) and the annual financial statements for the Dallas Water Utilities, Airport Revenues fund, Economic Development Tax Increment Finance funds, Local Government Corporations and schedule of expenditures of State and Federal awards, including the management of the external audits for all of the City's financial reporting
  - Management of the collection and compliance of the Hotel Occupancy Taxes
  - Reconciliation of all City's bank accounts and Cash Receipts related to cash and credit card transactions

Summary of Services, Programs, and Activities

- City Controller's Office (continued)
  - Payroll processing for all City employees
  - Processing of all payments to vendors and business partners as well expense reimbursements to employees
  - Independent audit performed by an external audit firm
  - Management and support of the Emergency Medical Services billing activities and operations
  - Assists City departments in responding to City Auditor recommendations; develop contract compliance workplan, administer the City's administrative directive process, and conduct an internal control self-assessment for City departments

Civil Service Department

Government Performance & Financial Management
May 15, 2024

Jarred Davis, Director & Board Secretary
Civil Service Department

City of Dallas

Purpose

- Provide an overview of the Department of Civil Service

- Highlight department program, services, and activities

> - *Briefing reflects FY 2024-25 Planned Budget as developed Summer 2023*
> - *The starting point of every Budget Development process (February – September) is the Planned Budget from prior year*
> - *Revenue and expenditure assumptions will change prior to CMO recommendation on August 13, 2024*

Civil Service Mission

To employ and retain the best and brightest workforce, enhancing the vitality and quality of life for all in the Dallas community.
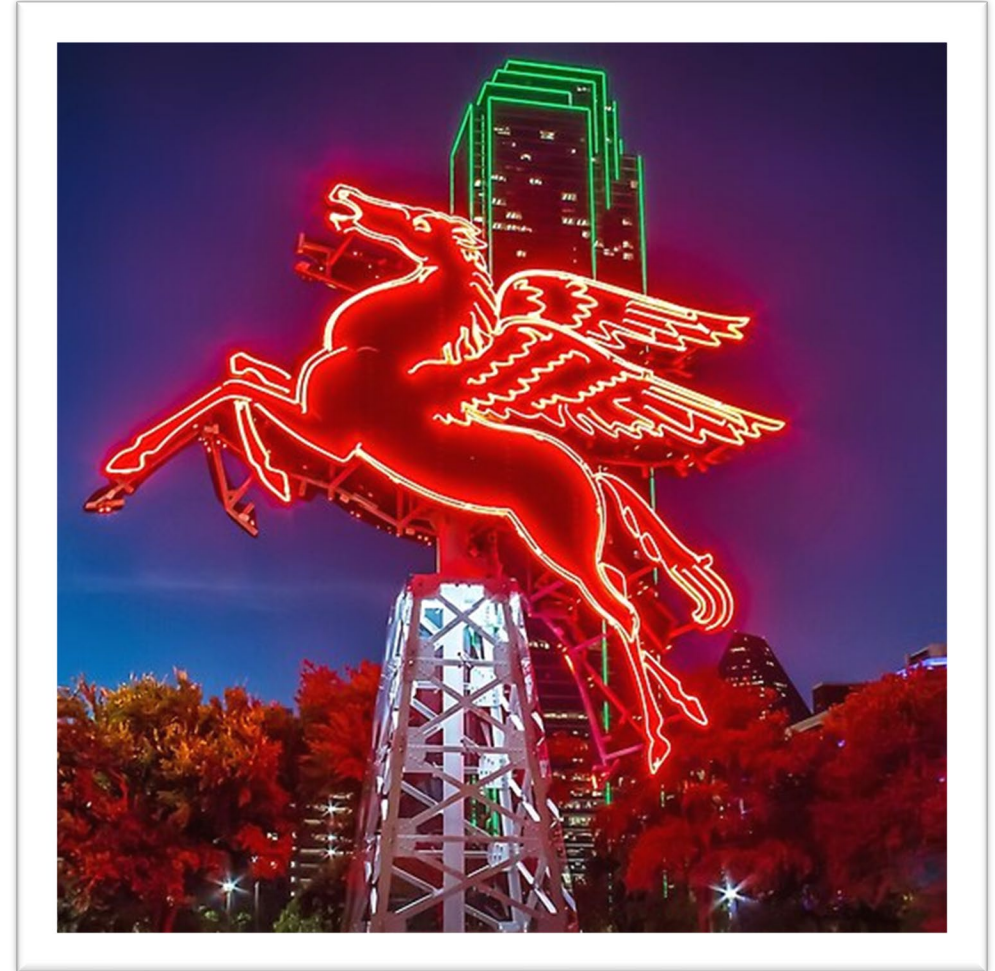
Civil Service Function

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

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

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

Civil Service Board

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

• **Overseeing the design of personnel selection methods to ensure fairness and effectiveness in the selection of applicants for City employment.**

• **Providing an objective forum through which employees can appeal claims of discrimination and misinterpretation or misapplication of Civil Service rules.**

• **Serving alongside members of the Civil Service Adjunct Panel to administer Trial Board hearings that grant due process to demoted or terminated employees.**

Terrence Welch
Board Chair

Chandra Marshall-Henson
Board Vice Chair

Kyla Cole
Board Member

Angela Kutac
Board Member

Joan Smotzer
Board Member

Bridgette Mitchell
Board Member

Civil Service Department

Recruiting & Examining Unit

Advertises jobs to both current and prospective employees.

Determine the minimum qualifications in conjunction with hiring managers.

Evaluates applicants' eligibility.

Administers written and computer-based assessments and exams.

Test Validation and Assessment Unit

Develops and validates selection tests for civilian and uniform positions.

Performs job analyses for talent assessment tool design purposes.

Ensures selection procedures used by the City are legally defensible.

Administration Unit

Manages Trial Board and Administrative Law Judge hearings.

Oversee the rehire eligibility hearing process.

Analyzes and manages department budget.

Civil Service's Strategic Focus Areas

Talent Attraction

Transform the Civil Service talent acquisition and hiring process to better attract talent into the City of Dallas' organization.

Talent Assessment

Enhance talent assessment and planning practices of the department to better meet the hiring needs of the City of Dallas' organization.

Operational Excellence

Develop and implement methods and metrics that will guide the evolution of Civil Service practices to enhance effective service delivery to the City of Dallas' organization.

Civil Service Talent Imperatives

1. **Expand candidate reach** through enhanced strategic marketing, branding, technology, and social media efforts and tactics.

2. Intentionally gather and utilize market career and position data to **develop and refine talent sourcing strategies.**

3. Create career interest and establish talent pipelines into critical civil service and public service careers through **cultivating key community and educational partnerships**.

4. **Incorporate deliberate equity planning** as the framework of the organization's talent strategy

Organizational Chart

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                          ┌─────────────────────────┐
                          │      Civil Service       │
                          └─────────────────────────┘
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Analysis Development and Validation	Applicant Evaluation (Civilian)	Applicant Evaluation (Uniform)	Civil Service Board Administration (Employee Appeals)
Provides job-related entry-level, promotional, and physical ability (Fire-Rescue) tests and assessments for civilian/uniform positions under the authority of City Charter Chapter XVI, Sections 5, 6, and 13, Civil Service Rules VIII, IX, X, XIV, XXIII, and XXIV.	Recruits interested candidates from multiple sources and evaluates applications to ensure candidates meet minimum qualifications for approximately 800 job titles and subsets. Oversees the reduction-in force (RIF) rules and process.	Screens applicants for entry-level and promotional Police and Fire Rescue positions. Certified registers of qualified candidates are provided to Police and Fire-Rescue after evaluation of employment applications, personnel files, and applicable tests.	Coordinates employee discharge/demotion appeals and grievances for eligible employees under the guidelines of City Charter Chapter XVI, Sections 12 and 12.1, and Personnel Rule Sections 34-38, 34-39, and 34-40. Financial responsibilities, testing oversight, and overall administrative duties are also mandated by Chapter XVI of the City Charter and City Council-approved Civil Service Rules and Regulations.
Five (5) FTE's	Nine (9) FTE's	Seven (7) FTE's	Three (3) FTE's

Total Budget – All Funds

Service	FY 2023-24 Budget	FY 2024-25 Planned
General Fund	$2,762,162	$2,840,197
Total	$2,762,162	$2,840,197

- Major changes in FY 2023-24 consisted of eliminating one Departmental Budget Analyst and one Human Resource Analyst II position (-1.86 FTEs). No major changes requested in FY 2024-25.

Position Overview

Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
General Fund	24	24	0
Total	24	24	0

- Department has requested no position changes via the budget development process for FY 2024-25.

Budget Summary by Service

Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Analysis Development and Validation	$476,073	$645,427	$647,682	$662,594
Applicant Evaluation (Civilian)	$1,032,531	$847,049	$1,008,134	$870,460
Applicant Evaluation (Uniform)	$581,606	$776,441	$839,137	$798,292
Civil Service Board and Employee Appeals Process	$486,424	$493,245	$524,440	$508,851
Expense Total	$2,576,634	$2,762,162	$3,019,393	$2,840,197

*January 2024 Forecast

Operating Expense and Revenue

Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	$2,127,363	$2,131,815	$2,411,789	$2,191,799
Supplies - Materials	$8,003	$65,889	$65,889	$65,889
Contractual – Other Services	$441,268	$564,458	$541,715	$582,509
Department Expense Total	$2,576,634	$2,762,162	$3,019,393	$2,840,197
Department Revenue Total	$1,400	$0	$1,200	$0

*January 2024 Forecast

Performance Measures

Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Percentage of hiring managers reporting a satisfaction rating (Satisfied) to post-hire questionnaire	88.2%	85%	N/A	85%
*Number of Hispanic, Black, Asian American and Native American recruitment and outreach efforts	46	15	9	15
Percentage of certified registers to hiring authority within five (5) business days – *civilian positions*	97.7%	93%	99.5%	93%
Percentage of certified registers to hiring authority within five (5) business days – *uniform positions*	100%	93%	100%	93%
Percentage of Civil Service trial board appeal hearings heard within 90 business days	N/A	100%	N/A	100%

*FY 2023-24 – 1Qtr Report

Summary of Services, Programs and Activities

Summary of Services, Programs, and Activities

Recruitment and Outreach Activities

- Judge Clay Jenkins "You're Hired" Job Fair (**October 2023**)
- Development Services Hiring Event (**October 2023**)
- You're Hired Mixer (**October 2023**)
- Employability Job Fair (**October 2023**)
- U & I Veterans Job Fair (**November 2023**)
- City Wide Hiring Event (**November 2023**)
- Hiring Red, White & You (**November 2023**)
- 2024 MLK Celebration Job Fair (**January 2024**)
- DPD Professional Staff Hiring Event (**February 2024**)
- Development Services Hiring Event (**April 2024**)
- DWU Wastewater Hiring Event (**April 2024**)

Summary of Services, Programs, and Activities

Sworn Promotional Uniform Activities

- Police Senior Corporal Exam (November 2023)
- Police Lieutenant Exam (January 2024)
- Police Sergeant Exam (February 2024)

FY 2023 Summary of Services, Programs, and Activities

2,812 | Requisitions Processed and Filled

62,939 | Applications Evaluated and Processed

2,217 | Civilian and Uniform Vacancies Filled

44 | Outreach Events Attended

14 | Appeal Hearings Completed

2,546 | Uniform Exams Administered

1,304 | Civilian Exams Administered

263 | Physical Abilities Tests Proctored

File #: 24-1668

Item #: E.

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

Atmos Dallas Annual Rate Review Filing

Government Performance and Financial Management
May 21, 2024

Nick Fehrenbach
Manager of Regulatory Affairs
Budget and Management Services

City of Dallas

Overview

- Update City Council on Atmos Energy Corporation's (Atmos) Dallas Annual Rate Review (DARR) filing
  - Provide summary of 2023 DARR rate case
  - Discuss current DARR filing
- Review proposed settlement agreement
- Discuss options
- Provide City Manager's recommendation
- Next steps

2023 DARR Filing

- Atmos filed its 2023 DARR rate case on January 13, 2023
- Requested annual rate increase of $20.6 million from within the city of Dallas
  - Average residential bill to increase by $6.10/month or 6.36% with gas costs
  - Average commercial bill to increase by $20.30/month or 3.41% with gas costs
  - Atmos requested rates become effective June 1, 2023

2023 DARR Settlement Agreement

- City set rates by Ordinance on May 24, 2023 pursuant to a settlement agreement
  - Atmos increased rates in Dallas by $18.2 million annually
  - Rates became effective September 1, 2023
  - Average residential bill increased by $5.73 per month
  - Average commercial bill increased by $14.11 per month

2024 DARR Filing

- Atmos filed its 2024 DARR rate case on January 12, 2024
  - The City has 135 days to review requested rates
  - Deadline to complete review is May 26, 2024
- Requested annual rate increase of $43.1 million in base rates plus $4.8 million for recovery of securitization regulatory asset expenses from within the city of Dallas for a total increase of $47.9 million
  - Average residential bill to increase by $13.72/month or 14.98% with gas costs
  - Average commercial bill to increase by $52.63/month or 10.26% with gas costs
- Requested rates to become effective June 1, 2024

2024 DARR Filing

- The 2024 filing is the largest increase requested by Atmos under the DARR tariff since it was adopted in 2012
  - Although Atmos has had some increases in operating costs, the driving factor in this rate increase is Atmos' investment in new plant virtually all of which is identified as safety related
  - $15.8 million of the increase is due to the completion of the three year credit amortization of the excess accumulated deferred federal income taxes from the 2017 Tax Cuts and Jobs Act
  - $4.8 million of the increase is recovery of interest expense related to extraordinary gas costs during winter storm Uri
  - In the past year Atmos has:
    - Spent over $231 million in new capital investment
    - Replaced 54 miles of pipe within the City of Dallas
    - Replaced 3,200 steel service lines within the City of Dallas

2024 DARR Filing

- City retained Garrett Group LLC (Garrett) under an AA to review the current DARR filing
- After reviewing the filing and supplemental information requested from Atmos, Garrett provided a draft report and preliminary findings, including recommendations for several adjustments to the filing totaling $3.5 million
- Staff shared Garrett's preliminary findings with Atmos
- Staff (assisted by Garrett and outside legal counsel) met with Atmos on multiple occasions via virtual conference and telephone to negotiate a settlement
  - Reached proposed settlement on May 3, 2024

2023 DARR Proposed Settlement

- Atmos to increase rates in Dallas by $45.1 million annually
- Rates to become effective June 1, 2024
- Average residential bill will increase by $13.69 per month an increase of 14.94%
- Average commercial bill will increase by $41.36 per month an increase of 8.06%
- Atmos will reimburse City's rate case expense
  - Amount determined after adoption of settlement

Options

1) Adopt proposed settlement agreement
   - Atmos to increase rates by $45.1 million annually
   - Rates to become effective June 1, 2024
   - Atmos to reimburse City for rate case expense

2) Adopt rates at some amount less than the proposed settlement
   - Atmos could appeal rates to RCT
   - Atmos could implement requested increase of $47.9M in rates subject to refund while appeal was pending

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

City Manager's Recommendation

- Adopt proposed settlement agreement as negotiated by staff (Option 1)
  - Saves residents $2.8 million off of requested rates
  - Atmos to pay City's rate case expenses
  - Rates to become effective June 1, 2024
  - Avoids uncertainty of litigating an appeal at RCT
  - Avoids additional rate case expense which would be passed on to customers

Next Steps

- May 22, 2024, agenda item to set rates to be charged by Atmos

- Deadline to set rates is May 26, 2024

financialtransparency.dallascityhall.com

Appendix

Franchise History

- Original franchise granted to The Dallas Gas Company in 1905

- Purchased by Lone Star Gas in 1927

- Acquired by TXU Gas in 1996

- Merged with Atmos in 2004

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

Jurisdiction to Set Rates

- Texas Utilities Code indicates jurisdictional responsibility for regulation of natural gas in state

- City has original jurisdiction to set local distribution rates within city boundaries

- Railroad Commission of Texas (RCT) has appellate jurisdiction over local distribution rates and original jurisdiction over pipeline rates

Utility Bill Breakdown

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

Billing Classes

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

Litigation History

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

Gas Reliability Infrastructure Program (GRIP)

- Enacted by 78th Legislature (2003) as incentive for gas utilities to invest in new infrastructure
- Rates adjusted annually to account for changes in net investment
- 2/25/11 – Filed with City of Dallas
  - Atmos requested increase of $20.2 million (systemwide)
  - Settled for increase of $11.0 million (systemwide)
  - City authorized DARR tariff as part of settlement

DARR Filing History

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

File #: 24-1665

Item #: F.

GPFM Two-Month Forecast

GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT
COMMITTEE FORECAST

	TITLE	DEPARTMENT
MONDAY, JUNE 24, 2024, 1:00 P.M.		
BRIEFING ITEMS	FY 2024-25 Planned Budget	Mayor/Council Office City Manager's Office City Secretary's Office City Attorney's Office Budget & Management Services
	Talent Acquisition Review & Discussion	Human Resources
DISCUSSION ITEMS	Review of City Real Estate for Development and Redevelopment Opportunities	City Manager's Office
BRIEFINGS BY MEMORANDUM	GPFM Two-Month Forecast	City Manager's Office
	Budget Accountability Report (Information as of April 30, 2024)	Budget & Management Services
	Technology Accountability Report (Information as of May 31, 2024)	Information & Technology Services
	Office of the City Auditor Monthly Update on Internal Audit Reports Released between May 11, 2024 and June 14, 2024	Office of the City Auditor
MONDAY, AUGUST 26, 2024, 1:00 P.M.		
BRIEFING ITEMS	10-Year Stormwater Capital Program	Dallas Water Utilities
	General Fund Reserve Review	Budget & Management Services
	Briefing on the Competitive Grants Process and Fund Development	Office of Government Affairs
DISCUSSION ITEMS	Review of City Real Estate for Development and Redevelopment Opportunities	City Manager's Office
BRIEFINGS BY MEMORANDUM	GPFM Two-Month Forecast	City Manager's Office
	Technology Accountability Report (Information as of July 31, 2024)	Information & Technology Services

File #: 24-1693

Item #: G.

Banking Depository Services Update
[City Controller's Office]

Memorandum

DATE **May 17, 2024**

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

SUBJECT **Bank Depository Services Update**

The City's Bank Depository contract with Bank of America, N.A. expires on December 11, 2024. The contract services include, but are not limited to, automated cash management information, deposit and disbursement services, lockbox services, securities clearance, safekeeping, and collateral. Both the City Charter and Texas Local Government Code, Chapter 105, contain provisions governing the selection process and criteria with respect to the City's depository and related financial services.

The Office of Procurement Services released the Request for Proposals BLZ24-00023829 in January 2024, which describes the timeline and City's requirements, including compliance with the City's Responsible Banking Ordinance No. 32211. A four-member evaluation committee consisting of members from the City Controller's Office, Department of Transportation, Code Compliance Services, and Dallas Water Utilities, reviewed five responses received by the deadline of February 23, 2024.

The Government Performance and Financial Management Committee will be provided additional information prior to requesting City Council approval of a new bank depository contract.

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

Jack Ireland
Chief Financial Officer

c: Kimberly Bizor Tolbert, City Manager (I)
Tammy L. Palomino, City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Jon Fortune, Deputy City Manager

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

File #: 24-1666

Item #: H.

Budget Accountability Report (Information as of March 31, 2024)
[Budget & Management Services]

Memorandum

CITY OF DALLAS

DATE May 17, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – March 2024**

Please find attached the March Budget Accountability Report (BAR) based on information through March 31, 2024. You may view all published reports on the Financial Transparency website. The monthly BAR provides a financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

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

Jack Ireland
Chief Financial Officer

[Attachment]

c: Honorable Mayor and Members of the City Council
Kimberly Bizor Tolbert, City Manager (I)
Tammy Palomino, City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Jon Fortune, Deputy City Manager
Majed A. Al-Ghafry, Assistant City Manager

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Dr. Robert Perez, Assistant City Manager
Donzell Gipson, Assistant City Manager (I)
Robin Bentley, Assistant City Manager (I)
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

BUDGET
ACCOUNTABILITY REPORT
FY 2023-24

As of March 31, 2024

Cover Photo Credit: "Trinity Flood Plain" by Don Raines, Jr., Planning & Urban Design

Budget & Management Services
City of Dallas

EXECUTIVE SUMMARY
Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	*Expenses*
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	✓	✓
Development Services	9% under budget	✓
Municipal Radio	28% over budget	13% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	✓
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ **26**
On Target

! **2**
Near Target

✗ **7**
Not on Target

Year-End Forecast

✓ **28**
On Target

! **4**
Near Target

✗ **3**
Not on Target

Budget Initiative Tracker

● **4**
Complete

❚❚ **1**
On Hold

✓ **29**
On Track

! **1**
At Risk

✗ **0**
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through March 31, 2024, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 22, 2023, effective October 1, 2023, through September 30, 2024. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-date (YTD) actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the year-end (YE) forecast, which projects anticipated revenues and expenditures as of September 30, 2024. The variance is the difference between the FY 2023-24 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

General Fund Overview

The General Fund overview provides a summary of financial activity through March 31, 2024.

	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	$323,159,062	$323,159,062		$345,178,891	$22,019,829
Revenues	1,837,576,470	1,840,372,470	1,396,017,286	1,838,639,099	(1,733,371)
Expenditures	1,837,576,470	1,840,372,470	855,560,889	1,843,835,925	3,463,455
Ending Fund Balance	$323,159,062	$323,159,062		$339,982,065	$16,823,003

Fund Balance. As of March 31, 2024, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2022-23 audited unassigned ending fund balance and includes FY 2022-23 YE savings.

Revenues. Through March 31, 2024, General Fund revenues are projected to be $1,733,000 under budget due to reduced property tax, sales tax, and miscellaneous revenues, partially offset by increased intergovernmental revenue and charges for service.

Expenditures. Through March 31, 2024, General Fund expenditures are projected to be $3,463,000 over budget due to uniform overtime expenditures and increased supplies related to Dallas Fire-Rescue fleet maintenance and repair and street light maintenance, partially offset by salary savings from vacant uniform and non-uniform positions across General Fund departments.

FY 2023-24 Amended Budget. City Council amended the General Fund budget on:

• May 8, 2024, by ordinance #32723 in the amount of $2,796,000 due to use of contingency reserve. This allocation will be used for Fair Park maintenance, Old City Park programming, and real estate appraisals and brokerage services.

FY 2023-24 Financial Forecast Report

GENERAL FUND REVENUE

	Revenue Category	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	$1,047,595,636	$1,047,595,636	$1,017,103,969	$1,046,173,537	($1,422,099)
2	Sales Tax	451,745,839	451,745,839	222,178,997	446,222,810	(5,523,029)
3	Franchise and Other	126,633,664	126,633,664	51,452,913	126,571,109	(62,555)
4	Charges for Services	117,236,140	117,236,140	63,695,884	118,941,938	1,705,798
5	Fines and Forfeitures	20,117,759	20,117,759	9,811,845	19,133,099	(984,660)
6	Operating Transfers In	28,086,049	30,882,049	8,842,156	30,882,049	0
7	Intergovernmental	16,177,900	16,177,900	9,880,427	21,052,734	4,874,834
8	Miscellaneous	9,882,543	9,882,543	2,799,027	8,827,734	(1,054,809)
9	Licenses and Permits	6,100,940	6,100,940	4,006,665	6,834,089	733,149
10	Interest	14,000,000	14,000,000	6,245,403	14,000,000	0
	Total Revenue	$1,837,576,470	$1,840,372,470	$1,396,017,286	$1,838,639,099	($1,733,371)

VARIANCE NOTES

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

2 Sales Tax. Based on actual collection trends and analysis provided by our contract economist, sales tax is projected to be $5,523,000 under budget for FY 2023-24.

4 Charges for Services. Charges for Services revenue is projected to be $1,706,000 over budget due to increased traffic control permits and increased revenue associated with State Fair patrol and emergency services, partially offset by lower-than-budgeted income from leasing City-owned property, reduced activity for the DPD Expanded Neighborhood Patrol (ENP) program, and reduced use of City of Dallas metered parking.

5 Fines and Forfeitures. Fines and Forfeitures revenue is projected to be $985,000 under budget due to a decrease in auto pound storage fee collections and declines in citations filed with Dallas Municipal Court. Year-to-date revenue for citations is averaging 10 percent higher than the same reporting period last year, however a 6 percent decline in citations issued, primarily for non-traffic violations, is causing revenue projections to be $598,000 under budget for FY 2023-24.

6 Operating Transfers In. The revenue budget for Operating Transfers In was amended on May 8, 2024 by ordinance #32723 in the amount of $2,796,000 for Fair Park maintenance, Old City Park programming, and real estate appraisals and brokerage services.

7 Intergovernmental. Intergovernmental revenue is projected to be $4,875,000 over budget due to higher-than-budgeted payments from the DFW Airport revenue-sharing agreement with the City of Euless, the City of Irving, and anticipated revenues from the school resource officer program.

8 Miscellaneous. Miscellaneous revenue is projected to be $1,055,000 under budget due to a delay in implementing various traffic-related developer review fees and a delay in the online application and payment system for convenience store registration due to Payment Card Industry (PCI) compliance issues. Additionally, a court injunction halts enforcement and registration for the CCS short-term rental program resulting in reduced projected revenues.

FY 2023-24 Financial Forecast Report
GENERAL FUND EXPENDITURES

	Expenditure Category	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	$298,421,415	$298,873,702	$131,052,809	$289,422,878	($9,450,824)
	Non-uniform Overtime	7,963,253	7,963,253	6,464,362	14,237,099	6,273,846
	Non-uniform Pension	42,275,230	42,245,830	19,248,383	42,245,831	0
	Uniform Pay	544,271,659	544,271,664	253,182,821	532,639,828	(11,631,836)
	Uniform Overtime	72,658,144	81,158,144	48,515,561	99,731,042	18,572,898
	Uniform Pension	187,861,142	187,857,480	86,818,841	184,787,283	(3,070,197)
	Health Benefits	97,632,432	97,632,434	27,995,521	97,632,434	0
	Workers Comp	13,051,299	13,051,300	13,051,300	13,051,300	0
	Other Personnel Services	14,204,686	14,205,250	6,526,190	14,568,210	362,960
1	Total Personnel Services	$1,278,339,260	$1,287,259,057	$592,855,788	$1,288,315,905	$1,056,848
2	Supplies	92,646,763	92,975,589	44,106,203	98,552,034	5,576,445
3	Contractual Services	531,126,582	691,816,997	230,951,687	694,719,666	2,902,669
4	Capital Outlay	25,239,244	25,911,965	12,519,350	25,869,564	(42,401)
5	Reimbursements	(89,775,379)	(257,591,138)	(24,872,140)	(263,621,244)	(6,030,106)
	Total Expenditures	1,837,576,470	$1,840,372,470	$855,560,889	$1,843,835,925	$3,463,455

VARIANCE NOTES

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

1 Personnel Services. Personnel Services are projected to be $1,057,000 over budget due to uniform overtime expenses in Dallas Police Department ($13,143,000), Dallas Fire-Rescue ($5,430,000), and non-uniform overtime expenses, partially offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments. Dallas Police Department uniform overtime expenses are due in part to elevated attrition in FY 2022-23 and consistent demand for police services (P1 call volume). Dallas Fire-Rescue uniform overtime expenses are due to higher-than-anticipated attrition requiring backfill to meet minimum staffing standards.

2 Supplies. Supplies are projected to be $5,576,000 over budget due to Dallas Fire-Rescue expenses for fleet maintenance and repair, reimbursed utility costs associated with Fair Park First, and street light maintenance.

3 Contractual Services. City Council increased the Contractual Services budget by $159,316,000 on February 28, 2024 by ordinance #32663 in order to fund a transfer to the ARPA Redevelopment Fund. This funding will be used for the continuation of projects originally funded under the American Rescue Plan Act (ARPA). City Council also increased the Contractual Services budget by $2,796,000 on May 8, 2024 by ordinance #32723 for Fair Park maintenance, Old City Park programming, and real estate appraisals and brokerage services.

5 Reimbursements. City Council increased Reimbursements budget by $159,316,000 on February 28, 2024 by ordinance #32663 due to ARPA funding to be used for eligible Dallas Fire-Rescue salary expenses.

FY 2023-24 Financial Forecast Report
GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	$4,420,110	$4,420,110	$1,734,890	$4,410,235	($9,875)
2	Building Services	31,078,791	31,078,791	17,502,357	31,078,791	0
3	City Attorney's Office	23,799,058	23,799,058	10,047,810	23,546,355	(252,703)
4	City Auditor's Office	3,266,138	3,266,138	1,279,329	3,178,183	(87,955)
5	City Controller's Office	9,162,430	9,162,430	4,389,782	9,092,339	(70,091)
6	Independent Audit	767,071	767,071	757,500	767,071	0
7	City Manager's Office	3,389,700	3,809,497	1,483,780	3,905,064	95,567
8	City Marshal's Office	21,905,930	21,905,930	9,951,240	21,472,799	(433,131)
9	Jail Contract	8,594,776	8,594,776	3,581,157	8,594,776	0
10	City Secretary's Office	3,509,388	3,509,388	1,605,948	3,515,709	6,321
11	Elections	1,946,292	1,946,292	696,633	1,946,292	0
12	Civil Service	2,762,162	2,762,162	1,311,369	2,964,447	202,285
13	Code Compliance	45,562,455	45,562,455	18,762,796	45,133,252	(429,203)
14	Dallas Animal Services	19,180,051	19,180,051	10,630,798	19,463,543	283,492
15	Dallas Fire-Rescue	413,381,222	413,381,222	202,765,143	420,681,053	7,299,831
16	Dallas Municipal Court	8,370,958	8,370,958	3,896,048	8,032,552	(338,406)
17	Dallas Police Department	656,936,353	656,936,353	305,507,180	656,494,206	(442,147)
18	Data Analytics & Business Intelligence	6,108,162	6,108,162	2,531,338	6,108,162	0
19	Housing & Neighborhood Revitalization	6,920,100	6,920,100	2,272,907	6,815,481	(104,619)
20	Human Resources	9,186,760	9,186,760	4,829,084	9,599,610	412,850
21*	Judiciary	4,397,241	4,397,241	1,957,641	4,494,256	97,015
22	Library	43,489,755	43,489,755	19,237,430	43,466,506	(23,249)
	Management Services					
23	311 Customer Service Center	6,331,204	6,331,204	3,439,823	5,812,264	(518,940)
24*	Communications, Outreach, & Marketing	3,777,588	3,777,588	1,413,212	3,486,947	(290,641)
25	Office of Community Care	10,114,699	10,114,699	3,240,836	10,082,151	(32,548)
26	Office of Community Development	754,620	754,620	156,944	689,164	(65,456)
27	Office of Community Police Oversight	784,565	784,565	272,421	672,030	(112,535)
28	Office of Emergency Management	1,251,963	1,251,963	618,829	1,304,018	52,055
29	Office of Environmental Quality and Sustainability	6,244,743	6,244,743	4,500,072	5,961,518	(283,225)
30	Office of Equity and Inclusion	3,785,554	3,785,554	1,668,142	3,705,931	(79,623)
31	Office of Government Affairs	1,112,725	1,112,725	514,424	1,042,443	(70,282)
32	Office of Homeless Solutions	17,850,149	17,850,149	13,463,161	17,850,149	0
33	Office of Integrated Public Safety Solutions	5,822,887	5,822,887	1,680,754	5,822,887	0
34	Small Business Center	4,354,640	4,354,640	1,114,724	4,204,871	(149,769)
35	Mayor & City Council	7,399,447	7,399,447	2,909,240	7,287,274	(112,173)
36	Non-Departmental	128,443,112	128,443,112	18,636,743	128,443,112	0
37	Office of Arts & Culture	23,180,773	23,180,773	20,105,112	23,110,118	(70,655)
38	Office of Economic Development	3,679,042	3,679,042	2,219,303	3,678,457	(585)
39	Park & Recreation	120,076,933	122,236,933	61,714,423	122,236,933	0
40	Planning & Urban Design	8,024,033	8,024,033	2,681,199	7,512,992	(511,041)
41	Procurement Services	3,500,823	3,500,823	1,244,900	3,157,813	(343,010)
42	Public Works	88,552,090	89,188,090	57,217,176	89,188,090	0
43	Transportation	59,125,541	59,125,541	26,629,352	58,971,444	(154,097)
	Total Departments	$1,832,302,034	$1,835,517,831	$852,172,948	$1,838,981,286	$3,463,455
44	Financial Reserves		0	0	0	0
45	Liability/Claims Fund Transfer	3,387,941	3,387,941	3,387,941	3,387,941	0
46	Salary & Benefit Stabilization	1,886,495	1,466,698	0	1,466,698	0
	Total Expenditures	$1,837,576,470	$1,840,372,470	$855,560,889	$1,843,835,925	$3,463,455

*BMS did not receive a department update for the March reporting month. Forecast was prepared by BMS staff.

VARIANCE NOTES

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

7 City Manager's Office. City Council increased CMO's budget by $420,000 on May 8, 2024 by ordinance #32723 for anticipated termination payouts for the City Manager. CMO is projected to be $96,000 over budget due to salary expenses related to position classification actions to better meet department operations and executive support functions, partially offset by salary savings associated with vacant positions.

10 City Secretary's Office. SEC is projected to be $6,000 over budget due to termination payouts for retiring employees, partially offset by salary savings associated with two vacant positions.

12 Civil Service. CVS is projected to be $202,000 over budget due to salary expenses associated with prior year elimination of funding for vacant positions, one of which was already filled, and hiring above the budgeted vacancy rate.

14 Dallas Animal Services. DAS is projected to be $283,000 over budget due to animal food, security services, day labor, and professional service expenditures as a result of shelters being over capacity, partially offset by salary savings associated with 31 vacant positions.

15 Dallas Fire-Rescue. DFR is projected to be $7,300,000 over budget due to uniform overtime expenses, the high cost of repairs to fire engines damaged in accidents, and costs of parts and labor for routine maintenance expenses.

20 Human Resources. HR is projected to be $413,000 over budget due to temporary staffing expenses associated with Workday implementation.

21 Judiciary. CTJ is projected to be $97,000 over budget due to salary expenses associated with prior year elimination of funding for vacant positions, that are now forecast to be filled.

23 311 Customer Service Center. 311 is projected to be $519,000 under budget due to salary savings from 30 vacant positions.

24 Communications, Outreach, & Marketing. COM is projected to be $291,000 under budget due to salary savings associated with four vacant positions.

26 Office of Community Development. CDV is projected to be $65,000 under budget due to salary savings associated with three vacant positions.

27 Office of Community Police Oversight. OCPO is projected to be $113,000 under budget due to salary savings associated with one vacant position.

28 Office of Emergency Management. OEM is projected to be $52,000 over budget due to termination payouts for retiring employees, partially offset by salary savings associated with two vacant positions.

31 Office of Government Affairs. OGA is projected to be $70,000 under budget due to salary savings associated with two vacant positions.

35 Mayor & City Council. MCC is projected to be $112,000 under budget due to salary savings associated with 10 vacant position, partially offset by expenses related to the relocation of a community district office and the City Council lunch catering contract.

39 Park & Recreation. City Council increased PKR's budget by $2,160,000 on May 8, 2024 by ordinance #32723 for Fair Park building and grounds maintenance and Old City Park programming costs for summer 2024.

VARIANCE NOTES

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

40 Planning & Urban Design. PNV is projected to be $511,000 under budget due to salary savings associated with 17 vacant positions.

41 Procurement Services. OPS is projected to be $343,000 under budget due to salary savings associated with 12 vacant positions.

42 Public Works. City Council increased PBW's budget by $636,000 on May 8, 2024 by ordinance #32723 for appraisal costs, brokerage services, and Request for Proposals (RFP) development services for potential redevelopment of city-owned properties.

46 Salary & Benefit Stabilization. The FY 2023-24 Budget Ordinance authorizes the City Manager to transfer appropriations from S&B to any department as allowed by City Charter Chapter XI (Section 3). $420,000 was transferred to CMO to address overages related to termination payouts.

FY 2023-24 Financial Forecast Report
ENTERPRISE FUNDS

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
1 AVIATION					
Beginning Fund Balance	$87,104,190	$87,104,190		$108,814,479	$21,710,289
Total Revenues	182,592,444	182,592,444	96,479,197	185,489,950	2,897,506
Total Expenditures	184,832,684	184,832,684	89,256,594	184,832,684	0
Ending Fund Balance	$84,863,950	$84,863,950		$109,471,745	$24,607,795
2 CONVENTION & EVENT SERVICES					
Beginning Fund Balance	$56,656,767	$56,656,767		$69,854,331	$13,197,564
Total Revenues	137,145,998	137,145,998	54,002,421	140,784,673	3,638,675
Total Expenditures	137,145,998	152,931,223	46,906,053	152,931,223	0
Ending Fund Balance	$56,656,767	$40,871,542		$57,707,781	$16,836,239
3 DEVELOPMENT SERVICES					
Beginning Fund Balance	$20,815,859	$20,815,859		$19,390,635	($1,425,224)
Total Revenues	45,465,884	45,465,884	16,691,920	41,465,169	(4,000,715)
Total Expenditures	53,952,347	53,952,347	23,128,059	53,714,172	(238,175)
Ending Fund Balance	$12,329,396	$12,329,396		$7,141,631	($5,187,765)
4 MUNICIPAL RADIO*					
Beginning Fund Balance	$337,211	$337,211		$176,692	($160,519)
Total Revenues	636,398	636,398	179,917	816,355	179,957
Total Expenditures	636,398	636,398	392,691	552,119	(84,279)
Ending Fund Balance	$337,211	$337,211		$440,928	$103,717
5 SANITATION SERVICES					
Beginning Fund Balance	$23,377,689	$23,377,689		$20,910,931	($2,466,758)
Total Revenues	152,709,535	152,709,535	81,002,175	159,952,209	7,242,674
Total Expenditures	153,689,531	153,689,531	56,780,795	153,689,531	0
Ending Fund Balance	$22,397,693	$22,397,693		$27,173,609	$4,775,916
6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES					
Beginning Fund Balance	$9,962,402	$9,962,402		$21,744,930	$11,782,528
Total Revenues	80,093,972	80,093,972	39,265,409	80,093,972	0
Total Expenditures	80,093,972	89,089,948	33,637,880	89,089,948	0
Ending Fund Balance	$9,962,402	$966,426		$12,748,954	$11,782,528
7 WATER UTILITIES					
Beginning Fund Balance	$97,247,412	$97,247,412		$157,544,609	$60,297,197
Total Revenues	791,276,133	791,276,133	389,459,960	799,381,746	8,105,613
Total Expenditures	791,275,376	865,275,376	356,258,146	865,275,376	0
Ending Fund Balance	$97,248,169	$23,248,169		$91,650,979	$68,402,810

*BMS did not receive a department update for the March reporting month. Forecast was prepared by BMS staff.

FY 2023-24 Financial Forecast Report

INTERNAL SERVICE FUNDS

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
8 BOND & CONSTRUCTION MANAGEMENT					
Beginning Fund Balance	$64,982	$64,982		($243,843)	($308,825)
Total Revenues	22,043,477	22,043,477	4,573,246	21,454,020	(589,457)
Total Expenditures	22,043,477	22,043,477	9,395,997	21,210,177	(833,300)
Ending Fund Balance	$64,982	$64,982		$0	($64,982)
9 EQUIPMENT & FLEET MANAGEMENT					
Beginning Fund Balance	$6,399,526	$6,399,526		$5,511,197	($888,329)
Total Revenues	68,778,781	71,089,693	14,376,779	71,089,693	0
Total Expenditures	71,794,210	74,105,122	34,472,192	74,052,121	(53,001)
Ending Fund Balance	$3,384,097	$3,384,097		$2,548,769	($835,328)
10 EXPRESS BUSINESS CENTER					
Beginning Fund Balance	$7,212,164	$7,212,164		$6,268,575	($943,589)
Total Revenues	2,868,790	2,868,790	1,085,355	2,906,021	37,231
Total Expenditures	2,152,280	2,152,280	949,338	2,195,153	42,873
Ending Fund Balance	$7,928,674	$7,928,674		$6,979,442	($949,232)
11 INFORMATION TECHNOLOGY					
Beginning Fund Balance	$19,328,923	$19,328,923		$21,691,826	$2,362,903
Total Revenues	121,639,867	121,639,867	58,547,108	121,677,168	37,301
Total Expenditures	131,784,124	131,784,124	72,391,845	131,760,223	(23,901)
Ending Fund Balance	$9,184,666	$9,184,666		$11,608,771	$2,424,105
12 RADIO SERVICES					
Beginning Fund Balance	$2,825,954	$2,825,954		$6,283,792	$3,457,838
Total Revenues	22,264,018	22,264,018	11,974,121	22,383,102	119,084
Total Expenditures	18,873,781	18,873,781	6,327,927	18,872,310	(1,471)
Ending Fund Balance	$6,216,191	$6,216,191		$9,794,584	$3,578,393

FY 2023-24 Financial Forecast Report
OTHER FUNDS

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
13 9-1-1 SYSTEM OPERATIONS					
Beginning Fund Balance	$4,811,495	$4,811,495		$9,451,258	$4,639,763
Total Revenues	12,897,076	12,897,076	5,341,337	13,246,364	349,288
Total Expenditures	12,866,761	12,866,761	6,358,203	12,724,608	(142,153)
Ending Fund Balance	$4,841,810	$4,841,810		$9,973,014	$5,131,204
14 DEBT SERVICE					
Beginning Fund Balance	$114,061,997	$114,061,997		$100,972,008	($13,089,989)
Total Revenues	443,871,742	443,871,742	394,370,621	447,496,818	3,625,076
Total Expenditures	420,687,511	420,687,511	286,897,123	403,341,437	(17,346,075)
Ending Fund Balance	$137,246,228	$137,246,228		$145,127,390	$7,881,162
15 EMPLOYEE BENEFITS					
City Contributions	$134,878,640	$134,878,640	$37,131,615	$134,947,865	$69,225
Employee Contributions	46,665,178	46,665,178	23,987,135	46,665,178	0
Retiree	25,583,019	25,583,019	10,526,940	25,583,019	0
Other	0	0	14,942	14,942	14,942
Total Revenues	207,126,836	207,126,836	71,660,632	207,211,004	84,168
Total Expenditures	$205,942,598	$205,942,598	$52,554,932	$212,181,294	$6,238,696

Note: FY 2023-24 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
16 RISK MANAGEMENT					
Worker's Compensation	$18,362,599	$18,362,599	$19,115,008	$19,115,008	$752,409
Third Party Liability	10,033,670	10,033,670	9,972,136	10,033,670	0
Purchased Insurance	18,139,030	18,139,030	18,124,438	18,124,438	(14,592)
Interest and Other	0	0	336,996	336,996	336,996
Total Revenues	46,535,299	46,535,299	47,548,578	47,610,113	1,074,814
Total Expenditures	$60,094,967	$60,094,967	$24,917,898	$57,875,254	($2,219,713)

Note: FY 2023-24 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (worker's compensation/liability/property insurance).

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of March 31, 2024, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2022-23 audited unassigned ending fund balance and includes FY 2022-23 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

1 Aviation. AVI revenues are projected to be $2,898,000 over budget due to greater-than-forecasted enplanements which has driven higher garage parking, concessions, terminal rental, and landing fee revenues.

2 Convention & Event Services. City Council increased CCT's expense budget by $15,785,000 on May 8 by ordinance #32723 for a capital construction transfer. CCT revenues are projected to be $3,639,000 over budget due to increased tourism related revenues, specifically Hotel Occupancy Tax (HOT) and Alcohol Beverage Tax (ABT).

3 Development Services. DEV revenues are projected to be $4,001,000 under budget due to delayed implementation of the 2023 fee recommendations. City Council approved the fee updates on March 27, 2024; the new fees will go into effect on May 1, 2024.

4 Municipal Radio. WRR revenues are projected to be $180,000 over budget due to the inclusion of revenues not accounted for in FY 2022-23, but now recognized in FY 2023-24. WRR expenses are projected to be $84,000 under budget due to Pension Bond Debt Service costs lower than initially budgeted to reflect updated staffing.

5 Sanitation Services. SAN revenues are projected to be $7,243,000 over budget due to higher volume of disposal business from commercial haulers.

6 Storm Drainage Management. City Council increased SDM's expense budget by $5,996,000 on December 13 by resolution 23-1699 for a construction contract with Merrell Bros, Inc. for dredging at five locations and by $3,000,000 on May 8, 2024 by ordinance #32723 for a capital construction transfer.

7 Water Utilities. City Council increased DWU's expense budget by $74,000,000 on May 8, 2024 by ordinance #32723 for a transfer to capital construction. DWU revenues are projected to be $8,106,000 over budget due to higher water consumption.

8 Bond & Construction Management. BCM revenues are projected to be $589,000 under budget due to lower expenses. BCM expenses are projected to be $833,000 under budget due to salary savings associated with 47 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

9 Equipment and Fleet Management. City Council increased EFM's expense budget by $2,311,000 on May 8, 2024 by ordinance #32723 for a capital construction transfer.

10 Express Business Center. EBC revenues are projected to be $37,000 over budget due to interest earnings and surplus revenues from retail items, copies, and notary services. EBC expenses are projected to be $43,000 over budget due to temporary staffing costs to cover vacant positions.

11 Information Technology. ITS revenues are projected to be $37,000 over budget due to interest earnings.

12 Radio Services. Radio Services revenues are projected to be $119,000 over budget due to interest earnings.

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of March 31, 2024, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2022-23 audited unassigned ending fund balance and includes FY 2022-23 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

13 9-1-1 System Operations. 9-1-1 System Operations revenues are projected to be $349,000 over budget due to increased 9-1-1 fee collections for residential and commercial wireline services based on year-to-date receipts.

14 Debt Service. Debt Service revenues are projected to be $3,625,000 over budget due to delayed transfers from SAN related to Equipment Acquisition Contractual Obligation, Series 2023, and from unbudgeted transfers from Stormwater and Fair Park for Certificates of Obligation, Series 2024A, partially offset by reduced property tax revenues. Debt Service expenses are projected to be $17,346,000 below budget primarily due to the postponement of a Master Lease program, the refunding of the General Obligation Refunding and Improvement Bonds, Series 2013A and Series 2014, as well as a more advantageous debt structure for a litigation judgement, General Obligation Refunding Bonds Series 2024A.

15 Employee Benefits. Employee Benefits revenues are projected to be $84,000 over budget due to interest earnings and City Contributions based on forecast usage. Employee Benefits expenses are projected to be $6,239,000 over budget due to the increased cost of inpatient and outpatient medical and pharmacy claims from October 2023 to February 2024. The 2024 health plan enrollment also increased by 434 participants. The resulting effect is an estimated 3.7 percent increase in the enrollment in comparison to last fiscal year.

16 Risk Management. Risk Management revenues are projected to be $1,075,000 over budget due to interest earnings and higher-than-budgeted Worker's Compensation subrogation recovery. Risk Management expenses are projected to be $2,220,000 under budget due to lower-than-budgeted insurance claims and a delay in anticipated claims that have been moved from FY 2023-24 to FY 2024-25.

FY 2023-24 Financial Forecast Report
GENERAL OBLIGATION BONDS

2017 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	$533,981,000	$533,981,000	$351,190,307	$124,363,844	$58,426,849
B	Park and Recreation Facilities	261,807,000	261,807,000	182,573,886	12,374,777	66,858,337
C	Fair Park	50,000,000	50,000,000	42,513,657	1,928,705	5,557,637
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	21,263,324	15,134,509	12,352,167
E	Library Facilities	15,589,000	15,589,000	14,918,344	166,261	504,396
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	13,219,909	345,632	669,459
G	Public Safety Facilities	32,081,000	32,081,000	27,313,754	189,984	4,577,261
H	City Facilities	18,157,000	18,157,000	3,753,866	501,256	13,901,878
I	Economic Development	55,400,000	55,400,000	22,687,527	9,460,131	23,252,342
J	Homeless Assistance Facilities	20,000,000	20,000,000	17,428,025	88,383	2,483,592
Total		$1,050,000,000	$1,050,000,000	$696,862,599	$164,553,483	$188,583,919

2012 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	$260,625,000	$266,938,887	$260,924,293	$3,161,575	$2,853,019
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	255,803,984	59,254,282	11,316,734
3	Economic Development	55,000,000	55,000,000	39,111,855	5,025,181	10,862,964
Total		$642,000,000	$648,313,887	$555,840,131	$67,441,038	$25,032,718

2006 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	$390,420,000	$406,490,554	$393,810,247	$7,996,294	$4,684,013
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	307,166,025	10,177,258	25,413,883
3	Park and Recreation Facilities	343,230,000	353,343,060	350,012,701	916,250	2,414,109
4	Library Facilities	46,200,000	52,148,600	47,675,319	54,692	4,418,589
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	46,127	623,831
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	33,309,338	303,727	2,603,412
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	42,735,357	2,075,221	249,475
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	0	349,741
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,818,529	22,150	10,886,772
11	Court Facilities	7,945,000	8,146,606	7,869,762	0	276,844
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,385,969	411,256	275,714
Total		$1,353,520,000	$1,405,218,107	$1,330,992,919	$22,002,975	$52,222,213

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

FY 2023-24 Financial Forecast Report
ECONOMIC INDICATORS
Sales Tax

The current sales tax rate is 8.25 percent - 6.25 percent goes to the state, one percent to the City, and one percent to DART. The FY 2023-24 Sales Tax Budget is $451,745,839 and the year-end forecast is $446,222,810 due to actual collection trends and analysis provided by our contract economist. We will update the forecast throughout the year as additional information becomes available. The charts in this section provide more information about sales tax collections.

Sales Tax Collections Year-over-Year

Legend: Actual FY 2022-23 | Budget FY 2023-24 | Actual FY 2023-24

Fiscal Year-to Date Net Sales Tax Payment by Industry

Industry	FY23 Net Payment YTD	FY24 Net Payment YTD
Retail Trade	$76.71	$80.76
Wholesale Trade	$20.17	$18.24
Accommodation & Food Services	$23.81	$24.18
Information	$16.45	$17.15
Construction	$10.87	$13.25
Utilities	$10.15	$10.54
All Others	$55.43	$58.07
Total	$213.58	$222.18
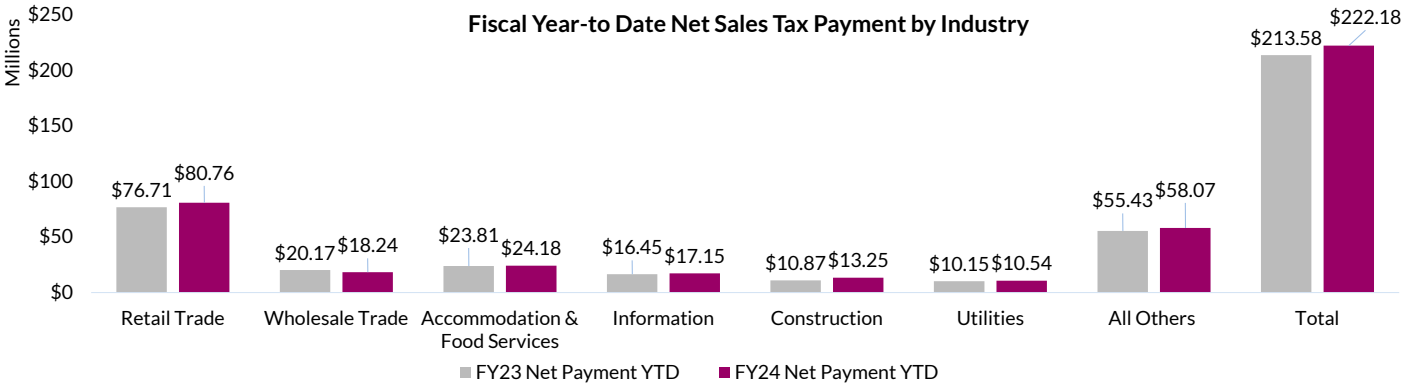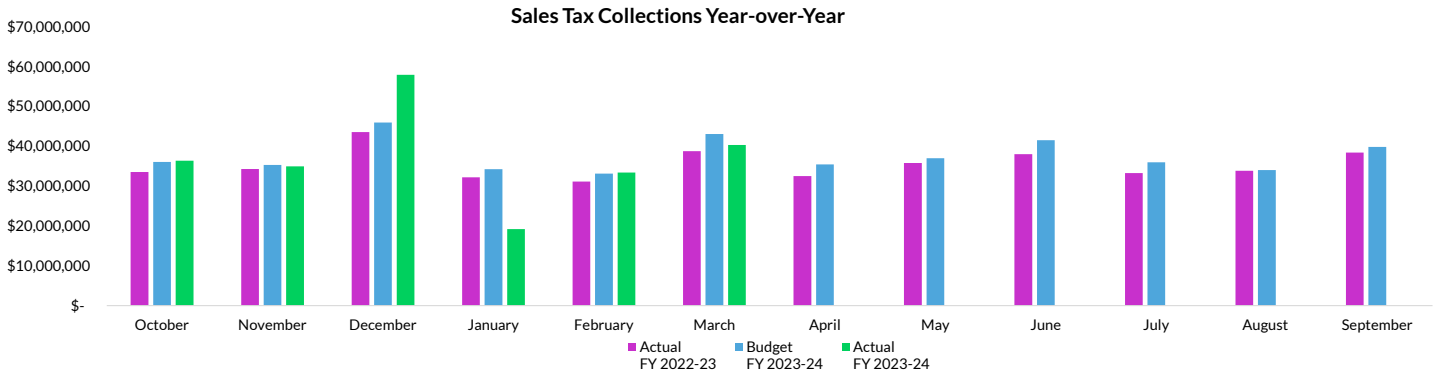
FY 2023-24 Financial Forecast Report
ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	March FY24 over March FY23	FYTD24 over FYTD23
Retail Trade	4%	5%
Wholesale Trade	-8%	-10%
Accommodation and Food Services	3%	2%
Information	12%	4%
Construction	49%	22%
Utilities	2%	4%
All Others	0%	5%
Total Collections	4%	4%

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

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

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

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

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

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

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

FY 2023-24 Financial Forecast Report
ECONOMIC INDICATORS
Hotel Occupancy Tax

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

HOT Collections

·········· 6 Month Moving Average

Year-over-Year Change in HOT Collections
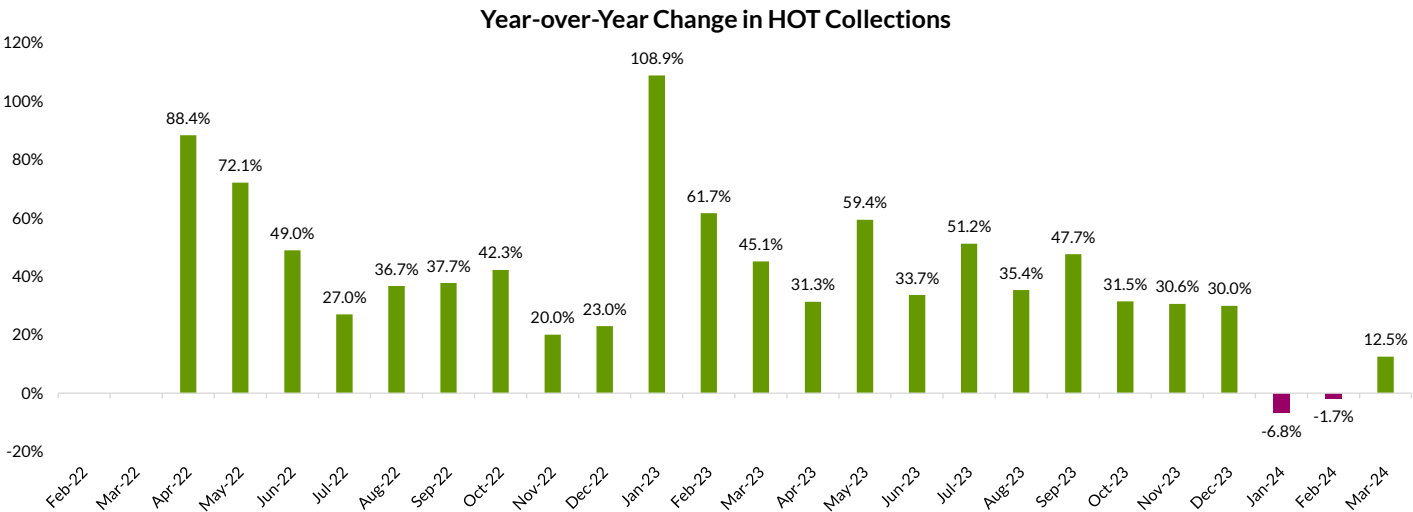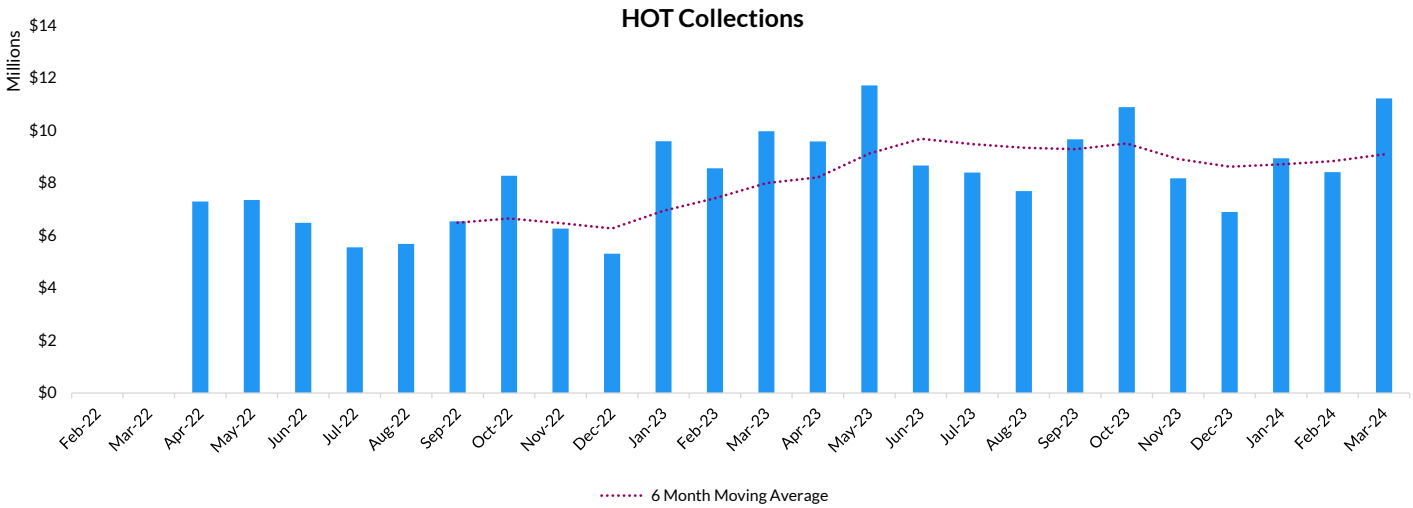
Beginning November 2022, the HOT rate collected by the City of Dallas increased from seven to nine percent. HOT allocations including the additional two percent are reflected beginning in January 2023.

January 2024 and February 2024 data were revised to include HOT revenues related to Fair Park and Omni.

FY 2023-24 Financial Forecast Report
ECONOMIC INDICATORS
## Convention Center Event Bookings

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

	FY22 Actual	FY23 Actual	FY24 Planned	FY24 Actual/Forecast*
October	6	10	11	11
November	5	2	4	4
December	9	12	6	7
January	4	5	7	10
February	10	14	10	15
March	13	10	8	11
April	8	6	3	3
May	6	10	9	8
June	11	12	9	9
July	4	5	6	5
August	8	5	7	7
September	10	5	3	3
Total	**94**	**96**	**83**	**93**

* Due to shifts in cancellations and rescheduling, FY24 actuals for prior months may be updated.

Love Field Enplanements

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

Enplanements
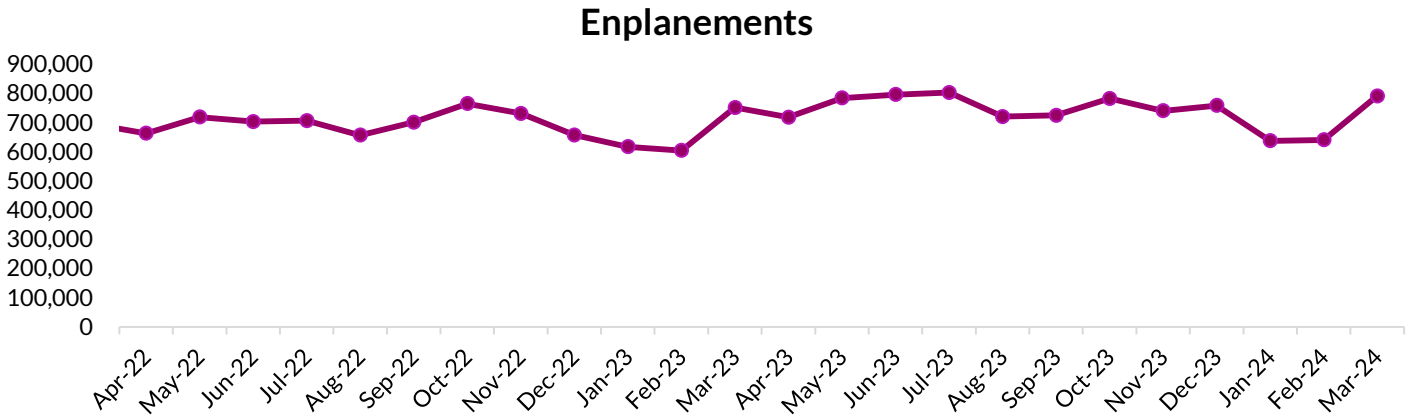
FY 2023-24 Financial Forecast Report
ECONOMIC INDICATORS
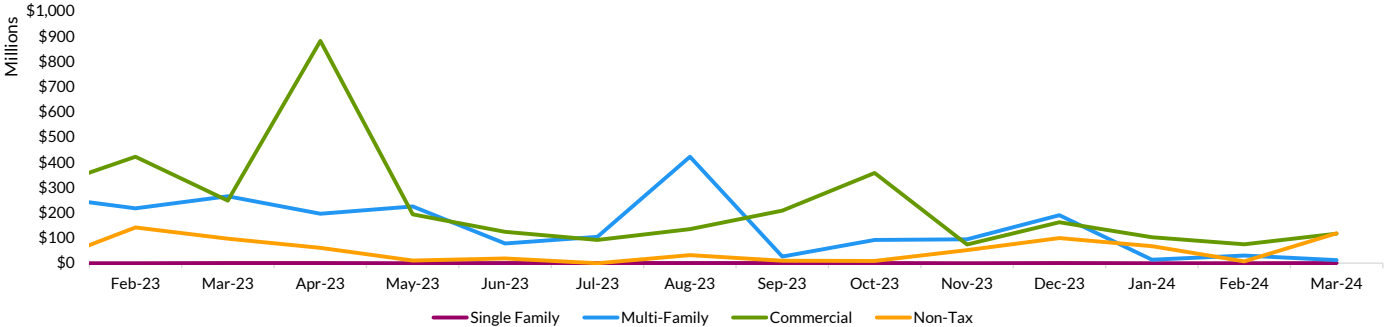
Building Permits

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

Number of Submitted Building Permits

Legend: ■ Single Family ■ Multi-Family ■ Commercial ■ Non-Tax
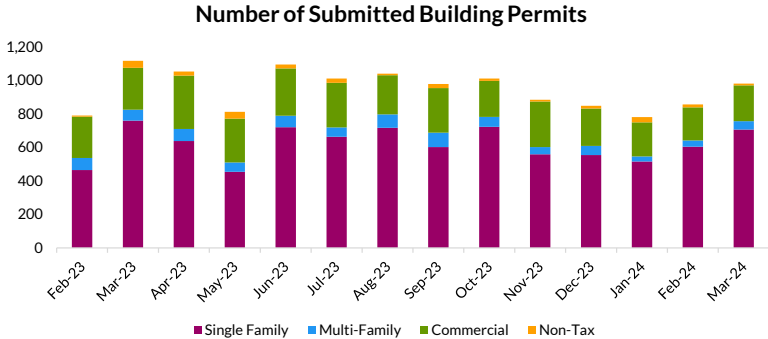
Source: Data from POSSE Land Management software (Development Services)

*October 2023 to December 2023 were revised to reflect submitted building permit data

Submitted Building Permit Valuations

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

*Single-family home valuations are estimations only.
**October 2023 to December 2023 were revised to reflect submitted building permit data

DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2023-24 data is not available, N/A is listed.

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

Year-to-Date	Year-End Forecast
✔ **26** On Target	✔ **28** On Target
❗ **2** Near Target	❗ **4** Near Target
✖ **7** Not on Target	✖ **3** Not on Target

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

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
	Economic Development					
1*	Average number of business days to complete first review of residential permit application (Development Services)	8	7	1	10	8
2*	Average number of business days to complete first review of commercial permit application (Development Services)	2	15	10	15	15
3	Percentage of attracted private investment documented by contract that occurs in Target Areas (Office of Economic Development)	N/A	40.0%	100.0%	40.0%	48.0%
4	Percentage spent with local businesses (Small Business Center)	59.0%	40.0%	37.6%	40.0%	40.0%
5	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	80.9%	70.0%	75.5%	70.0%	75.5%
	Government Performance & Financial Management					
6	Percentage of invoices paid within 30 days (City Controller's Office)	79.7%	85.0%	79.9%	85.0%	82.6%
7	Percentage of vehicles receiving preventive maintenance on schedule (Compliance I) (Equipment & Fleet Management)	N/A	65.0%	75.4%	65.0%	65.0%
8	Percentage of customers satisfied with call experience (311 Customer Service Center)	89.1%	88.0%	92.4%	88.0%	92.4%

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

FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
9	Completion rate for informal solicitations (Procurement Services)	22.2%	80.0%	90.7%	80.0%	90.7%
	Housing & Homelessness Solutions					
10	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	89.7%	60.0%	80.8%	60.0%	60.0%
11	Percentage of service requests resolved within 21 days (Office of Homeless Solutions)	87.0%	85.0%	92.7%	85.0%	92.7%
12	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	100.0%	90.0%	130.9%	90.0%	130.9%
	Parks, Trails, & the Environment					
13	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	75.3%	70.1%	72.2%	75.3%	77.3%
14	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	3,269	2,300	3,703	2,300	3,703
15	Residential recycling diversion rate (Sanitation Services)	18.2%	20.5%	17.6%	20.5%	17.6%
16	Percentage of garbage and recycling routes completed on time (Sanitation Services)	99.9%	95.0%	99.8%	95.0%	99.8%
	Public Safety					
17	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.4%	90.0%	85.3%	90.0%	86.5%
18	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.0%	90.0%	88.8%	90.0%	88.8%
19*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	1,936	976.7	934.7	2,000	934.7
20	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	61.5%	60.0%	51.6%	60.0%	51.6%
21	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	93.3%	90.0%	93.6%	90.0%	93.6%
22	Monthly complaint resolution rate (DPD and OCPO) (Office of Community Police Oversight)	78.3%	70.0%	84.6%	70.0%	84.6%
23	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	59.8%	60.0%	47.9%	60.0%	53.4%

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

FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
	Quality of Life, Arts, & Culture					
24	Number of cases resolved by community prosecution (City Attorney's Office)	211	228	396	450	450
25	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	98.4%	85.0%	94.2%	85.0%	94.2%
26	Percentage increase in dogs and cats transferred to rescue partners (Dallas Animal Services)	41.9%	5.0%	7.6%	5.0%	7.6%
27	Satisfaction rate with library programs (Library)	98.1%	95.0%	100.0%	95.0%	98.3%
28	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	32.8%	35.0%	39.7%	35.0%	39.7%
	Transportation & Infrastructure					
29	Planned lane miles improved (792 of 11,770 miles) (Public Works)	98.4%	30.0%	73.5%	100.0%	100.0%
30	Percentage of planned sidewalk projects completed (Public Works)	N/A	22.0%	66.7%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	97.7%	98.0%	98.0%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	90.4%	80.0%	81.3%	80.0%	81.3%
33	Percentage of long line pavement marking miles restriped (611 of 1,223 miles) (Transportation)	50.0%	18.3%	18.5%	50.0%	50.0%
	Workforce, Education, & Equity					
34	Percentage of users who reported learning a new skill through adult learning or career development programs (Library)	94.0%	92.0%	86.7%	92.0%	92.0%
35	Percentage of annual Racial Equity Plan department progress measures completed (Office of Equity & Inclusion)	N/A	35.0%	59.7%	75.0%	75.0%

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

FY 2023-24 Dallas 365
VARIANCE NOTES

4 In March 2024, SBC participated in M/WBE outreach events with the Dallas Fort Worth Minority Supplier Development Council, the African Chamber of Commerce, and the Regional Hispanic Contractor Association to encourage more local M/WBE companies to bid on City contracts as primes or as subcontractors. Additionally, another Program Operator for the SBC Dallas Accelerator Program started their first cohort in March 2024. The program supports companies in growing their capacity to compete on City of Dallas contracts.

6 CCO invoices paid within 30 days are below the target mainly due to one high-volume department experiencing delays in processing invoices. CCO has been working with the department and the invoices paid within 30 days met the target of 85 percent in March 2024. CCO AP expects to meet the 85 percent target for the remaining months of the fiscal year but anticipates ending the year overall below the 85 percent target at 82.6 percent due to underperformance during the first half of the fiscal year.

15 Recycling tonnage has been slightly lower than anticipated due to collection equipment shortages and a decline in resident participation in the recycling program while refuse collections have been increasing. SAN is continuing to work with EFM to improve equipment availability so this will continue later into this fiscal year as new equipment comes online. Additionally, the Sanitation Outreach Team is continuing efforts to educate the public on the City's recycling program. The Sanitation Outreach Team has hosted 89 events in FY 2023-24 across multiple Sanitation and Council districts.

17 DFR is experiencing increased EMS response times due to several factors: emergency call volume remains high, and DFR's EMS transport rate continues to be over 60 percent (compared to historical rates of 40-45 percent). High call volume and transport rates result in a decrease in the number of available units and an increase in unit hour utilization, which in turn causes increases in response times. While March 2024 saw a decrease from February 2024 in this metric, DFR has seen an overall improvement in EMS response times since the beginning of the fiscal year. DFR remains confident that recent improvements to the emergency response model will continue this positive trend.

20 DPD continues to emphasize hiring to increase the percentage of calls answered within eight minutes. This fiscal year, DPD's hiring goal is 250 police officers, with 85 hired as of March 2024. Additionally, DPD is working to create a referral incentive program to further accelerate future hiring. An increase in police personnel will provide more resources to call response and result in better response times.

23 There has been a sizable decrease in the number of incoming behavioral health calls over the past two years, which indicates that investments in alternative response are limiting duplicate calls. However, the proportion of calls for service that are dispatched initially as non-behavioral health related and are handled by the unit has risen, primarily due to patrol requests for assistance. Additionally, the expansion of alternative response teams and recent staffing and vehicle limitations of the RIGHT Care Unit contribute to challenges in maintaining response rates. Overall, the unit answered over 14,000 total calls for service in calendar year 2023 and is on pace to answer over 12,000 total calls for service this calendar year.

34 LIB is under target due to the recent expansion of the Career Launchpad program to all full-service library locations. Due to the novelty of the program, staff and customers are still adjusting to its requirements. Performance is expected to increase with program training for staff to ensure information is accurately entered from surveys into the form. The YTD Actual anticipates improvement by June 2024.

BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2023-24 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is "complete" (blue circle), "on track" for completion by the end of the fiscal year or life of the program initiative (green check mark), "on hold" by City Manager's Office (black circle), "at risk" of not being completed by the end of the fiscal year (yellow exclamation mark), or "canceled" (red x).

● 4 Complete	✓ 29 On Track	‖ 1 On Hold	! 1 At Risk	✕ 0 Canceled

In the Spotlight

Small Business Center

The Small Business Center (SBC) is expanding its capacity to support a diverse pipeline of contractors, vendors, and suppliers, aiming to enhance economic stability and workforce development. SBC has chosen three program operators: Business & Community Lenders (BCL) of Texas, the Dallas Black Chamber of Commerce, and the Greater Dallas Hispanic Chamber of Commerce to collaborate with. These local minority business organizations will increase the capacity of minority and women-owned businesses by 25 percent through the Accelerators Pilot Program. The Accelerator Pilot Program will utilize educational resources to aid small business growth and capacity building to strengthen stability in the City of Dallas market. SBC has selected 72 applicants that will undergo eligibility review by the Small Business Center and Program Operators and then be ranked through a lottery system to determine final participant recommendations.

FY 2023-24 Budget Initiative Tracker
ECONOMIC DEVELOPMENT

1 Augmentation of Planning and Zoning ✓

INITIATIVE Augment planning and zoning staff with additional funding to address high demand for new development. In FY 2023-24, PNV will invest $400,000 to decrease the review time for new development initiatives from 10 months to four months (PNV).

STATUS The expansion and update of the contract with existing provider was presented to City Council for approval on April 10, 2024. PNV staff will meet with Freese and Nichols to discuss integrating them into other projects.

2 Community Development Team ✓

INITIATIVE Launch a Community Development Team to advance community-oriented real estate projects with catalytic potential. In FY 2023-24, OCD will implement affordable housing initiatives to revitalize neighborhoods that align with the Comprehensive Environmental and Climate Action Plan (CECAP), the Connect Dallas Strategic Mobility Plan (Connect Dallas), the Racial Equity Plan (REP), the Economic Development Policy (EDP), the Economic Development Incentives Policy (Incentives Policy), and the Housing Policy 2033 (DHP33) (OCD).

STATUS As of March 2024, OCD has attended introductory meetings with 11 departments, participated in 23 collaborative community and public engagements, and has initiated notable catalytic projects (such as the Martin Luther King Jr. Dart Station projects) to fulfill the department mission in partnering with stakeholders, local emerging developers, and business owners to advance real estate projects in priority areas.

3 Infrastructure Investment Fund ✓

INITIATIVE Allocate up to $5.987 million in available funding from the Infrastructure Investment Fund to stimulate private investments in distressed areas as part of implementation of the Economic Development Policy (ECO). In FY 2023-24, ECO will report the cumulative amount of Infrastructure Investment Funds awarded to date by administrative action and/or City Council for new development in Southern Dallas and/or other historically underinvested areas (ECO).

STATUS As of March 2024, no applications have been awarded for the infrastructure investment fund. The infrastructure investment fund, alongside other funding sources, may be used to offer incentives in development agreements with private partners. While ongoing incentive applications are in process, the most suitable funding sources will be determined after completing the analysis, underwriting, and negotiation process, to potentially make incentive offers involving infrastructure investment funds in FY 2023-24.

4 Development Services ◉

INITIATIVE DEV will focus on updating fees to ensure maintenance of at least 30 days of budgeted operations and maintenance expense in net working capital and avoid cash deficit. In FY 2023-24, DEV will implement fee study recommendations resulting from the 2023 cost of service study and implement an annual fee cost escalator by February 2024 (DEV).

STATUS Development Services' outcomes from the 2023 fee study were presented to the City Council on March 27, 2024. The City Council approved the proposed changes to the fees, with an effective start date of May 1, 2024. The proposed new fees aim to align revenues with the actual costs incurred, ensuring that the department maintains sufficient funds to cover operational and maintenance expenses in its net working capital, thus avoiding cash deficits.

5 Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan ✓

INITIATIVE Continue implementation of the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan. In FY 2023-24, CCT will complete the A&E design for the first phase of the expansion plan - 3C West of Lamar & Dallas Memorial Auditorium and award a contract for construction services (CCT).

STATUS Convention and Event Services, working with their project manager, Inspire Dallas, is procuring Architecture/ Engineering & Design and Pre-Construction firms for Component 1.

FY 2023-24 Budget Initiative Tracker
GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

6   **Modernize Key Software Applications** ✓

INITIATIVE Invest in Information Technology infrastructure to optimize and support the digital ecosphere, improve productivity, and ensure the City's network is amply protected in everyday operations. In FY 2023-24, ITS will complete implementation of network resilience through advanced technology and connectivity and modernizing technology such as upgrading financial and budget system and expanding the use of the Salesforce platform to an additional five departments (City Manager's Office, Code Compliance, Dallas Police and the Offices of Procurement Services and Community Care). ITS will also implement projects to improve operations for public safety including the rehosting of all 911 Computer Aided Dispatch and 911 call recording servers, replacement of the Dallas Fire Rescue Station Alerting System, and updates to the Dallas Police body worn camera infrastructure (ITS).

STATUS As of March 2024, ITS has invested $2,557,000 for infrastructure optimization towards diverse network resilience initiatives.

ITS is currently in the following process phases: (1) the discovery phase for OPS' Solicitation Management project, (2) the procurement phase for DFR's Station Alerting System, (3) the planning phase for OCC's Online Grant Management to expand salesforce, (4) the configuration phase for CMO's Enterprise Community & Employee Engagement project and AdvantageDallas project to upgrade the financial and budget systems for implementation October 2024, and lastly, (5) CCS' Inventory & Asset Management and DPD's Procurement Automation have completed testing pending final approval.

ITS has completed the rehosting of 911 Computer Aided Dispatch system (CAD) and call recording servers while updates continue for DPD's body-worn camera infrastructure. The implementation of Software Defined Wide Area Networking (SD-WAN) for 29 DPD facilities is ongoing to improve operations.

7   **Procurement Services - Enhanced Services** ✓

INITIATIVE Ensure support of citywide solicitations and contract management are maintained and optimized per industry standards. In FY 2023-24, POM will increase staffing capacity by adding five positions to procure goods and services more efficiently and decrease contract development by 45 days (OPS).

STATUS In March 2024, OPS collaborated with a consulting firm to facilitate professional recruitment and staffing services, aiming to fill all purchasing staff vacancies, including the four Procurement Specialists added in FY 2023-24. Following the launch of the Salesforce Procurement Service Request Portal on February 5, 2024, ITS is actively engaged in developing dashboards and reporting functions to provide departments with access to view active procurement statuses. The Lean Six Sigma process improvement initiative and the deployment of the Salesforce platform have both been fully implemented, and OPS is consistently evaluating projects and identifying operational enhancements.

FY 2023-24 Budget Initiative Tracker
HOUSING & HOMELESSNESS SOLUTIONS

8   Addressing Homelessness - Rebranded RTR ✅

INITIATIVE The Dallas R.E.A.L Time Rapid Rehousing (DRTRR) initiative's team of homeless providers has now been rebranded as the R.E.A.L. Time Rehousing (RTR) initiative with a new goal of housing a combined 6,000 unique individuals by the end of 2025 (OHS).

STATUS From October 2021 to March 2024, the Real Time Rehousing Initiative housed 3,843 individuals. Of those housed, 38 percent consisted of adults with children and 62 percent were of adults only. OHS is partnering with Housing Forward to continue encampment decommissioning effort to offer individuals in established encampment housing solutions.

9   Minor Home Repair Program ✅

INITIATIVE Support senior residents and invest $1.7 million in the Minor Home Repair Program. In FY 2023-24, HOU will approve up to 150 applications for grants up to $10,000 to improve accessibility within the home and increase safety and efficiency (HOU).

STATUS As of March 2024, HOU is working through multiple applications received before program amendment to consolidate multiple home repair programs into one streamlined initiative, investing $1,700,000 in the Minor Home Repair Program. The proposal was adopted by City Council on March 27, 2024.

FY 2023-24 Budget Initiative Tracker
PARKS, TRAILS, & THE ENVIRONMENT

10 Strengthen Park Security Presence ✓

INITIATIVE Strengthen park security presence and enhance parks and trails enforcement by installing additional lighting, security cameras, and Emergency Blue Light tower phones. In FY 2023-24, PKR will hire eight City Marshals (including supervisor), hire four park rangers, install new lighting, install new security cameras, and install Emergency Blue Light tower phones (PKR).

STATUS The City Marshal's Office is currently recruiting and interviewing for the eight City Marshal positions and two of the Park Ranger positions have been filled. For park security, 20 cameras are currently pending installation in 17 different parks, trails, and tennis court locations. Light installations are completed in West Trinity and Northhaven with more scheduled for various parks around the city. PKR has purchased trucks, UTVs, bikes, and a drone for future deployment of additional park safety.

11 Urban Agriculture Infrastructure Grant Program ✓

INITIATIVE Invest in an Urban Agriculture Infrastructure grant program to aid urban agriculture stakeholders (OEQS). In FY 2023-24, OEQS will establish a grant program and award at least one grant, not to exceed $10,000 to an urban agricultural organization seeking to implement urban agricultural facilities (OEQS).

STATUS The Urban Agriculture team met with the Office of Procurement Services and completed an administrative action proposal to partner with Dallas County Health and Human Services (DCHHS) to develop and manage the distribution of grants. DCHHS is the leading organization in the area for distributing grants to local growers and will be tracking metrics and reports on evaluations of recipients to OEQS monthly. The proposal is now under CAO review and the procurement process is anticipated to conclude by April 2024, at which point DCHHS will release the grant announcement and begin to accept applications. Per the interlocal agreement, DCHHS will have one year to implement the program and distribute the funds.

12 Composting Site ✓

INITIATIVE In furtherance of CECAP and Zero Waste goals, SAN is leading efforts to identify and implement policies, programs, and infrastructure needed to manage solid waste and recyclable materials generated in the City over the next 50 years. In FY 2023-24, SAN will initiate a feasibility study and development of a composting site and processing system at McCommas Bluff to support commercial and resident self-haul to turn waste into resources (SAN).

STATUS City Council has approved the acceptance of a grant for a composting study. SAN is working with a consultant to complete a site study to determine the best location for the composting site. The current timeframe to have the site study completed is by May 2024.

13 Solar Installation ✓

INITIATIVE Invest $500,000 in FY 2023-24 for solar energy initiative at City facilities (BSD).

STATUS A portion of the $500,000 allocated in FY 2023-24 for solar energy initiatives will be used for maintenance and repair of existing failed solar equipment installed at City facilities. An RFP solicitation for providing maintenance and repair for Solar Power Equipment continues to be reviewed by the Office of Procurement Services. Any remaining funds will be used to expand the City's solar PV system infrastructure to additional City facilities.

FY 2023-24 Budget Initiative Tracker
PUBLIC SAFETY

14 Police Response Times ⚠️

INITIATIVE Improve response times to high priority calls by hiring 250 police officers in FY 2023-24 and implement retention incentive program targeted at reducing the attrition rate of experienced officers for a total of 3,144 police officers by September 30, 2024 (DPD).

STATUS As of March 2024, DPD has hired 85 personnel, which includes laterals, rehires, and trainees. An upcoming class of 26 recruits is scheduled to begin March 13, 2024. Current trends show that DPD is unlikely to hit the target headcount due to higher attrition in FY 2022-23 causing the starting headcount to be 3,058, which is lower than FY 2023-24 budgeted headcount of 3,069.

15 Right Size the Fire Department ✅

INITIATIVE Right size the fire department staffing model by adding 100 firefighters and increasing overtime funding. In FY 2023-24, DFR will implement four (4) classes of 60 recruits each in addition to 40 lateral hires with a goal to end the year with 2,187 uniformed personnel by September 30, 2024 (DFR).

STATUS As of March 2024, DFR has hired 204 personnel, which includes laterals, rehires, trainees, and Single Function Paramedics. An additional academy class is scheduled for July of 2024. Current trends show that DFR is likely to hit the target ending headcount for FY 2023-24.

16 Single Function Paramedic Program ◉

INITIATIVE Expand the Single Function Paramedic Program to increase recruiting flexibility, improve response times, and increase operational efficiency. In FY 2023-24, DFR will expand the Single Function Paramedic Program from six units to eight units to be deployed throughout the City to improve response times (DFR).

STATUS Through March 2024, DFR has filled 16 Single Function Paramedics positions of the allocated 32 positions. The vacant Single Function Paramedic shifts are being covered by Fire-Rescue Officers and it is anticipated that by June 2024 the additional two units will be covered by Single Function Paramedics and not by Fire-Rescue Officers. DFR has expanded from six to eight units to increase operational efficiency.

17 Dallas Police Department Technology ✅

INITIATIVE Continue to invest in the safety of Dallas residents by ensuring that public safety equipment including software, technology, and equipment is readily available to police officers and will be deployed in high crime areas. In FY 2023-24, DPD will install 120 stationary Automated License Plate Recognition (ALPR) cameras and 1,540 ALPR for marked squad cars (DPD).

STATUS Automated License Plate Recognition (ALPR) cameras are live in all marked squad car dash cams. As of March 2024, stationary camera locations have been identified. Of the 120 stationary cameras, 93 cameras have been installed and the remaining 27 are still in the installation process to be completed by April 2024.

18 Dallas Police Department Forensic Lab ✅

INITIATIVE Streamline the forensic analysis of digital evidence and ensure compliance with statutory regulations. In FY 2023-24, DPD will create a Forensic Lab in the Police Technology unit (DPD).

STATUS The Police Technology unit has finalized Standard Operating Procedures (SOP), equipment details, and working to maintain accreditation standards. Five positions have been identified to help with these tasks and the recruitment process began in January 2024 with interviews scheduled for April 2024.

19 Investigations and Operations ✅

INITIATIVE Respond to the growing volume of digital evidence and improve efficiency and effectiveness of the investigative process. In FY 2023-24, DPD will hire 20 non-uniform positions to relieve sworn detectives of certain administrative tasks related to researching, retrieving, and transferring digital evidence, saving an estimated 5,180 hours of sworn detective time per year. Additionally, these positions will ensure compliance with the Richard Miles Act (SB111, 2021) (DPD).

STATUS As of March 2024, DPD has reassigned 20 non-uniform positions to investigations and operations from other areas in DPD while DPD completes recruitment efforts. There are 15 positions that have been filled with the remaining five positions in various stages awaiting background checks and interviews are currently being coordinated for the remaining four positions to occur in April 2024.

FY 2023-24 Budget Initiative Tracker
QUALITY OF LIFE, ARTS, & CULTURE

20 Short-Term Rental Registration Program

INITIATIVE Create a short-term rental registration program and inspection team to ensure compliance and oversight of rental properties (CCS).

STATUS A court injunction, with court proceedings set to begin in June 2024, has halted CCS enforcement and registration for the Short-Term rental program. CCS staff is working to ensure prompt resumption of the program after the court decision. As of December 2023, staff have been onboarded and are supporting temporary assignments within the department awaiting direction to prepare for immediate action in the event the injunction is lifted. The staff are inspecting and upholding standards for boarding home facilities, single-family rentals, and multi-tenant registrations.

21 Reduce Blight

INITIATIVE Continue investments to remove dangerous properties and improve the quality of life in neighborhoods. In FY 2023-24, CCS will demolish 19 properties with increased investment of $250,000 (CCS).

STATUS In January 2024, City Council approved a demolition vendor agreement. As of March 2024, demolition has been completed at four out of 23 properties ready to be scheduled for demolition to be completed by May 11, 2024.

22 Beautification Program

INITIATIVE Continue investments to reduce blight and foster clean, healthy, and safe communities. In FY 2023-24, CCS will add three positions to expand Keep Dallas Beautiful Program to perform 75 Community Clean ups, two vacant lot beautifications, and perform three decorative board-up projects on blighted properties (CCS).

STATUS The Keep Dallas Beautiful program has filled two out of the three positions and the third is awaiting applicants. As of March 2024, the Volunteer Community Clean-Up program has completed 55 community cleanups and anticipates completing an additional 20 by September 2024. Additionally, the Community Clean Trash-Off program has completed nine events and anticipates another seven to be completed by September 2024.

23 Night Detail Team

INITIATIVE Address nuisances created by after-hours entertainment venues. In FY 2023-24, CCS will hire staff (5 positions) and ensure entertainment venues are operating within their approved scope and ensure better adherence with promoters and vending ordinances (CCS).

STATUS CCS has filled three of the five positions and continues recruitment efforts for the final two positions. CCS plans to continue utilizing existing staff willing to work overtime until these positions are filled.

24 Expanding Library Access

INITIATIVE Provide Library access to invaluable resources, programs, and services. Expand library hours and staffing levels at 15 additional locations to six (6) days per week of service so residents can enhance their lives through education, workforce development, and senior and early literacy programs (LIB).

STATUS In March 2024, the Library was able to hire sufficient positions to allow for the additional hours to be covered with non-overtime shifts beginning on January 30, 2024.

25 Spay and Neuter Program

INITIATIVE Add $250,000 in operational funding to Dallas Animal Services to support spay and neuter services and promote responsible pet ownership. In FY 2023-24, DAS will provide an estimated 2,000 low-cost surgeries to aid in population control resulting in less animals housed in the shelter (DAS).

STATUS DAS anticipates providing 2,000 low-cost surgeries with the additional funding. These additional surgeries will help reduce the animal population, increase the spay/neuter capacity, increase compliance with violations and citations, and reduce the loose animal population in Dallas. As of March 2024, DAS has completed 566 surgeries and estimates reaching their goal of 2,000 surgeries by September 2024.

FY 2023-24 Budget Initiative Tracker
TRANSPORTATION & INFRASTRUCTURE

26 Sidewalk Master Plan ✅

INITIATIVE Continue improvements in pedestrian mobility by reconstruction and repairing sidewalks in the Sidewalk Master Plan. In FY 2023-24, PBW will spend $4.3 million to complete nine sidewalk projects which equates to approximately 7.3 miles of sidewalk improvements (PBW).

STATUS As of March 2024, PBW has spent $3,199,000 to continue work on sidewalk improvements for the Sidewalk Master Plan FY 2023-24. PBW is on track to complete nine sidewalk projects which equates to approximately 7.3 miles of sidewalk improvements by September 2024.

27 Street Maintenance ✅

INITIATIVE Invest $141.0 million in funding to improve approximately 792 street lane miles (PBW).

STATUS As of March 2024, PBW completed 176.1 lane miles of street maintenance work and spent $46,634,000 in funding.

28 Parking Management ✅

INITIATIVE Invest $500,000 to implement a comprehensive approach to parking management citywide by upgrading approximately 500 of the combined totals of 2,800 2G and coin operated meters (TRN).

STATUS On January 10, 2024, City Council approved a cooperative purchasing agreement for electronic intelligent parking technology which has been executed as of February 2024. The procurement of 500 meters has been completed, the implementation and installation will be completed in summer 2024.

29 Public Safety Street Light Program ✅

INITIATIVE Invest $2.0 million in corridor lighting and continuation of public safety street lighting along Walton Walker/Loop 12 (TRN).

STATUS TRN streetlight team has completed its review of lighting options for corridor lighting along Walton Walker/Loop 12. TRN has sent a project extent map of streetlights to TxDOT for review. TRN has issued a Request for Proposals for the streetlight analysis and design with bids due by April 26, 2024.

30 Drainage Improvements ✅

INITIATIVE Invest $35.1 million in capital funding for stormwater and drainage management to minimize flooding in 31 areas (SDM).

STATUS As of March 2024, SDM has spent $11,800,000 citywide on the completion of one project, one project under construction, eight projects in design, and 21 that are in development.

WORKFORCE, EDUCATION, & EQUITY

31 Small Business Center

INITIATIVE Expand the Small Business Center (SBC) capacity to support the development of a pipeline of diverse contractors, vendors, and suppliers to increase economic stability and workforce development. In FY 2023-24, SBC will help lift-up and expand capacity of minority and women-owned business enterprises by 25 percent in collaboration with local minority business organizations utilizing an Accelerators Pilot Program (SBC).

STATUS As of March 2024, SBC advertised for the second round of applications for the next program cohort expected to begin towards the end of June. Additional classes were started by Dallas Black Chamber with an expected 20 participants.

32 Day Labor Program

INITIATIVE Improve workforce initiatives for day laborers through a facility or mobile workstation and staff to support a Day Labor Center Program (SBC).

STATUS SBC developed a new logo "On Demand Labor" in conjunction with COM to improve workforce initiatives for day laborers. In coordination with EFM, SBC will move forward with wrapping the mobile unit. The project is anticipated to be completed in July 2024.

33 Expand Green Job Skills Program

INITIATIVE Expand the Green Job Skills Program that empowers local contractors looking to increase their skill set and fulfill high-demand green jobs in Dallas and by expanding the number of participants courses offered from four to six. (OEQS).

STATUS OEQS met with Dallas College and the Regional Black Contractors Association on February 20, 2024, to introduce the Green Job Skills program and discuss gaps in formal instruction around sustainability topics. OEQS and Dallas College have not confirmed courses; however, the two alternative options will be to review the list of Building Performance Institute (BPI)-accredited courses offered by Santa Fe Community College, Energy Smart Academy, and to collaborate with SBC to support their workforce program at Dallas College with a focus on electric vehicle charging station installation and maintenance.

34 Senior Services

INITIATIVE Support awareness of senior services and cross-departmental alignment of existing senior programs through the appointment of an Age-Friendly Officer and awarding the contract for a comprehensive senior needs assessment and strategic plan to strengthen community engagement and better support future senior programs and services (OCC).

STATUS The Age-Friendly Officer position was posted on January 17, 2024, and closed on February 2, 2024. A candidate has been selected for the position and is currently in the onboarding process with Human Resources, with a tentative start date of early June 2024. Once the candidate begins, evaluation of senior needs and services within the community will commence in earnest.

35 Fair Housing Equity Plan

INITIATIVE Reduce disparities while improving outcomes in fair housing through the development of a New Fair Housing Equity Plan. In FY 2023-24, OEI will procure a consultant that will support the development of thorough, inclusive plan that will support the actions of affirmatively further fair housing in Dallas (OEI).

STATUS OEI has selected a vendor to assist with an Analysis of Impediments, which must be completed before the New Fair Housing Equity Plan can be developed. OEI and HOU are working together to select a separate vendor to develop the New Fair Housing Equity Plan, with an estimated procurement completion date of August 2024.

FY 2023-24 Budget Initiative Tracker

MULTI-YEAR INITIATIVES

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

| **1** Complete | **9** On Track | **0** On Hold | **4** At Risk | **0** Canceled |

FY 2021-22

1 Economic Development Entity ✓

INITIATIVE Launch the economic development entity called for in the Economic Development Policy with $7 million over three years to pay formation costs and hire staff to begin the entity's business and real estate development work, after which it will be self-sustaining. In FY 2021-22, ECO will spend $2.0 million to launch operations, hire a new Economic Development Corporation Director, develop a 3-year work plan, and develop an operational budget for Year 2 (FY 2022-23) and Year 3 (FY 2023-24) (ECO).

STATUS The EDC board met in January 2024 and approved the website, logo, and branding. The CEO search committee has identified a candidate for CEO and is currently in salary negotiations to be approved by the board in March 2024. Once a CEO is hired, a 3-year work plan and budget will be developed.

13 Affordable Housing Units !

INITIATIVE Incentivize developers to build affordable housing by subsidizing $10 million worth of water and sewer infrastructure required for up to 250 new affordable single-family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY 2022-23 through FY 2023-24 with new units projected in years 2 and 3 due to construction timelines (HOU).

STATUS Housing is implementing this funding along with other measures through the existing Notice of Funding Availability. On January 12, 2022, City Council approved the first project utilizing these funds, providing $1,800,000 million to be used for water infrastructure related to the development of 125 for-sale single-family homes. On August 24, 2022, City Council approved authorizing $4,100,000 to be allocated to Cypress Creek at Montfort, a mixed-income multifamily development in District 11. This project is currently waiting for an environmental review. Due to increased development costs, on December 13, 2023, Housing allocated an additional $7,600,000 in CDBG-DR funds to Cypress Creek at Monfort.

14 Preservation of Affordable Housing ✓

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

STATUS In December 2021, City Council approved $11,250,000 in ARPA for home repair and infrastructure improvements within specified qualified neighborhoods in Dallas. As of March 2024, $2,900,000 has been spent or encumbered for 15 homes under construction and 16 that have been completed. By summer 2024, $4,500,000 will be encumbered for infrastructure improvements including water, wastewater, and sewer utilities. Proposed implementation change to be presented to Housing and Homelessness Solutions Committee.

27 Wi-Fi at Park Facilities !

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

STATUS The cabling installation of 14 high-priority sites was completed in December 2022 with an additional four in February 2024 for a total of 18 sites. The remaining 45 Wi-Fi sites have received Access Point equipment and scheduling with the cable companies has begun. Additionally, requests have been submitted to AT&T for network connections at various community pools.

FY 2023-24 Budget Initiative Tracker
MULTI-YEAR INITIATIVES

29 Traffic Signals ⚠

INITIATIVE Devote $14 million over three years to leverage over $50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero strategy. This initiative was started in FY 2021-22 and implemented in three phases. In FY 2021-22 spend $2.0 million to design 50 traffic signals to leverage federal and county funds. In FY 2022-23, spend $2.1 million to design 44 traffic signals (FY 2022-23 initiative 28 and FY 2021-22 initiative 29 combined) (TRN).

STATUS Traffic signal replacement will be a multi-year effort and is delayed due to the extended TxDOT approval process. This initiative includes both design and construction/replacement components for 100 traffic signals. This multi-year initiative to devote $14,000,000 over three years will be completed in FY 2024-25. As of March 2024, TRN has spent and encumbered $10,100,000 on the design of 65 signals and construction of 75 signals associated with both FY 2021-22 and FY 2022-23 initiatives.

32 Bike Lanes ⚠

INITIATIVE The project to improve the bike lane network is a multiyear effort and multiyear initiatives have been combined for reporting. This initiative now reflects FY 2022-23 initiative #31 (spend $2.5 million to design and/or implement 10 lane miles), and FY 2021-22 initiative #32 (spend $2.0 million to design and/or implement 18 lane miles). FY 2021-22 projects have been prioritized for completion before moving on to future projects related to bike lanes (TRN).

STATUS TRN presented the bike plan update to City Council on November 1, 2023. The bike lane update included recommended future bike lane locations and facility types, updated design standards, and prioritized a phased implementation plan. As of March 2024, TRN has spent $1,900,000 of the $4,500,000 in available funding on design, study, or completion of 15.9 lane miles and the installation of 1.0 mile of bike lanes for the Akard Street Bike Lane is complete. TRN is preparing to award a bike lane engineering contract in June 2024.

34 Accessibility ✓

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

STATUS As of May 2024, ITS and OEI have submitted for approval a request to procure the ADA software directly from one source. Once implemented, OEI and its core internal partners will have enhanced capacity to effectively track accessibility barriers in public-facing City of Dallas buildings until we remediate them through infrastructure improvements. Through effective tracking, OEI will enhance required reporting to government agencies, in addition to streamlining updates to the City's ADA Action Log available to the public so they can know OEI's progress in creating a more accessible and inclusive city for all residents.

35 Water/Wastewater Service ✓

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

STATUS In December 2023, construction contracts were awarded for pipelines in 11 unserved and occupied areas, totaling 28,415 feet in length. The final designs for the remaining unserved and occupied areas are being completed. Additional locations ready for construction will be packaged for advertisement in spring 2024 with planned construction awarded by summer 2024 using the remaining $8,900,000 in ARPA funds.

FY 2023-24 Budget Initiative Tracker
MULTI-YEAR INITIATIVES
FY 2022-23

2 City Development Code ✓

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

STATUS The consultant has completed the diagnostics phase, which includes cataloging the current code standards, benchmarking the code per best practices, GIS Analysis, and outlining the website content. A working document has been forwarded to staff for review and discussion. The document is anticipated for public release in early fall of 2024.

5 Water Conservation Five-Year Work Plan ✓

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

STATUS The Long Range Water Supply and associated Water Conservation Plan updates were awarded in fall 2022. A kick-off meeting was held in February 2023 between consultants and the City to review the current plan, analyze conservation strategies, and update and index the plan against customer cities, including the southwest cities. The City delivered the data to the consultant and the initial draft is being prepared for delivery to City staff. The anticipated delivery to staff of the initial draft is in March 2024. The Water Conservation Five-Year Work Plan will be incorporated into the 2024 state-required Water Conservation Plan and Long-Range Water Supply Plan that will update population, water demand and supply, and re-evaluate strategies to meet future needs for Dallas' water system.

17 Innovative Equipment and Technology ✓

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

STATUS DPD has integrated the ALPR Technology into the dash cams in all marked squad cars. The mobile and portable radio project is complete with 4,000 radios being issued. DPD has begun training and issuance of Taser 7 while pending state legislative regarding Taser 10 is finalized. Specifications are being developed for a system that will combine the functionality of RMS and CAD programs to provide efficiency for DPD.

20 City Facility Security Assessment ✓

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

STATUS As of February 2024, Dallas Municipal Court (DMC) and City Marshal's Office (MSH) have initiated over 103 projects and completed 32 of them. Currently, 66 of these projects are in the installation/construction phase. The remaining projects are in the design/pre-construction phase pending City Council approval of the new Master Agreement scheduled for April 2024. The completed projects include park lighting surveillance systems, access controls, window treatments, radios, and garage doors. DMC and MSH have spent $4,600,000 of the total $6,400,000 ARPA allocations.

FY 2023-24 Budget Initiative Tracker
MULTI-YEAR INITIATIVES

25 Sidewalk Master Plan

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

STATUS As of March 2024, PBW spent $5,042,000 appropriations to complete 17 sidewalk projects and 14.84 lane miles of sidewalk improvements.

30 School Zone Flashing Beacons

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

STATUS As of March 2024, TRN has spent or encumbered $2,600,000 of $5,000,000 allocated in FY 2021-22 through FY 2023-24, with 422 flashing beacons installed. Due to supply chain issues, the manufacturer was unable to deliver school zone flashing beacon equipment as planned which impacted installation. The manufacturer has resumed shipping new equipment as of September 2023. Replacement of the school zone flashing beacons will be conducted when the flashers are inactive. The remaining 78 school zone flashing beacons will be updated FY 2023-24.

PROCESS IMPROVEMENT

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

The Process Improvement Team has focused on building awareness among departments, creating an organization-wide framework for process improvement, and establishing a cross-functional knowledge base for greater inter-departmental coordination. The following table summarizes current Process Improvement projects for FY 2023-24 which will be reported as Complete, On Track, Delayed, or Pre-Kickoff. The Baseline for Key Performance Indicators is the starting point of metric to engage success for completing projects. Additional projects will be added to the list throughout the course of the fiscal year.

PROCESS IMPROVEMENT TEAM

Project Status

3 Complete	**✓ 1** On Track	**! 0** Delayed	**⊖ 0** Pre-Kickoff

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	**Baseline**	**Current**
1	**DPD Workload Optimization** Assess current operational demands to identify process improvement opportunities for workload management (DPD)	⦿	Jan 2022 – Dec 2023	% Accurately Reported Hours (95)	TBD	TBD
			Status Update: *The review protocols, dashboard and reports that will trigger leadership action have been identified. DPD staff reviewing data. The project is complete, and the technology option has been implemented.*			
2	**DWU/DEV/DFR** Map water/wastewater permitting process, from start to finish including installation of items. Cross-training/provide understanding of entire process for stakeholders	⦿	April 2023 - Nov 2023	Reduce Errors, Breakdown Silos, Improving Communication	N/A	N/A
			Status Update: *OFIs were presented to the Dallas Builders Association in October, and DBA supports the recommendations. The final executive approval of four main improvement items occurred in February with implementation to begin in March 2024. The four main improvement items are: 1) Prioritizing New Fire Hydrants with DWU, A joint memo from DFR and DWU addressing the issue was released in March, and details of implementation will be worked out in April; 2) Transitioning the City to Utilize 811 for DWU utility line locations; 3) Eliminating the "City" option to purchase utility connections; and 4) Creating a permitting team within DWU and incorporating the inspection process with Building Inspection. The main improvement items 2, 3, and 4 are currently being addressed and will be adopted within the FY 2024-25 budget. This project is complete from a Process Improvement Team (PIT) standpoint; however, the PIT continues to support the implementation of improvements.*			

3	**Lew Sterrett Prisoner Intake** Reduce the amount of time DPD officers spend processing prisoners at Lew Sterrett	◉	July 2023 – Jan 2024	Cycle Time/Arrest	228 minutes/arrest	TBD
			Status Update: *The project was relaunched in July 2023, initially connected with the 'Lew Sterrett Officer Turn Around Process project. An Executive Report-Out was completed in January 2024. Customized report writing approval from ITS occurred in February 2024. Enhancements implemented include establishing a Single Arrest Line and transitioning an existing Parkland nurse from night to day shift. Detailed reporting requirements to be gathered for warrants, Driving While Intoxicated (DWI), and assaults with a family violence component will occur in March. We will continue collaborating with the Dallas County Sheriff's Department to adjust group transfers in an effort to balance volume throughout the working day. A meeting is being scheduled with surrounding cities to discuss improvement options for group transfers. While the project is complete from a Process Improvement Team (PIT) standpoint, the PIT continues to support the implementation of improvements.*				
4	**DPD Sworn Hiring Process** Reduce unnecessary attrition and decrease number of days it takes to hire an applicant	✅	Feb 2024 – April 2024	Calendar days between application and hire date	134	TBD
			Status Update: *The team is currently mapping the process, collecting data, and identifying opportunities for improvement. An executive report-out is being prepared and is scheduled to take place in April 2024.*				

File #: 24-1667

Item #: I.

Technology Accountability Report (Information as of April 30, 2024)
[Information & Technology Services]

Memorandum

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – April 2024**

Please find attached the Technology Accountability Report (TAR) based on information through April 30, 2024. 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 Dr. Brian Gardner, Chief Information Officer (I) and Director of Information & Technology Services.

Donzell Gipson
Assistant City Manager (I)

c:

Kimberly Bizor Tolbert, City Manager (I)
Tammy Palomino, City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Jon Fortune, Deputy City Manager
Majed A. Al-Ghafry, Assistant City Manager

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

Technology Accountability Report (TAR)

City of Dallas

Executive Summary

The highlight of accomplishments achieved in April 2024 include:

- Section 1: IT Programs & Projects – Since the March 2024 TAR report, four major projects were completed and removed from the report:

  - **DAS Inventory Management Tool** project implemented a barcode-based inventory system to allow improved automation and tracking of movement of supplies from areas within the shelter and allow DAS to true up unit budgets more effectively and save costs due to efficiencies. *(Previously Project # 15 on March TAR Report)*

  - The **COBWEBS** project was the implementation of the social media investigative software for the Police Department (DPD). This software will provide an efficient tool for investigating social media post from potential suspects. *(Previously Project #29 on March TAR Report)*

  - **Short Term Rental Enforcement Database** project will be a Host Compliance software solution that will aid the department with identifying and locating Short-term rentals, monitoring activity on host platforms, tracking code violations, issuing notices and other administrative documents. *(Previously Project #7 on January TAR Report)*

  - **DWU Ancile U Perform Upgrade** project is a software used by DWU for training aid and work instruction development.

- Section 1: IT Programs & Projects – Since the March 2024 TAR report, three new major projects have been approved by the ITS Governance Board:

  - **Civil Service Assessment Capability**
    This project is to procure Applicant Assessment/Testing Solution or Civil Service.
  - **Enterprise Partnership Database**
    This project is to establish a comprehensive partnership database aimed at enhancing community collaboration and employee engagement.
  - **Itron Temetra Upgrade**
    This project is to upgrade the Itron Mobile system to modernize data management and reading of water meter which needs the smart devices and advanced technology. This update provides the water utility with improved meter reading, reporting, and verification services.

- Section 2: IT Operations – adds a new Subsection C that provides metrics for the City's IT Applications Support Team. The City has over 800 plus applications between the 40 plus departments. ITS provides support for over 400 applications used across the enterprise both Public Safety and Non-Public Safety.
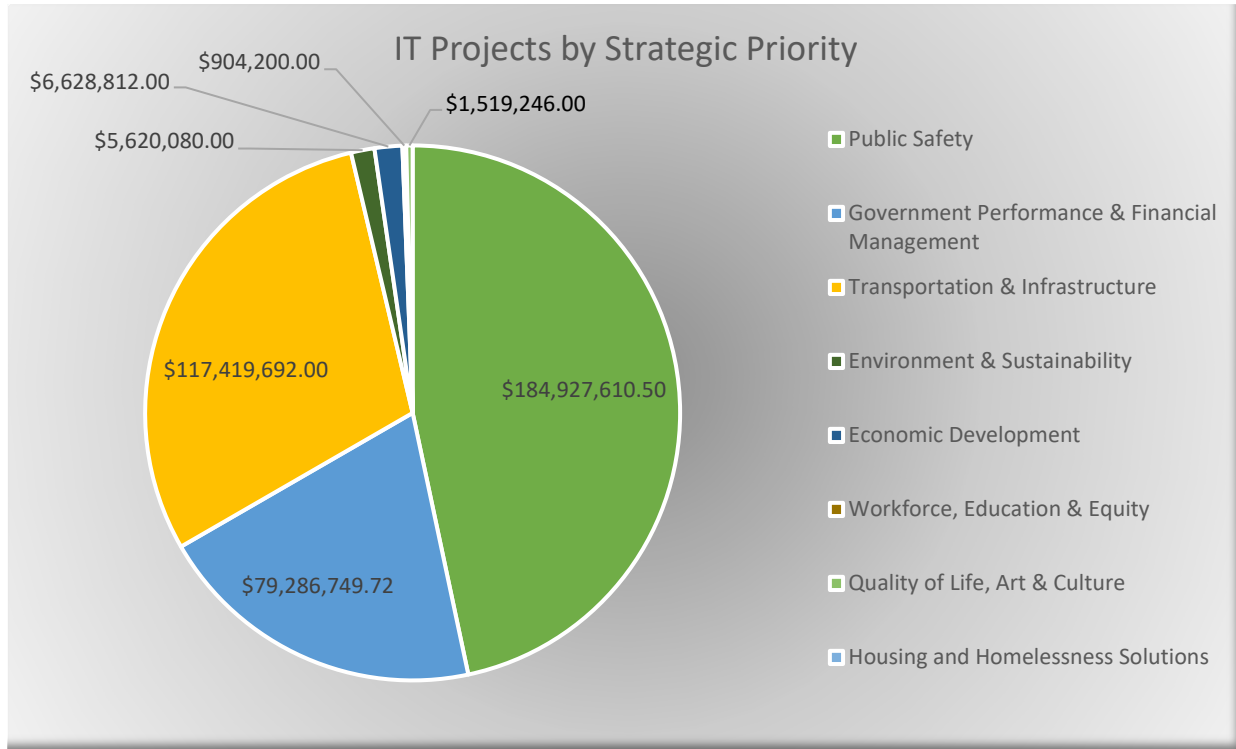
- On Tuesday, April 9th, Dr. Brian Gardner spoke to the Association of Records Managers and Administrators (ARMA). ARMA International, a non-profit professional association and network comprising experts in records management, information management, and information governance, focuses on optimizing information benefits while mitigating risks. The discussion centered on the "anatomy of a cyberattack." Topics explored included the impact of cyberattacks on records, the role of records managers in recovery efforts, preventative and responsive measures against cyber threats, as well as insights into managing cyberattacks when they occur.

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Section 1: IT Programs & Projects
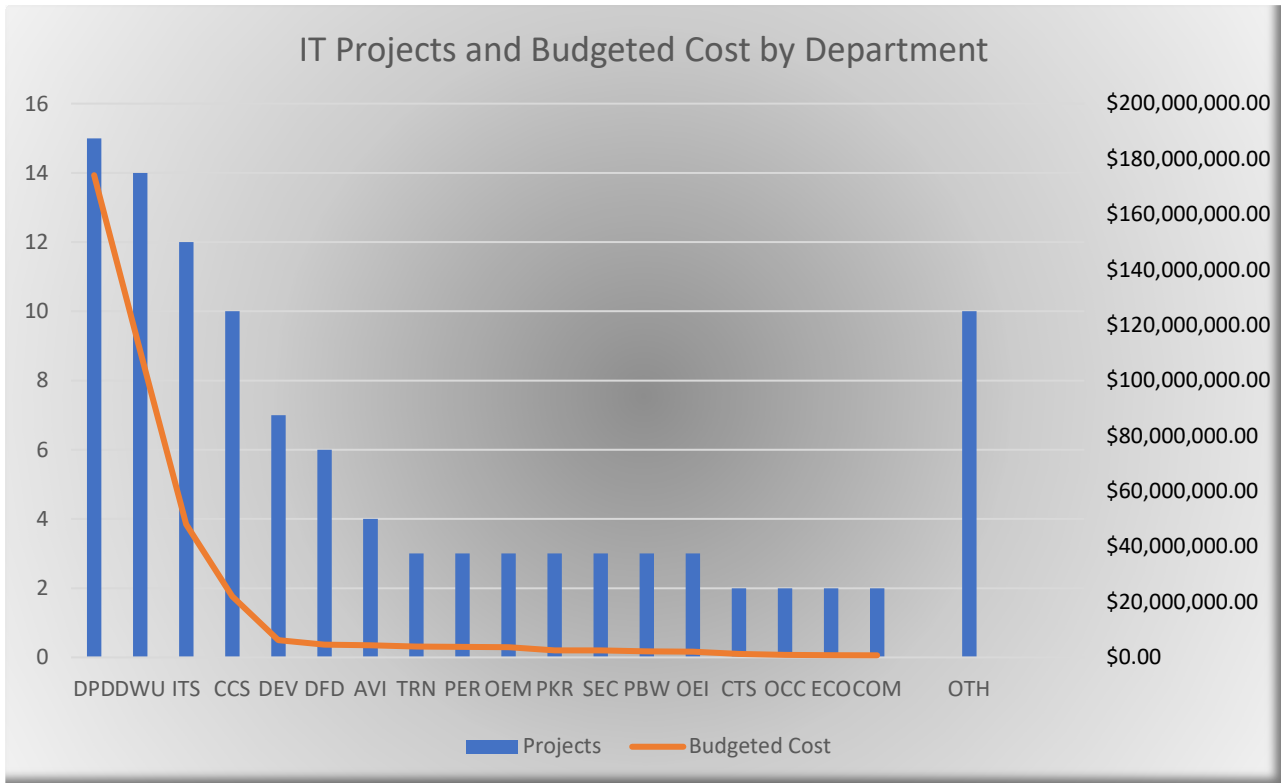
A. Project Pipeline

1. IT Projects by Strategic Priority

IT Projects by Strategic Priority

- $6,628,812.00
- $904,200.00
- $1,519,246.00
- $5,620,080.00
- $117,419,692.00
- $79,286,749.72
- $184,927,610.50

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

NOTES:

1. As of 04/30/2024, ITS has 105 approved IT projects in the pipeline.
2. The total budgeted costs for the 107 projects are $395,048,632.
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 25 projects at a total budgeted cost of $184.7M, and Governance Performance Financial Management with a total of 27 projects at a total budgeted cost of $79.3M, and followed by Transport & Infrastructure with 24 projects at a total budgeted cost of $117.03M, and Environment & Sustainability with 10 projects at a total budgeted cost of $4.9M.
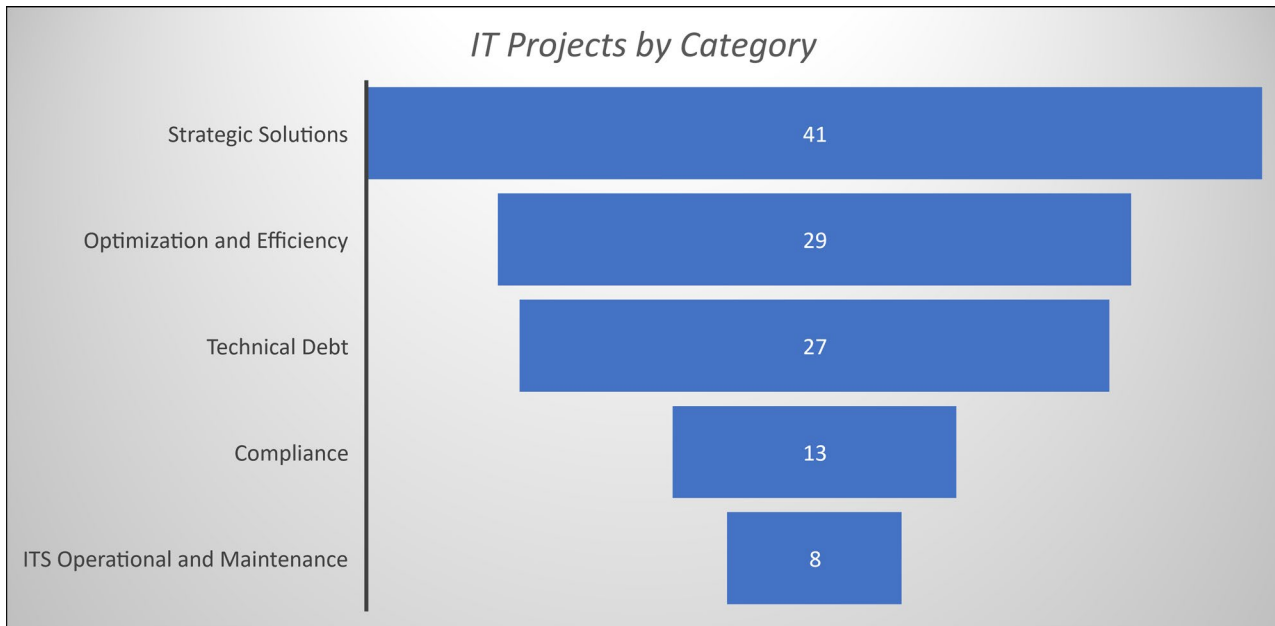
2. IT Projects and Budgeted Cost by City Department

NOTES:

1. Twenty-nine City Departments are represented across the 105 approved IT projects in the pipeline.

2. Dallas Police Department has 14 active projects at a total budgeted cost of $174.2 million, followed by Dallas Water Utilities with 14 active projects at a total budgeted cost of $110.4 million, Information & Technology Services with 12 projects at a total budgeted cost of $48M, Code Compliance with 8 projects at a total budgeted cost of $4.01M, and Development Services with 7 active projects at a total budgeted cost of $6.2M and Dallas Fire and Rescue with 6 active projects at a total budgeted cost of $3.8M.

3. Nine Departments have 1 active project each, making up the Other (OTH) group in figure 2 above.

3. *IT Projects and Budgeted Cost by Category*

IT Projects by Category

Category	Count
Strategic Solutions	41
Optimization and Efficiency	29
Technical Debt	27
Compliance	13
ITS Operational and Maintenance	8

NOTES:

1. Thirty-one projects implement Strategic Solutions of new products or services with a budgeted cost of $67.76M.
2. Twenty-eight projects aim to increase Optimization and Efficiency of City processes and systems with a budgeted cost of $273.55M.
3. Twenty-seven projects focus on reducing Technical Debt with a budgeted cost of $109.95M.
4. Thirteen projects address Compliance Standards to meet industry regulations, government policies, or security frameworks with a budgeted cost of $98.98M.
5. Eight projects are internal Operations and Maintenance projects with a budgeted cost of $1.05M.

*The number of projects spread among these categories total to more than 105 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 high call volumes and growth to meet the needs of city residents. The ECC includes Natural Language Processing (NLP), Knowledge Base, Workforce Management, Interactive Voice Response (IVR), Courtesy Call Back, and other core call center capabilities to support multiple departments across the city. ($2,134,245)	GPFM	311	Planning	In Process	
2.	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. (TBD)	Transport & Infra	AVI	Planning	In Process	
3.	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 users 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 Love Field Airport. (TBD)	Transport & Infra	AVI	Jun-24	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
4.	AdvantageDallas Financial Upgrade	The CGI Advantage 3 system is utilized by all departments within the City for processing and recording of all budgets, 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	
5.	Consumer Protection Online Salesforce Application/ Permitting system	This system will allow the department to implement online permit process for seven applications (wood vendor, motor vehicle repairs, Credit access, electronic repairs, home repair, scrap tire). Will allow business owners to access, complete, submit, and track their business permit applications online. ($318,050)	Environment & Sustain	CCS	Planning	In Process	PCi
6.	Asset Management System	The Code Compliance office is seeking an asset management system to manage several different assets to include Ballistic vests, uniform items (pants, belts, reflective vests, shirts, jackets) that they issue officers, and other equipment deployed to their staff to perform their duties. This effort gathers requirements to conduct market research and identify potential solutions to meet the business needs. ($76,000)	Environment & Sustain	CCS	Planning	In Process	
7.	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	Planning	In Process	
8.	Envision Connect Replacement	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 a newer application for restaurant inspections. ($482,611)	Environment & Sustain	CCS	Planning	In Process	PCi
9.	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 the 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	May-24	In Process	PCi

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
10.	Electronic Citation (eCitation) System	This project will implement an electronic citation system to support the Code Compliance department's operations. On an annual basis, the department issues over 69,000 Notices of Violation and over 10,000 citations. This system will improve operational efficiency by reducing the amount of time officers spend on-site, reducing paper waste, as well as data entry mistakes from hand-written citations. (TBD)	Environment & Sustain	CCS	Aug-24	In Process	
11.	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, checklists, and conduct job safety hazard analysis. (TBD)	Environment & Sustain	CCS	Aug-24	In Process	
12.	Convention and Event Svcs - Office of Special Events - Customer Relation Mgmt System	Convention and Event Services Customer Relation Management System is currently operational but is not accepting Credit Card payments. This project implements PCI requirements to allow the system to eventually accept credit card payments. (TBD)	ECO	CCT	Planning	In Process	PCI
13.	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	
14.	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	Planning	In Process	
15.	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	Planning	On Hold	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
16.	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	Planning	In Process	
17.	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	Dec-24	On Hold	
18.	iNovah Upgrade	This project upgrades existing software to the most recent version and provide new hardware for iNovah, the Point of Sale/cashiering system for Sustainable Development. ($484,350)	ECO	DEV	Dec-24	In Process	
19.	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	
20.	Smart Device/ Technology Behavioral Health App for DFR Members	This project will provide a Peer Support Contact App for Dallas Fire–Rescue (DFR) personnel. At Dallas Fire-Rescue (DFR), the City is promoting whole-person wellness. This new application will supplement existing mental health support services available to the City's DFR members. ($170,000)	Public Safety	DFD	Planning	In Process	
21.	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	Jun-24	In Process	
22.	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	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
23.	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, procure, and implement a new modern station alerting system for Dallas Fire Rescue. ($1,860,000)	Public Safety	DFD	Oct-24	In Process	
24.	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	
25.	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	Planning	In Process	
26.	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	Planning	In Process	
27.	WEB-RMS	This project will migrate DPD's current law enforcement Records Management System (RMS) case management system from the current onsite solution to an upgraded Web-based system. The upgraded RMS will give the department needed functionality that is not available to the department currently in the on-premises solution. Current limitations require process workarounds creating potential errors and inefficiencies which will be resolved with the upgrade. ($1,010,000)	Public Safety	DPD	Planning	In Process	
28.	Ricoh-Fortis Document Management System Replacement	The DPD Fortis document management system is at end of life and no longer supported. This project will replace and upgrade the DPD document management system. ($217,633)	Public Safety	DPD	Planning	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
29.	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	July-24	In Process	
30.	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	Nov-24	In Process	🖥️☁️
31.	Use of Force – Police Strategies LLC	This project will provide a data analytics platform which produces analytic dashboards which provides comparative analysis 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	
32.	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. ($20,409,944)	Public Safety	DPD	Sep-26	In Process	
33.	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 the 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	Oct-26	In Process	🖥️☁️
34.	In Car Video Body Worn Camera Interview Room	There is a Federal Requirement to video record public safety stops. In car systems involve video in patrol cars. Body worn cameras involve wearable video camera systems for officers and replacing video equipment in Public Safety interview rooms. ($146,855,764)	Public Safety	DPD	Planning	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
35.	Relocate Development Services to New Facility	In September 2022, the City of Dallas purchased a new facility at 7800 N. Stemmons Freeway which will serve as the offices and storefront for the Development Services Department (DEV). This project will provide all new IT infrastructure including cabling, network, workstations, printers, radio equipment, etc. in line with the facility opening. ($5,000,000)	GPFM	DSV	Planning	In Process	
36.	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 IT expenses, cloud infrastructure/ software usage and other IT related costs. ($1,353,866)	GPFM	DSV	Planning	In Process	
37.	Network Unified Communications Upgrade	The City's current collaboration suite is at end of life and requires an update to maintain functionality and reduce risk. This project will upgrade the Unified Communications Management (UCM) to the latest version available. ($618,180)	GPFM	DSV	Planning	In Process	
38.	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 current active projects with PCI components and will expand to cover other projects and systems, as necessary. (TBD)	GPFM	DSV	Oct-24	In Process	
39.	IT Project and Portfolio Management Tool	This project will implement a new Project and Portfolio Platform (PPM) tool suite to provide a centralized and automated project management portfolio, assist with project intake, and improve the tracking and management of IT projects. ($300,134)	GPFM	DSV	Nov-24	In Process	
40.	ServiceNow Phase 2	ServiceNow Phase 2 comprises 4 major tasks or subprojects – "IT Software and Hardware Asset Management", "ServiceNow Stabilization and Workflow Improvement", "ServiceNow Fedramp Cloud Migration", and "ServiceNow Version Upgrade to San Diego Q1 2022". ($1,305,890)	GPFM	DSV	Dec-24	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
41.	Digital Equity Infrastructure	This project seeks to meet the City's vision of ensuring that all Dallas households will have high-speed, reliable internet and access to devices in their homes by seeking commercial telecommunication service providers to develop and implement digital equity infrastructure which addresses established gaps in targeted communities. ($40,000,000)	GPFM	DSV	Dec-26	In Process	
42.	Unsupported Software Remediation	Identify servers and databases running unsupported versions of software and applications that will require modifications to bring up to supported software levels. As well as develop a plan to upgrade in a sequenced fashion. ($0)	GPFM	DSV	Dec-26	Ongoing	🖥️
43.	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	Planning	In Process	
44.	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	🖥️
45.	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	
46.	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	
47.	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, online programs, and education. (TBD)	QOL	LIB	Dec-25	In Process	
48.	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	Planning	Delayed	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
49.	Stormwater Compliance Information Management System	OEQ staff currently manage mission-critical and legally sensitive environmental management consent decree (EMCD) /permit-required tasks though a 20-year-old "homemade" information system built on MS Access 2002 and InfoPath. This project will procure and implement a new, modern system which provides timely information through dashboards and reports. ($49,900)	Environment & Sustain	OEQ	Jun-24	In Process	
50.	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	Planning	In Process	
51.	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	☁
52.	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	
53.	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	Feb-25	In Process	☁
54.	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	☁
55.	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	Planning	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
56.	**PKR Asset Inventory, Amenity, and Maintenance Management System**	**This project will implement an integrated park asset, work order, operations and maintenance, along with resource management for the Park and Recreation Department. (TBD)**	**QOL**	**PKR**	**Nov-24**	**In Process**	
57.	**Payment Vendor (SAP Users – DWU)**	**This project is to migrate DWU and other user departments of online (Biller Direct) and IVR payments to a new payment platform which provides real-time information for payments and reconciliation. ($15,000,000)**	**Transport & Infra**	**SAP**	**Planning**	**In Process**	PCi
58.	**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 for billing. ($0)**	**Transport & Infra**	**SAP**	**July-28**	**In Process**	PCi
59.	**Build an Ethics Financial Reporting Solution**	**The purpose of this system is to promote and support ethical financial compliance. ($15,000)**	**GPFM**	**SEC**	**On Hold**	**On Hold**	
60.	**SEC Records Inventory Management Solution**	**Replace the current obsolete and 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**	**July-24**	**In Process**	
61.	**Electronic Document Management (EDMS)**	**Project provides Electronic Document Management and Document Archive System for the City Secretary's Office. ($336,562)**	**GPFM**	**SEC**	**Dec-24**	**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. **Department of Aviation INDMEX AirBOSS Vehicle Tracking.** This project is in the initiation phase. End date will be adjusted once planning phase is complete.

3. **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.

4. **Advantage Dallas Financial Upgrade.** This project has been renamed from "Core Financial Systems Upgrade" to "ADVANTAGE Dallas Financial Upgrade".

14. **RFCSP for Court Case Management System.** The RFCSP is pending and expected to be released by Procurement by April 2024.

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

18. **iNovah Upgrade.** The iNovah project reconvened with the goal of upgrading the application to the newest software version of 2.70 from the 2.64 version. During the process the team will also upgrade all cashiering stations with the latest cashiering devices.

20. **Smart Device/Technology Behavioral Health App for DFR members.** Project has moved to procurement phase.

21. **Telestaff-Workday Integration Phase 2.** Telestaff-Workday Integration(s) Phase 2 - Fire and CCO-Payroll started Parallel Payroll testing March 2024 - June 2024. TS-WD Integration(s) for Fire uniform anticipated Go-live in Production June 2024.

24. **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 February 2024. Fire Stations complete to date include Stations 46, 36, 41, 58, 59 and 19. Remaining FS 21/AVI Center.

25. **DPD Gun Range Software.** This project is beginning the procurement process. Completion date will be provided when available.

27. **WEB-RMS.** Procurement Process has been completed. Project meetings have started for both internal and external cadence.

28. **Ricoh-Fortis Document Management System Replacement.** This project is in the planning stages. A new timeline is being developed and a new date will be provided when available.

30. **Off-Duty Job Application.** This project is beginning the procurement process. Completion date will be provided when available.

31. **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.

43. **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. Purchasing request in progress.

53. **Replace Human Capital Management System Phase 2.** The Workday Modules Implementation will be done in three phases. Recruiting-Onboarding and Talent-Performance is Now Live in Production. Benefits anticipated Go-live is Oct 2024. Advanced Comp and LMS (Learning Mgmt. System) anticipated Go-live Feb 2025.

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

60. **SEC Records Inventory Management Solution.** Project is on schedule per our project plan. The team is currently moving into UAT and training phases. Documents for PCI Compliance have been requested from the vendor.

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

C. Changes to Major Project Status List

1. Major Projects implemented or closed since last report.

    a. DAS Inventory Management Tool - Project #15 on March 2024 report.
    b. COBWEBS - Project #29 on March 2024 report.
    c. Short Term Rental Enforcement Database - Project #7 on January 2024 report.
    d. DWU Ancile U Perform Upgrade

2. New Projects approved by the IT Governance Board.

    a. Civil Service Assessment Capability
    b. Enterprise Partnership Database
    c. Itron Temetra Upgrade

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	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Total Calls	11740	5528	5698	8195	6344	6228	5836	3034	3719	4108	5720	6419
Answered	7977	5005	5513	7941	6056	6143	5759	3006	3693	4070	5628	6315
Abandoned	523	523	185	254	288	85	77	28	26	38	92	104
Abandoned (<10sec)	1398	175	71	103	122	55	57	12	19	18	52	23
Abandoned %(<10sec)	17.5	3.5	1.3	1.3	2.0	1	1	1	1	0	1	1

Metric	Metric	Current Month	Trend
Average Speed to Answer – Voice	Average Speed to Answer - Voice	**00:09**	
Password Related Incidents	Password Related Incidents	71%	70.3% 69.3% 71.1% / Feb Mar Apr
First Contact Resolution - Incident	First Contact Resolution - Incident	90.80%	91% 86% 91% / Feb Mar Apr
Average Duration – Service Desk	Average Duration - Service Desk	0.25 Days* 361 Minutes	365 300 361 / Feb Mar Apr
Average Duration – Field Services	Average Duration - Field Services	2.35 Days 3391 Minutes	3387 3365 3391 / Feb Mar Apr
Average Duration - PD Field Services	Average Duration - PD Field Services	2.39 Days 3455 Minutes	4870 2851 3455 / Feb Mar Apr

NOTES:

1. In April 2024, the IT Helpdesk received 6419 calls for support. This is an increase of 1299 calls over March 2024 which saw 5120 calls, and significantly above the rolling yearly average of ~5529 per month (excluding May 2023 and the impact of ransomware related calls).

2. First Contact Resolution (Incidents) rebounded to 90.8% in April, compared to March, at 86.7% and above the rolling year average of 83%.

3. Field Services (excluding DPD) average service duration of 2.35 days in April is in line with March.

4. Field Services for DPD average service duration increased marginally to 2.4 days in April compared to 1.97 days in March.

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

Top 15 Assignment Groups
Incidents April 2024

Assignment Group	Incidents
ITS Desktop Team	384
ITS Police Desktop	327
ITS Workday Payroll-Civilian	194
ITS Server Team	172
ITS Identity Access Management	156
ITS Workday HRIS	146
ITS Canon Team	139
ITS CAD and RMS Applications	127
ITS Network Connectivity	85
ITS Judiciary Support	51
ITS Workday Payroll-Uniform	49
ITS Workday Compensation	42
ITS Security Operations Center	17
ITS Workday Fire	6
ITS Network Engineers	2

Impact Minutes by Department
Severity 1 and Severity 2
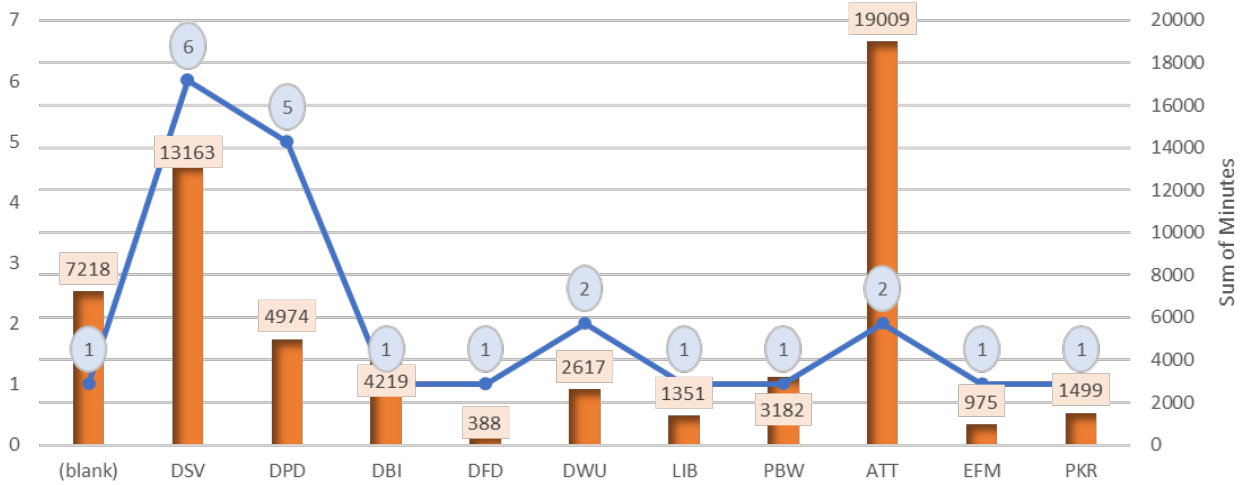
Impact Minutes by Issue Category
Severity 1 and Severity 2
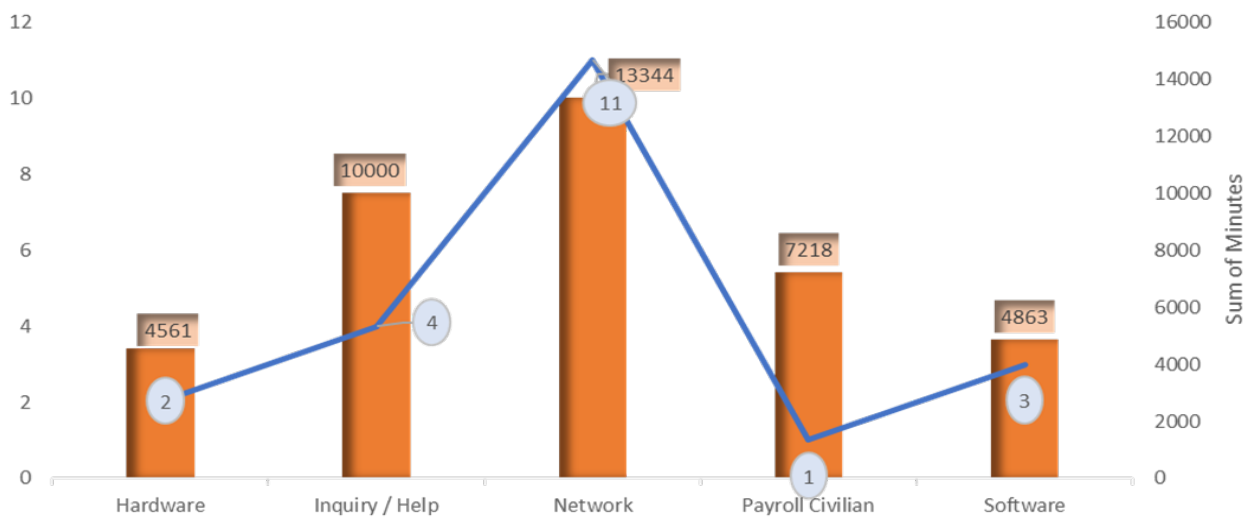
NOTES:

1. Severity 1 and Severity 2 incidents are the most severe and most likely result in degraded services or outages that impact the ability of City departments to fulfill their missions.
2. The top chart tracks the number of reported major incidents by department, along with the total number of minutes the incident(s) potentially impacted them.
3. The lower chart tracks major incidents by category and minutes of impact.

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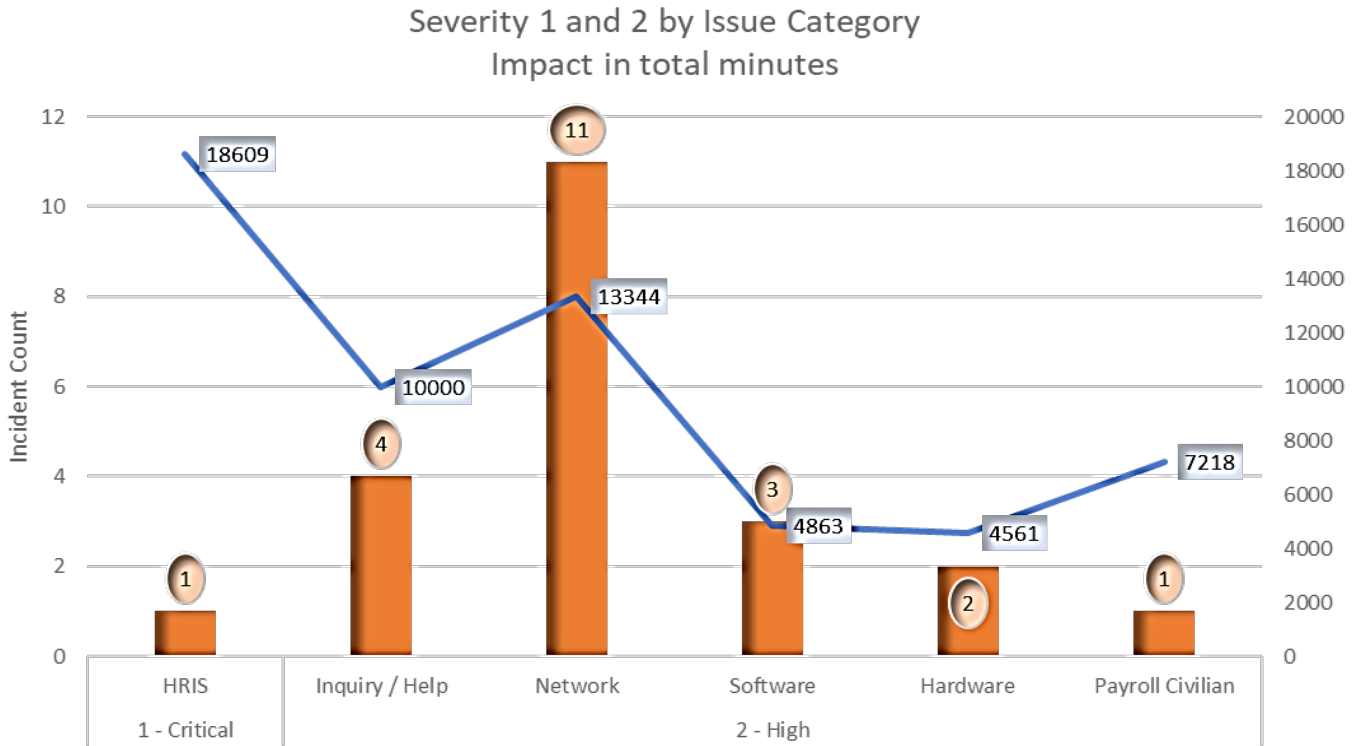
NOTES:

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

2. Payroll issues are all treated as Critical in nature. Payroll issues are not considered IT related issues.

Monthly MTTR

Chart legend: Count — Avg Mttr — Overall Average

Data labels (Count series, orange): 7126, 5819, 4904, 6475, 4722, 5032, 4753, 4219, 5282, 5241, 5241, 4758

Data labels (Avg Mttr series, blue): 21428, 18519, 14505, 10358, 9618, 8566, 5136, 5000, 3831, 3628, 2911, 1383

Overall Average: 9387 ... 9387

Months: May, June, July, August, September, October, November, December, January, February, March, April
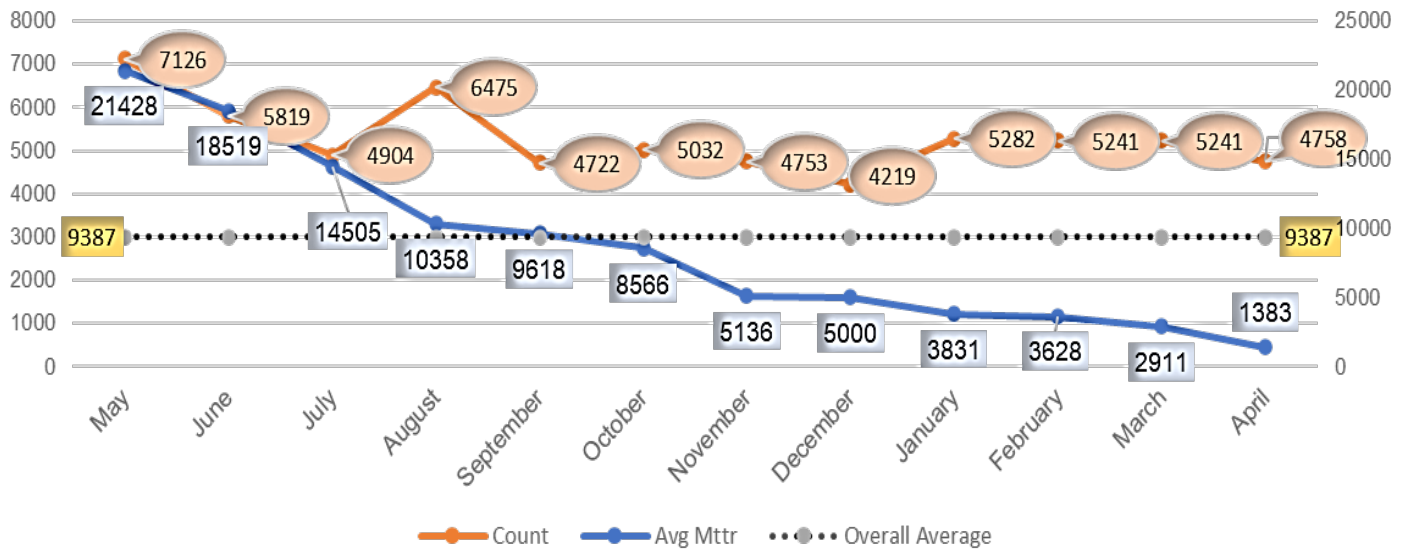
NOTES

1. This chart provides the trendline for the average mean time to repair (MTTR), an industry standard for tracking the timeliness of resolution on reported incidents.
2. Mean Time to Repair, in these reports, is calculated as the total time from Report of Incident to the Resolution of the Incident.
3. April numbers do not include 422 tickets which remain "in-progress" and as of the reporting date not yet resolved.
4. Previous months MTTR figures have been adjusted to reflect 173 incidents from previous months that were closed in this reporting cycle.
5. Previous months MTTR numbers updated to reflect post reporting month closure validation. April numbers will be updated in May reporting cycle to reflect tickets closed post data compilation.

3. *Monthly Major Outage Report*

Priority	Description	Department	Primary	Secondary	Assignment Group	Hours
1 - Critical	Workday	sick time issue	ATT	HRIS	Leave/Absence Issue	ITS Workday HRIS	310.2
2 - High	W-2 Request		Payroll Civilian	W-2	ITS Workday Payroll-Civilian	120.3
2 - High	Posse	APPOSSE02 C Drive is Full	DSV	Inquiry / Help	How To	ITS Server Team	9.3
2 - High	Phone Support	Service Desk number is not working	DSV	Network	Outage	ITS Network Phone	6.0
2 - High	Server Unresponsive	request for reboot after 8pm	DBI	Hardware	Server	ITS Server Team	70.3
2 - High	Network |Network Unresponsive	PBW	Network	Outage	ITS Network Engineers	53.0
2 - High	Server	Replication errors on xxxxnnnn	DSV	Software	Troubleshooting	ITS Server Team	19.4
2 - High	SCADA	SCADA not sending data	DWU	Software	Troubleshooting	ITS Network Connectivity	26.9
2 - High	Network |Network Unresponsive	DWU	Network	Outage	ITS Network Connectivity	16.7
2 - High	Network |Network Unresponsive	EFM	Network	Outage	ITS Network Connectivity	16.3
2 - High	Network I Network Unresponsive	DPD	Inquiry / Help	Policy/Procedure	ITS Network Connectivity	7.4
2 - High	Right-of-Way Mangement System	data validation	DSV	Software	Troubleshooting	ITS Salesforce Apps	34.7
2 - High	Network	Network and phones unresponsive	DPD	Network	Outage	ITS Network Connectivity	16.7
2 - High	Network	Network Unresponsive	ATT	Network	Outage	ITS Network Connectivity	6.7
2 - High	Network	Network Unresponsive	LIB	Network	Outage	ITS Network Connectivity	22.5
2 - High	Network	Network and phones unresponsive	DFD	Network	Outage	ITS Network Phone	6.5
2 - High	Print	Canon print jobs not responding	DPD	Hardware	Network Printer	ITS Network Connectivity	5.7
2 - High	Network	Network unresponsive on multiple floors	DPD	Network	Outage	ITS Network Connectivity	29.9
2 - High	Server	Server Unresponsive	xxxxnnnn	DSV	Inquiry / Help	Escalation/Status	ITS Server Team	144.2
2 - High	Network	Network unresponsive on multiple floors	DPD	Network	Outage	ITS Network Connectivity	23.1
2 - High	VMWare I VDI is unresponsive for Service desk	DSV	Inquiry / Help	How To	ITS Server Team	5.7
2 - High	Network	Network Unresponsive	PKR	Network	Outage	ITS Network Connectivity	25.0

NOTES:

1. Major incidents 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. Major incidents are measured by duration of impact, degraded or full outage of services.

2. Major Incidents with #value are incidents that had over 4 hours of impact, however, are incomplete of details or still in progress at the time the report was generated to identify full impact to departments.

3. April saw an increase in both the average time to repair and total impact time for Major Incidents compared to March. April average MTTR of 44.4 hours compared to 33.9 hours in March. April total impact 976.6 hours compared to March which had 779.2 hours.

4. Twenty-two major incidents in the month of April, 1 critical and 21 high. A decrease of 4 over March of 1 critical and 25 high.

B. Service Requests (including new employee onboarding)

1. New Hire Report

New Hire Requests by Department
April Total New Hires Requests 163
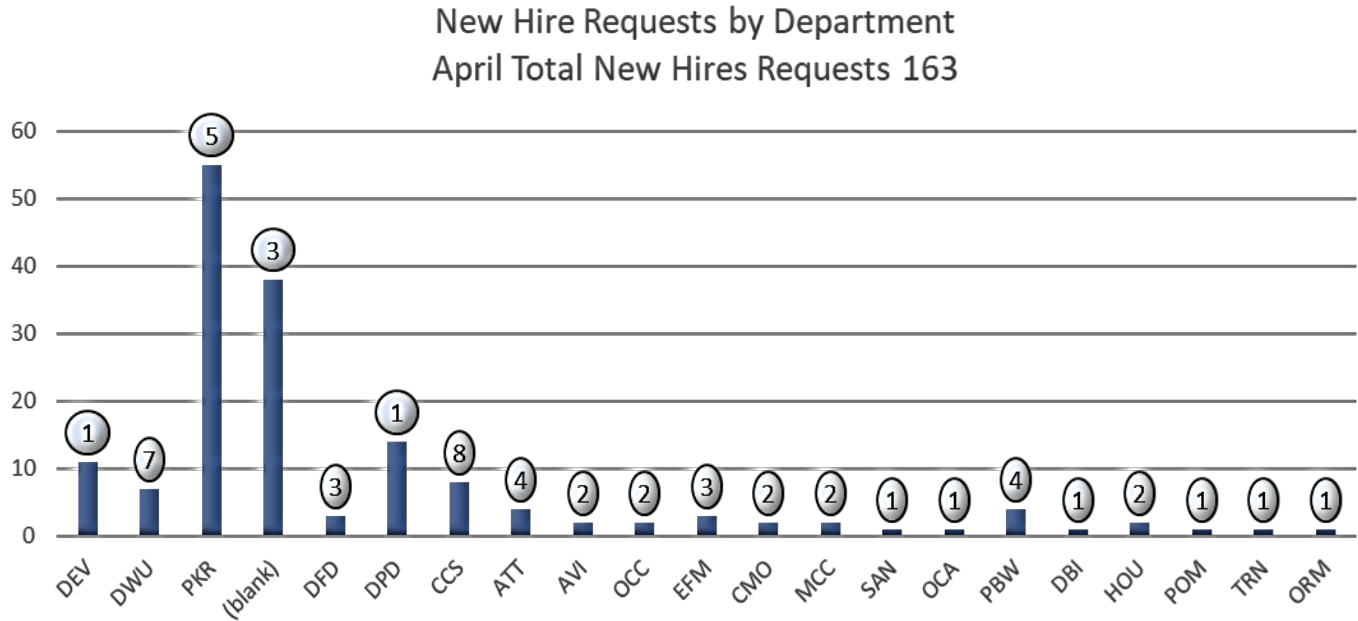
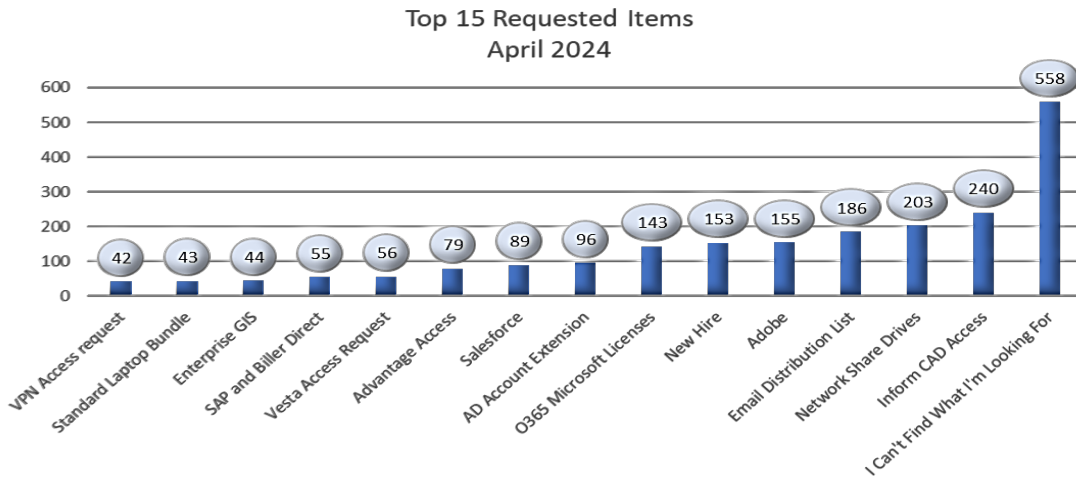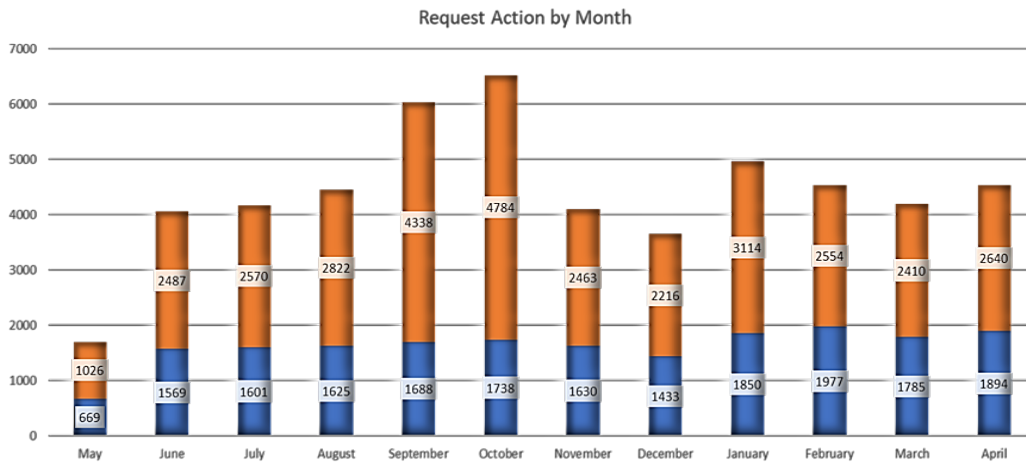**NOTES:**

1. In the month of April, a total of 163 request tickets were generated for new employees.
2. PKR, DPD, and DEV were the top 3 New Hire Request departments. *Excluding blanks
3. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

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

Top 15 Requested Items
April 2024

Values: 42, 43, 44, 55, 56, 79, 89, 96, 143, 153, 155, 186, 203, 240, 558

Categories: VPN Access request, Standard Laptop Bundle, Enterprise GIS, SAP and Biller Direct, Vesta Access Request, Advantage Access, Salesforce, AD Account Extension, O365 Microsoft Licenses, New Hire, Adobe, Email Distribution List, Network Share Drives, Inform CAD Access, I Can't Find What I'm Looking For

NOTES:

1. April Service Requests totaled 2640, an increase of 850+ over March which totaled 1785. This report depicts the top 15 Request by type that were selected.

2. "I Can't Find What I'm Looking For" is a category used when a service catalog item does not exist for what the user is asking.

Request Action by Month

Month	Bottom	Total
May	669	1026
June	1569	2487
July	1601	2570
August	1625	2822
September	1688	4338
October	1738	4784
November	1630	2463
December	1433	2216
January	1850	3114
February	1977	2554
March	1785	2410
April	1894	2640

NOTES:

This chart illustrates that 1894 Requested Tickets generated 2460 Requested Actions. Frequently, one request generates multiple actions to be completed by one or more teams to fulfill the ask.

C. IT Applications Availability **(New)**

The City's IT Applications Support Team is responsible for maintaining, troubleshooting, and providing user assistance for over 800 plus applications used across the enterprise. Applications, both Public Safety and Non-Public Safety, are rated based on the critical nature of the application, availability requirements, and the departments they support. They are provided with a tier-based rating. Monthly availability of Tier 1 or critical applications is a primary performance indicator.

| Application	Support Team	PS/NonPS	Target	April Hours	April Uptime
Computer Aided Dispatch (CAD)	ITS CAD and RMS Applications	Public Safety	99.999%	716	100.00%
Fire Station Alerting System (Locution)	ITS DFR Applications	Public Safety	99.999%	716	100.00%
inPursuit Records Management System (RMS)	ITS CAD and RMS Applications	Public Safety	99.999%	716	100.00%
POSSE	ITS Land and Permit Applications	Non-Public Safety	99.980%	716	100.00%
Salesforce CRMS	ITS 311 Applications Salesforce CRMS	Non-Public Safety	99.980%	716	100.00%
CGI/AMS Advantage Financial	ITS Financial App	Non-Public Safety	99.999%	716	100.00%

NOTES:

1. The table lists the top six Tier 1 applications and the performance indicators for the month of April.
2. The table will be expanded to include the top ten (10) applications and show performance over a period of six (6) months.
3. Target is the expected availability expressed as a percentage, or uptime of the application for the reporting period. Reporting period (month) hours are determined by the number of hours in a reporting period, minus the number of standard maintenance hours an application is allocated in the reporting period. For example, if a reporting period has 720 hours and an application has 4 maintenance hours allocated in the reporting period, the reporting period hours are 716.
4. Reporting period availability is determined by the number of hours, not including the allocated maintenance hours that the application was not available as percentage of the reporting period hours.

D. 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
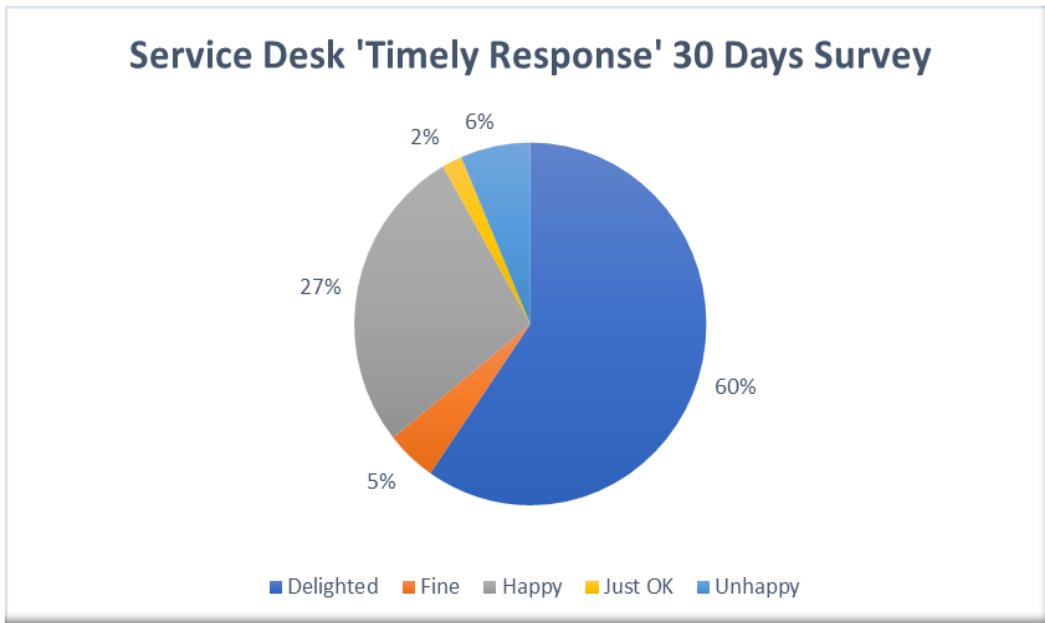
Service Desk 'Timely Response' 30 Days Survey

6%
2%
27%
60%
5%

■ Delighted ■ Fine ■ Happy ■ Just OK ■ Unhappy

NOTES:

1. This chart illustrates the overall survey responses to the question of Service Desk timeliness for requests submitted in April 2024.
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 April 2024 survey, 86% of respondents rated their perception of timeliness of the service to be either Fine, Happy, or Delighted.

2. IT Service Desk Overall Experience Report
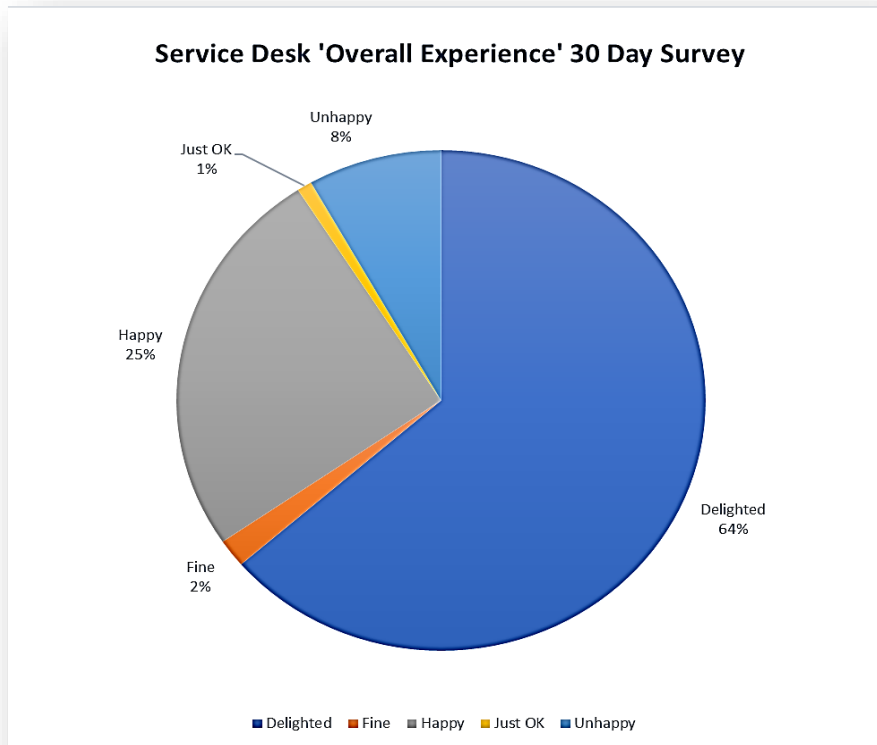
Service Desk 'Overall Experience' 30 Day Survey

NOTES:

1. This chart illustrates the overall survey responses to the question of Service Desk experience for requests submitted in April 2024.

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 April 2024 survey, 84% 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
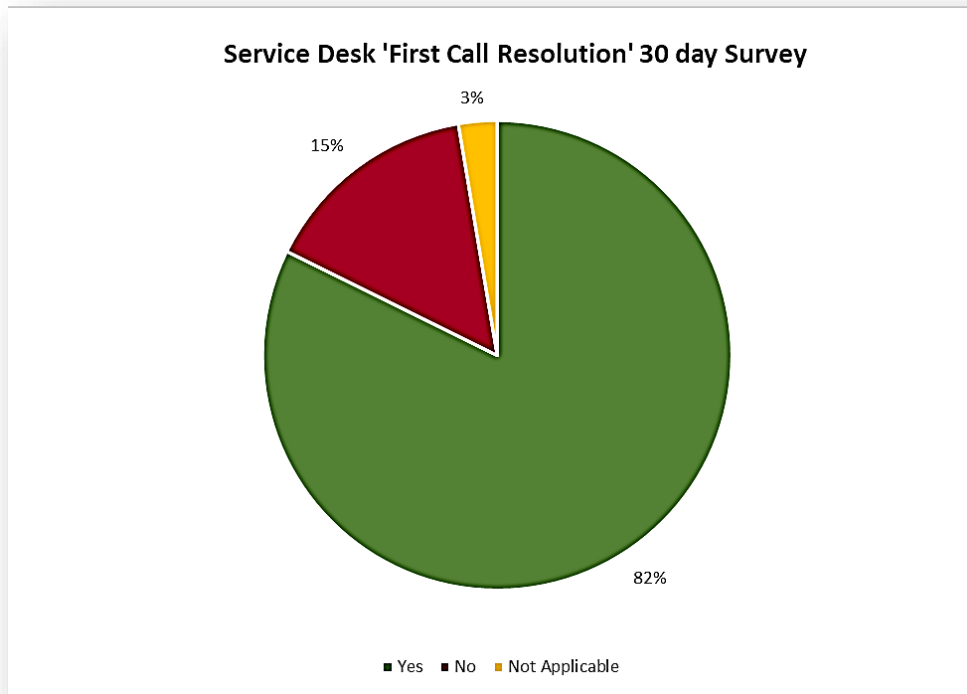
NOTES:
1. This chart illustrates the overall survey responses to the question of whether the issue was resolved on the first call to the Service Desk for requests in April 2024.
2. The survey requests employees that have submitted an incident report or service request to the IT Service Desk on whether the issue was resolved with the first call (Yes or No).
3. For the April 2024 survey, 82% 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.

A. Contract/Procurement Management

Upcoming/Recent Contracts Requiring Council Approval

Items Approved on April 10 Agenda

ePlus Technology, Inc - Three-year cooperative purchasing agreement for a network visibility and threat management solution for the Department of Information and Technology Services through The Interlocal Purchasing System cooperative agreement - Not to exceed $405,828.06 - Financing: Data Services Fund ($270,552.04) and Coronavirus State and Local Fiscal Recovery Funds ($135,276.02) (subject to annual appropriations).

- Contract amount - $405,828
- The solution provides a portion of the City's layered network and performance monitoring approach to security while ensuring the network achieves an expected level of performance.
- This network visibility and threat management solution monitors incoming and outgoing network traffic by those transacting business with the City; communications between devices connected to and/or inside the City's network; and performance of critical applications, telephony, and video services.

Carahsoft Technology Corporation - Four-year cooperative purchasing agreement for the continuous use of enterprise software licenses, maintenance and support of the core network and security infrastructure for the Department of Information and Technology Services with Carahsoft Technology Corporation through the Texas Department of Information Resources cooperative.

- Contract amount - $9,888,100
- Software used to test new operating system updates and patches in a safe environment before updates are deployed to physical computers throughout the City.
- Allows ITS to run multiple applications and operating system workloads on one server for better resource management.

ESRI, Inc. - Three-year service contract for the purchase of enterprise software licenses maintenance for a geographic information system for the Department of Information and Technology Services.

- Contract amount - $3,498,000
- Used to develop, manage, and distribute GIS data.
- Enables to City to store, edit, analyze, and publish geographic data.
- Works in collaboration with other critical systems, such as Computer Aided Dispatch and Dallas 311.

Item Approved on April 24 Agenda

Netsync Network Solutions – Supplemental Agreement No. 1 to increase the contract for continuous use and upgrade of an existing device threat detection response solution and licensing through Texas Department of Information Resources

- Contract amount - $949,747, from $873,105 to $1,822,852
- Utilized to ensure the City's endpoints (i.e., employee's laptops, desktops, and servers) have modernized protection against malicious cyber actors that would attempt to attack the City through employee's computers

<u>Items on May 22 Agenda</u>

Next Generation (NG) 9-1-1 Service - Authorize the acceptance of a statutory distribution from the Next Generation (NG) 9-1-1 Service Fund to the City of Dallas emergency communication district in the base amount of $6,709,001.31 pursuant to Sec. 771.0713, Health and Safety Code, plus any related interest that accrues related to this distribution amount while deposited in the NG 9-1-1 Service Fund, as approved by Proposition 8 and Texas Government Code 403, subchapter T, established by House Bill 9, passed by the 88th Texas Legislature –

- Distributed Amount - $6,748,850.65
- Funds will be used to support eligible expenses such as hardware, software, support services for the City's 911 call handling system.

GTS Technology Solutions, Inc – Authorize a cooperative purchasing agreement for help desk and desk-side support services.

- Contract amount - $949,747, from $873,105 to $1,822,852
- Utilized to ensure the City's endpoints (i.e., employee's laptops, desktops, and servers) have modernized protection against malicious cyber actors that would attempt to attack the City through employee's computers.

Open Solicitations

Network Cabling
- Five-year contract with two (2) two-year renewal options for the design, installation, maintenance, and repair of network cabling.
- Selection committee is evaluating the proposals.

Broadband and Digital Divide
- Eight-year initial contract with four (4) three-year (3) 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.
- Selection committee is evaluating the proposals.

Network Managed Services
- Managed services for voice and data services, as well as the network support helpdesk.
- Selection committee is evaluating the proposals.

Enterprise Data Repository
- Three-year master service agreement with two (2) one-year (1-year) renewal options for a solution to migrate data from the City's NeoGov, LearningZen, and BenSelect (Enrollment Benefit Concepts) systems into a robust repository, as well as ongoing maintenance and support services related to the repository.
- Selection committee is evaluating the proposals.

EMS Inventory Management System
- System to manage and track acquisitions, distribution of DFR inventory, which include operation/emergency medical supplies, and personnel gear.
- Selection committee is evaluating the proposals.

Court Case Management System
- Court Case Management Solution is seeking a Proposer with the capability to implement a Court Case Management solution in accordance with the needs of the requesting Department(s), primarily the Dallas Municipal Court, including transferring existing data to the solution and integrating with other related software and hardware.
- Open/Advertised Dates – March 21 and March 28
- Pre-Solicitation Conference Dates – April 1 at 2:00 p.m.
- Solicitation Due Date – May 31

B. Budget Performance & Execution – March 2024

Fund 0191 – 9-1-1 System Operations
March 2024

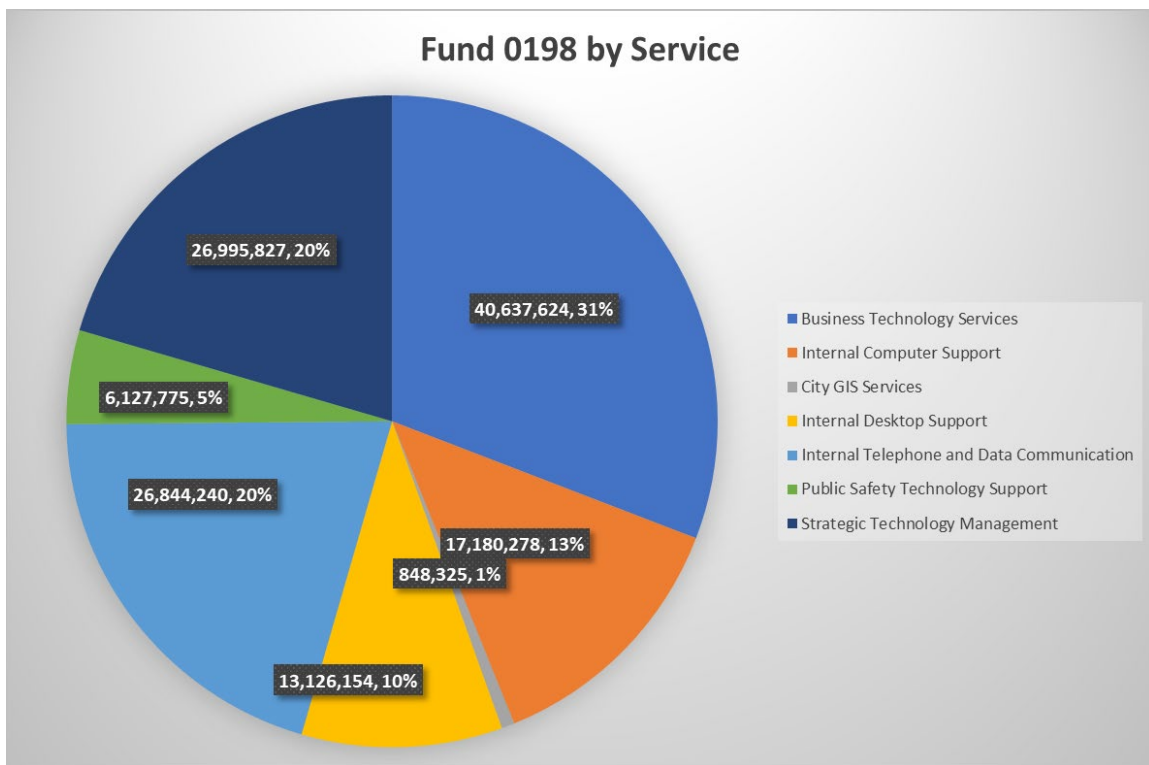| Expenditure Category	FY 2032-24 Adopted Budget	FY 2032-24 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	661,024	661,024	275,828	612,715	(48,309)
Pension	95,983	95,983	44,096	95,983	-
Health Benefits	67,550	67,550	22,144	66,050	(1,500)
Worker's Compensation	1,712	1,712	1,712	1,712	-
Other Personnel Services	14,899	14,899	33,472	38,103	23,204
Total Personnel Services	**841,168**	**841,168**	**377,251**	**814,563**	**(26,605)**
Supplies	201,464	201,464	20,858	201,464	-
Contractual Services	11,824,129	11,824,129	5,960,094	11,708,581	(115,548)
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	**12,866,761**	**12,866,761**	**6,358,203**	**12,724,608**	**(142,153)**

Fund 0197 – Communication Services (Radio Network)
March 2024

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	864,922	1,782,103	(213,136)
Overtime Pay	96,632	96,632	124,555	141,790	45,158
Pension	303,582	303,582	153,419	303,582	-
Health Benefits	289,500	289,500	87,028	284,000	(5,500)
Worker's Compensation	8,059	8,059	8,059	8,059	-
Other Personnel Services	35,196	35,196	86,929	101,705	66,509
Total Personnel Services	**2,728,208**	**2,728,208**	**1,324,912**	**2,621,240**	**(106,968)**
Supplies	1,433,876	1,433,876	148,885	1,436,535	2,659
Contractual Services	14,711,697	14,711,697	4,854,129	14,814,535	102,838
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	**18,873,781**	**18,873,781**	**6,327,927**	**18,872,310**	**(1,471)**

Budget Performance & Execution (continued)

Fund 0198 – Data Services
March 2024

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	8,009,830	18,162,305	(2,752,633)
Overtime Pay	31,612	31,612	21,636	24,955	(6,657)
Pension	3,027,737	3,027,737	1,207,352	3,027,737	-
Health Benefits	2,036,150	2,036,150	527,119	1,991,650	(44,500)
Worker's Compensation	53,893	53,893	53,893	53,893	-
Other Personnel Services	1,028,754	1,028,754	530,147	831,813	(196,941)
Total Personnel Services	**27,093,084**	**27,093,084**	**10,349,977**	**24,092,352**	**(3,000,732)**
Supplies	764,420	764,420	221,202	653,021	(111,399)
Contractual Services	103,926,620	103,926,620	61,820,555	107,014,739	3,088,119
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	**131,784,124**	**131,784,124**	**72,391,734**	**131,760,112**	**(24,012)**

Fund 0198 by Service

- Business Technology Services: 40,637,624, 31%
- Internal Computer Support: 17,180,278, 13%
- City GIS Services: 848,325, 1%
- Internal Desktop Support: 13,126,154, 10%
- Internal Telephone and Data Communication: 26,844,240, 20%
- Public Safety Technology Support: 6,127,775, 5%
- Strategic Technology Management: 26,995,827, 20%

C. ITS Staffing & Hiring Report

1. ITS Funded Staffing Levels

IT Fund	FY 21	FY 22	FY 23	FY 24	FY 25 Plan
Fund 0191 - 9-1-1 Technology Support	7.0	7.0	7.0	7.0	7.0
Fund 0197 - Radio Communications	28.0	30.0	30.0	30.0	30.0
Fund 0198 - Data Services	190.0	204.0	223.0	224.0	229.0
Total	225.0	241.0	260.0	261.0	266.0

2. Vacancies and Hiring Activities

- As of April 30, 2024, ITS had 54 vacancies out of the available 259 positions.

Disposition of the Fifty-Four Vacancies

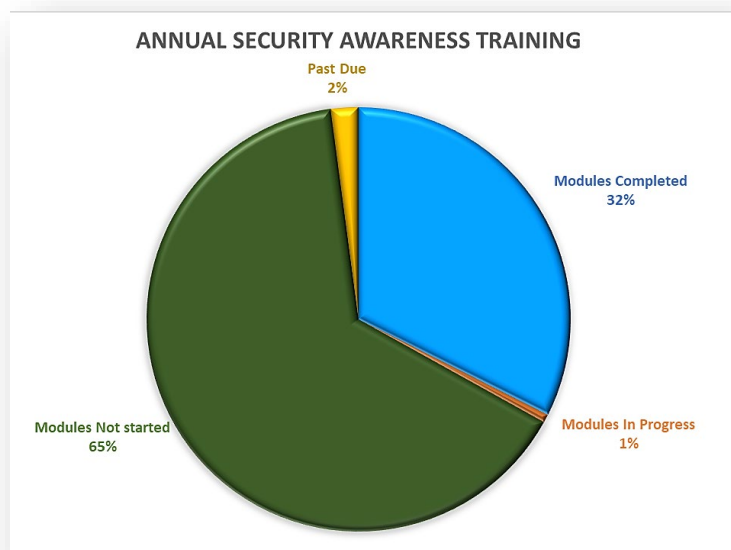| Category	Value
PENDING OFFERS	4
INTERVIEWS	5
UNDER REVIEW	12
ACTIVELY POSTED	5
WAITING TO BE POSTED	4
RECLASSIFICATION	4
IN DRAFT	25
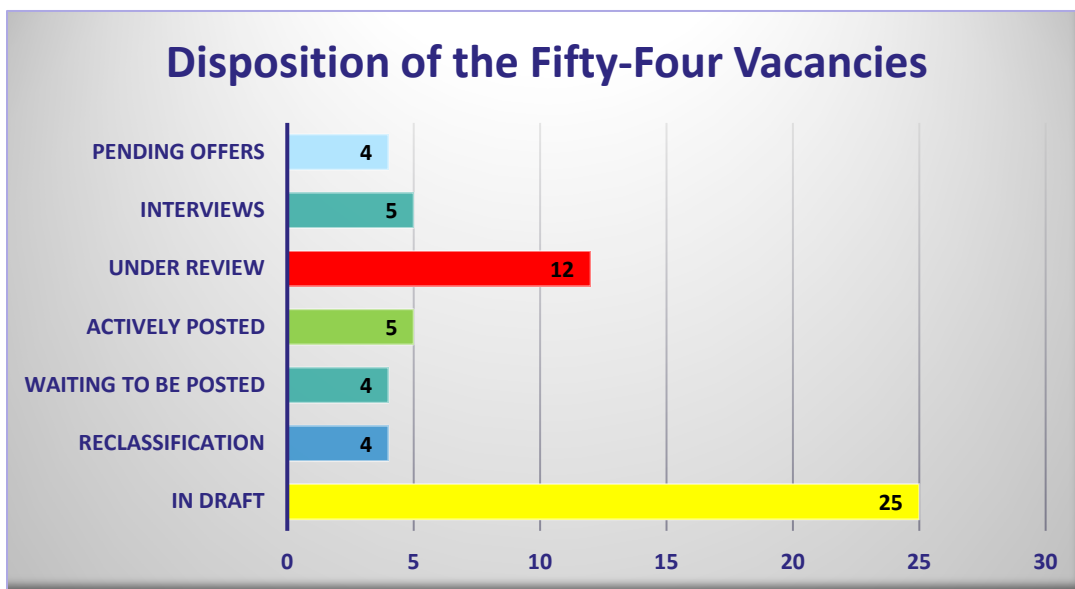
# Section 4: Cybersecurity Programs

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 graph illustrates the enrollment and completion efforts of employee training over the course of the year. For FY 2022-23 the City completed 92% of 30 training campaigns covering HIPAA, PCI, and Cybersecurity. The FY 2023-24 security awareness training campaigns are currently being drafted and scheduled, and ITS will track progress and work with City employees to ensure completion.

ANNUAL SECURITY AWARENESS TRAINING

Past Due 2%
Modules Completed 32%
Modules Not started 65%
Modules In Progress 1%

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

ALL PHISHING ACTIVITY

Reported
11%

Failed
10%

Deleted
79%
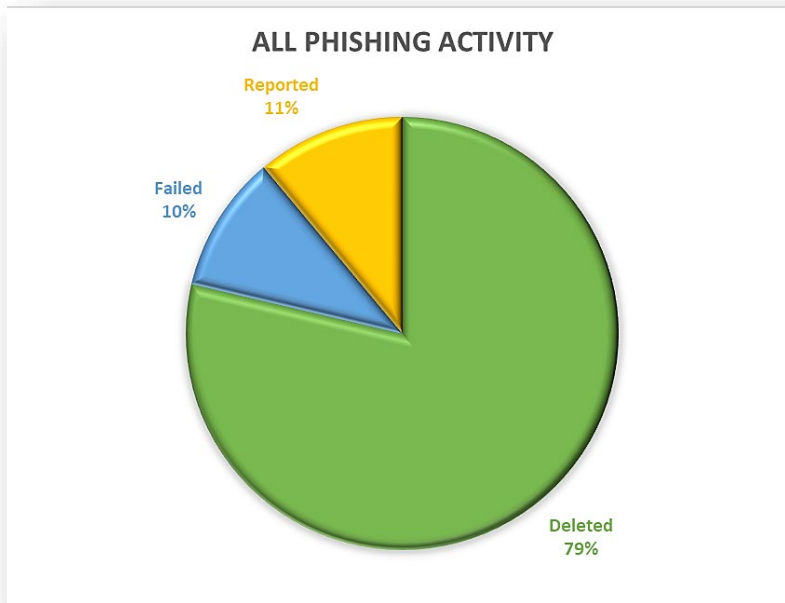
In addition, ITS continuously applies best practices to the employees around phishing and their ability to recognize and appropriately handle phishing incidents. Campaigns designed given real world scenarios, typically taken from recent events are sent out to the employee population to test their ability to distinguish and act. This provides feedback to the employees as well has increased the actual amount of true phishing reported. As well, a "Report phishing" button added to user's Outlook has increased both the numbers of test phish and actual phishing emails.

Phishing Alert Report Comparison - Last 30 Days

Simulated   Non Simulated
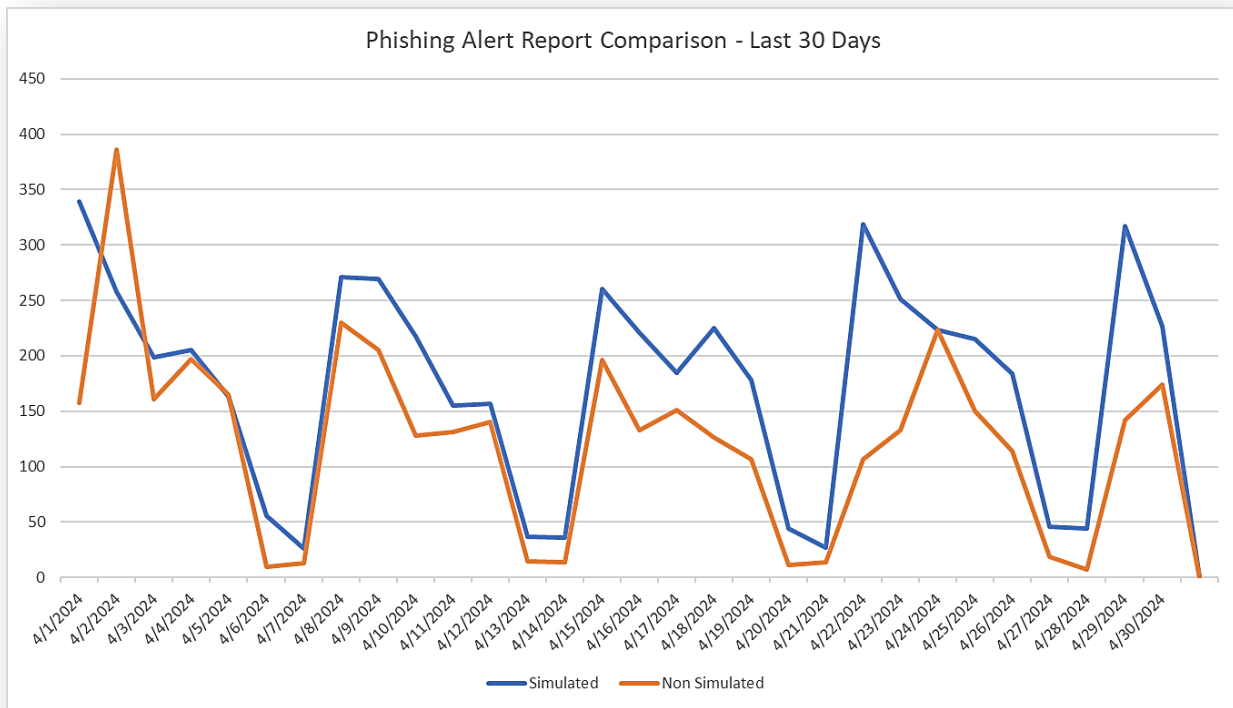
B. Situational Awareness

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


Capability Maturity Model Levels

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

Figure 3: Assessing Cybersecurity Maturity
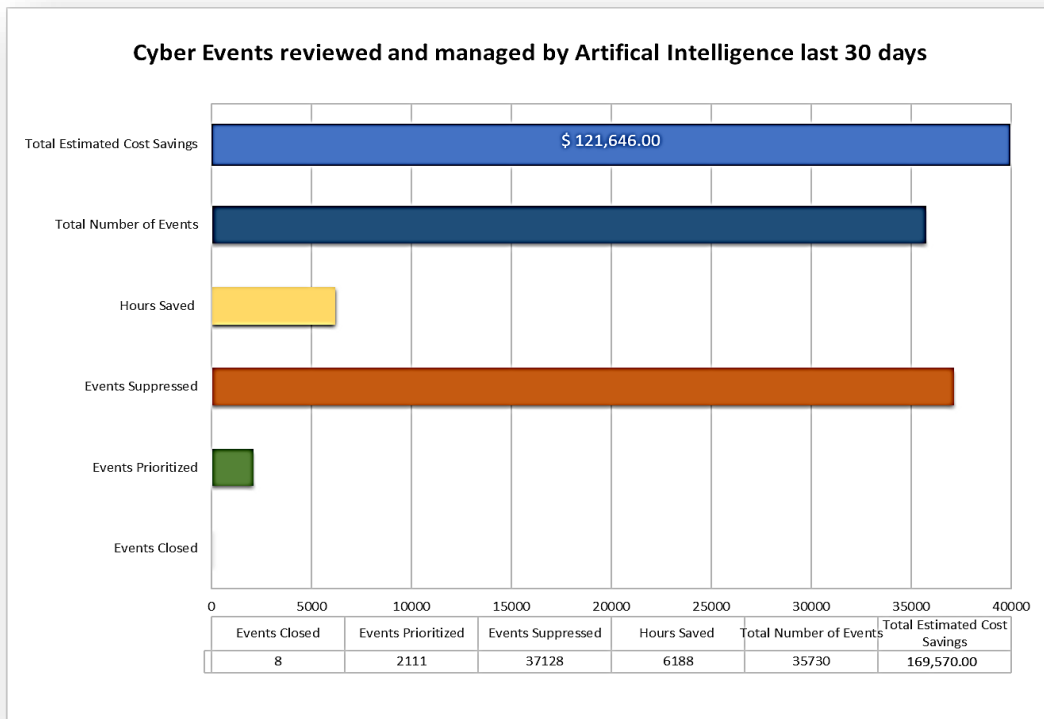
C. Cyber Threats

1. Global

Global cyber threats represent a multifaceted and pervasive challenge in the modern digital era, encompassing a spectrum of malicious activities that exploit vulnerabilities across cyberspace. From sophisticated malware attacks designed to infiltrate systems and compromise data integrity to deceptive phishing schemes aimed at manipulating individuals into disclosing sensitive information, the landscape of cyber threats are
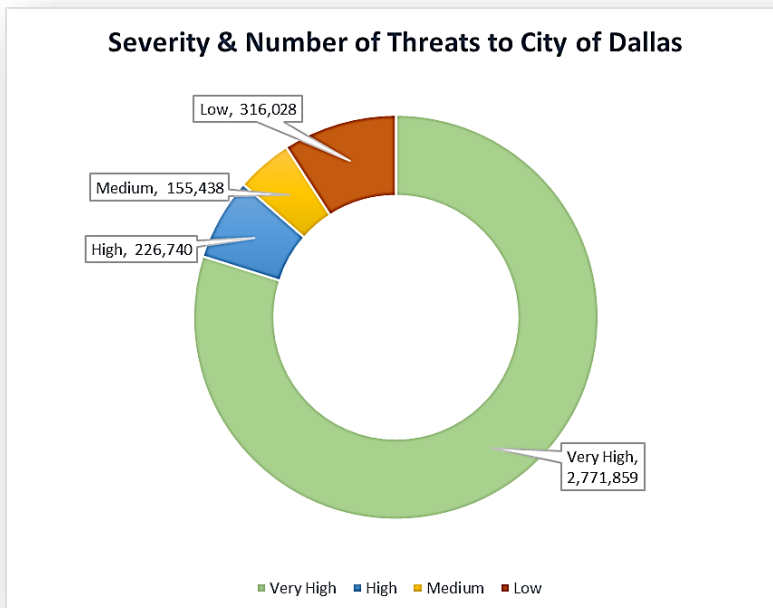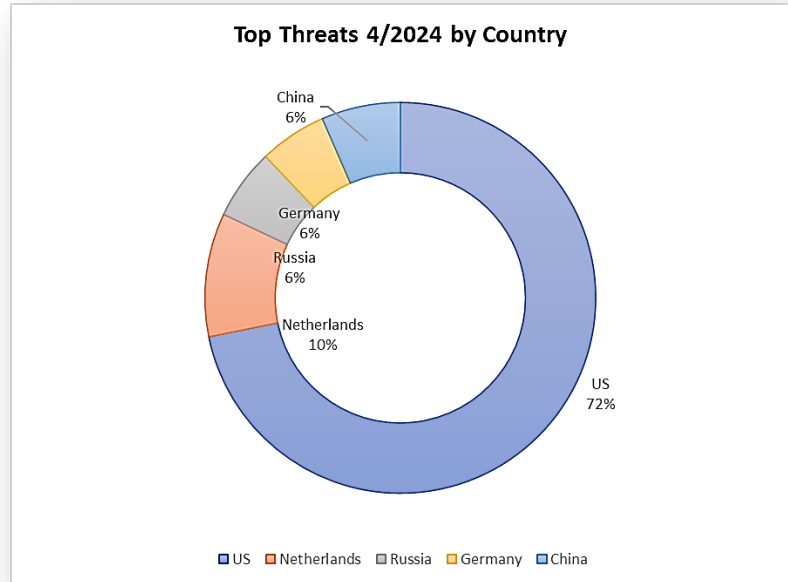
diverse and ever evolving. The proliferation of interconnected devices, coupled with the increasing sophistication of cybercriminals and state-sponsored actors, amplifies the complexity and scale of these threats.

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2. AI Reviewed Cyber Events

AI's role in the review and analysis of cyber events by leveraging its capabilities in data processing, pattern recognition, and predictive modeling. Through machine learning algorithms, AI systems can sift through vast volumes of data generated by network logs, security alerts, and user activity to identify anomalous patterns indicative of potential cyber threats.

Cyber Events reviewed and managed by Artifical Intelligence last 30 days

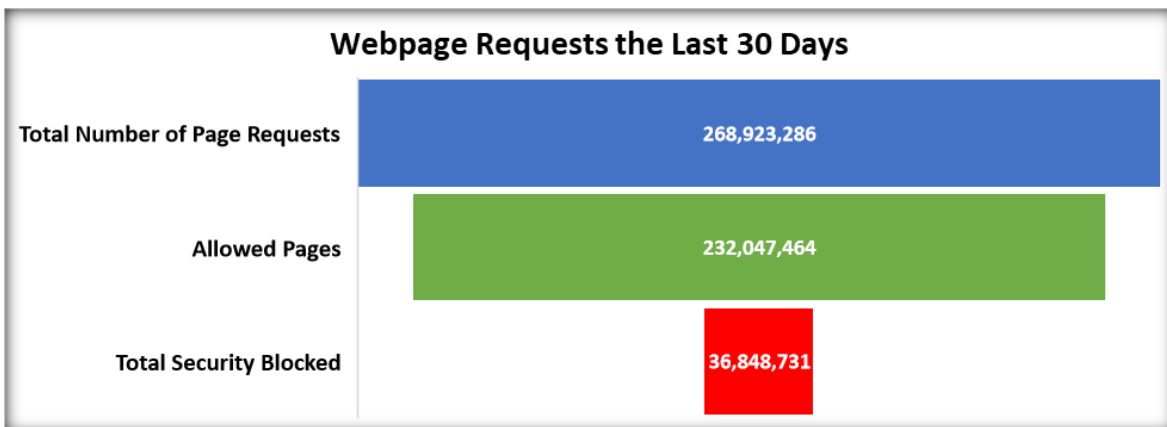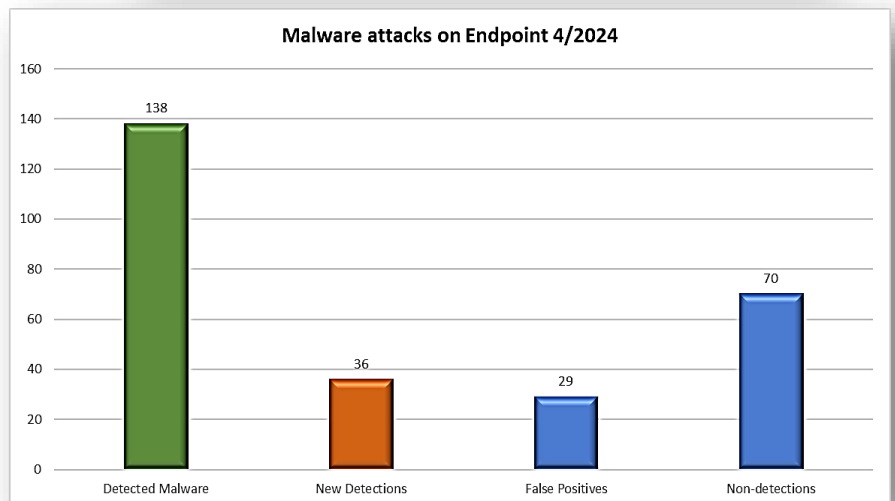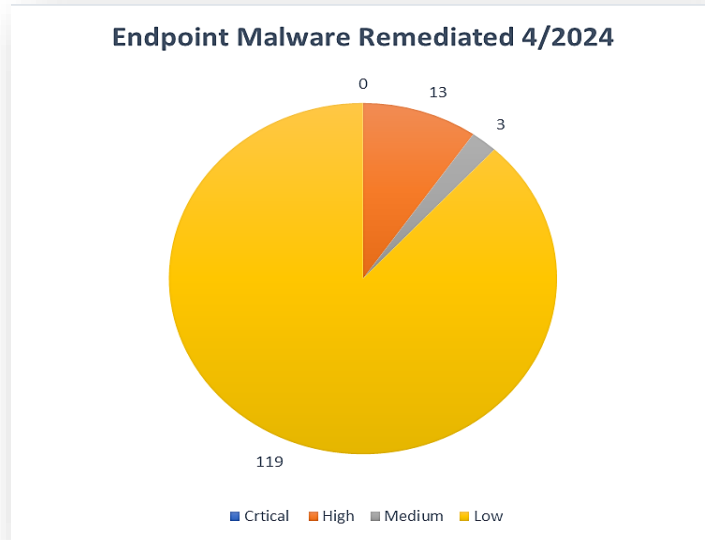| Events Closed	Events Prioritized	Events Suppressed	Hours Saved	Total Number of Events	Total Estimated Cost Savings
8	2111	37128	6188	35730	169,570.00

By continuously learning from past incidents and adapting to evolving attack techniques, AI has enhanced the speed and accuracy of threat detection, enabling the city to respond swiftly to emerging risks and mitigate potential damages. Moreover, AI's ability allows for automated routine tasks, such as incident triage and threat prioritization.

D. Data Protection & Privacy
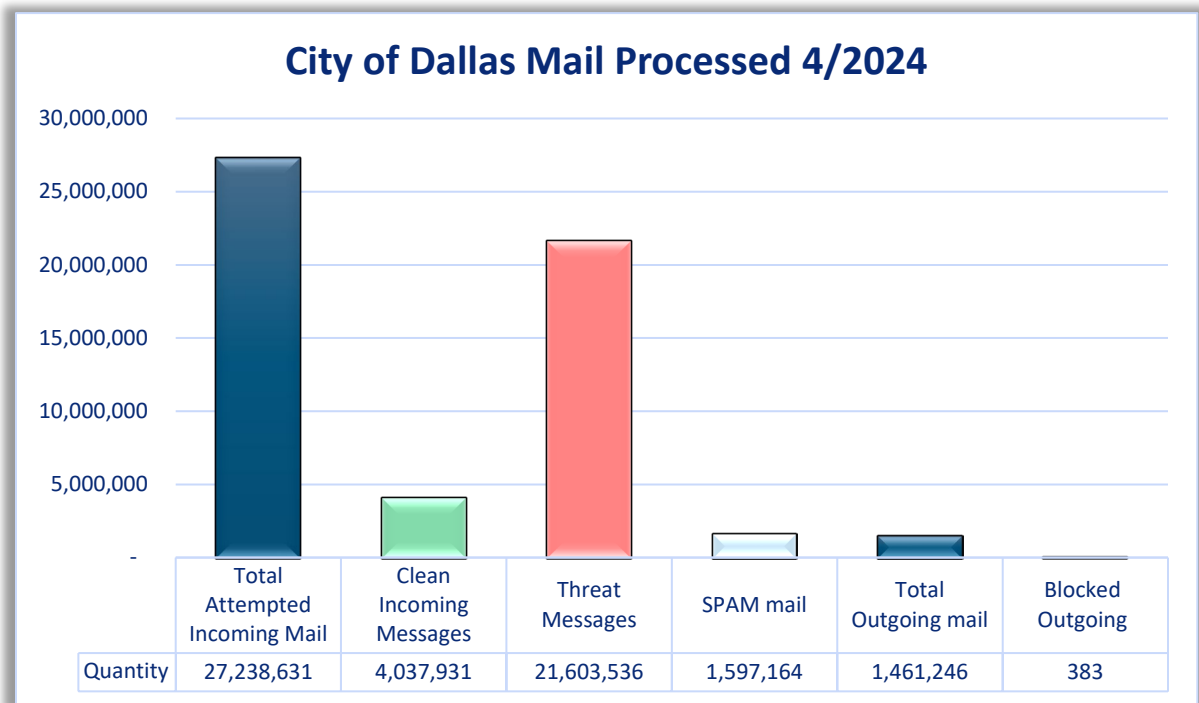
3. Endpoint Protection

Endpoint protection is one component to the organization's ability to handle daily malware. Attacks are mitigated through technologies monitoring the systems in real time reacting and responding to those attacks.

Endpoint Malware Remediated 4/2024

0
13
3
119

■ Crtical   ■ High   ■ Medium   ■ Low

Technologies like Firewall and Endpoint Detection and Response are all in place to respond to those attacks. Below is the status metrics.

Malware attacks on Endpoint 4/2024

Detected Malware: 138
New Detections: 36
False Positives: 29
Non-detections: 70

Webpage Requests the Last 30 Days

Total Number of Page Requests: 268,923,286
Allowed Pages: 232,047,464
Total Security Blocked: 36,848,731

4. *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.

City of Dallas Mail Processed 4/2024

|	Total Attempted Incoming Mail	Clean Incoming Messages	Threat Messages	SPAM mail	Total Outgoing mail	Blocked Outgoing
Quantity	27,238,631	4,037,931	21,603,536	1,597,164	1,461,246	383

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.

City of Dallas System Backups Completed 4/2024

Backups Stopped for Maintanence	-
Failed	2,316
Completed	35,641

- 10,000 20,000 30,000 40,000

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.
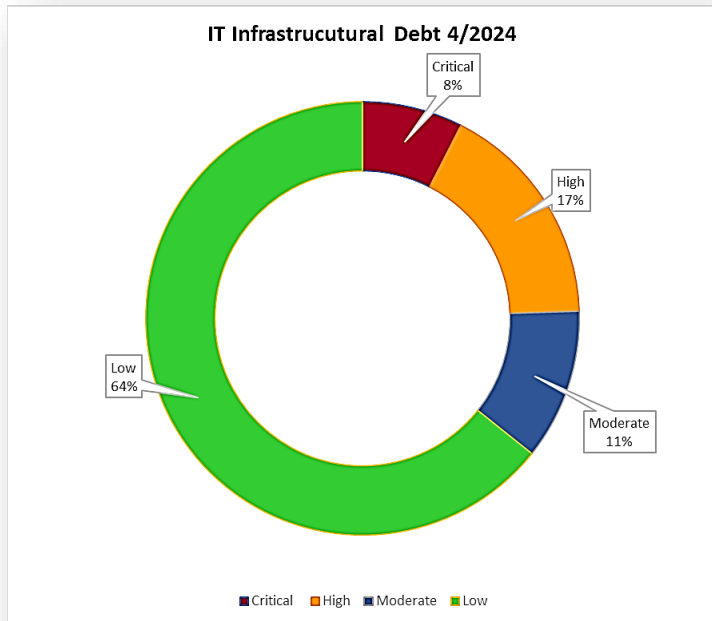
Data Realization

- ■ Total Amount of Unstructured Data
- ■ Stale Files
- ■ Sensitive Files
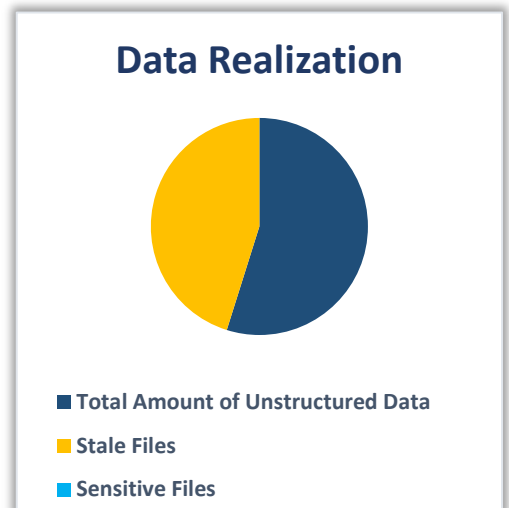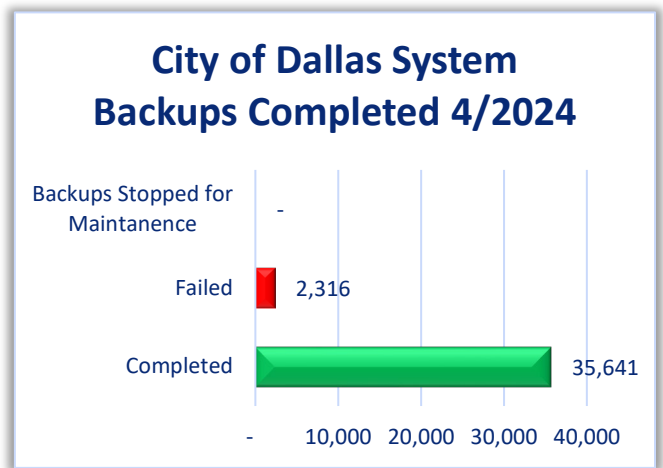
Total Data 3.3 PB
Total Backup Data 1.93 PB
Total Files 22.8 m

B. Technical Debt

Technical debt refers to the accumulation of design or implementation compromises made during the development of software, applications, or systems. Similar to how financial debt accrues interest over time, technical debt also accumulates and incurs a cost in the form of increased maintenance and development time, reduced quality, and decreased productivity.

Generally, technical debt is categorized by three types:

- Intentional Tech Debt: This is created deliberately by an organization to get technical capability into production more quickly. This form of tech debt involves a premeditated choice where an organization knowingly accepts some level of instability, insecurity, poor performance, user dissatisfaction or some other type of problem in exchange for launching the product sooner. This form of tech debt introduces risk, but represents a known risk that can be documented, tracked, and remedied over time.

- Unintentional Tech Debt: This form of tech debt arises from sloppiness, unexpected complexity, or a lack of technical expertise in designing and implementing software systems. This type of tech debt may be documented, but usually it is not because it often remains unknown until an event occurs revealing the issues or errors. Unintentional tech debt can still be remediated, but the development process will need to be adjusted accordingly, impacting the function and value of software.

- Environmental Tech Debt: This category of tech debt occurs over time and without effort. A system may be developed well, implemented well, and perform well at the time of implementation, but if not managed over time, environmental technical debt is likely to accrue because the environment in which it operates is in flux and changing. The technology will change, the needs of its users will change, and the capabilities of the devices on which it operates will change rendering a system that was originally well-designed unhealthy over time.

IT Infrastrucutural Debt 4/2024

Critical
8%

High
17%

Moderate
11%

Low
64%

■Critical ■High ■Moderate ■Low

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

As a part of the City's IT Infrastructure improvement direction, a proactive approach has been taken that identifies, tracks, and communicates the potential risks and costs associated with technical debt to City departments.

The City's technical debt has accumulated over time, reducing the effectiveness for IT services. Any plan must involve setting aside time and resources, specifically to address the deficit.
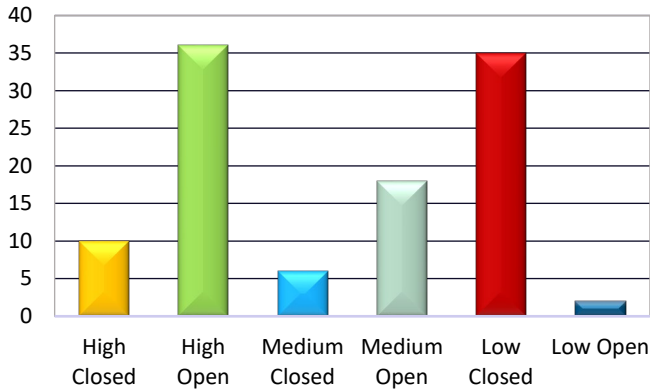
ITS is working to build a technical debt remediation program for addressing technical debt over time. The program shall outline and review changes in the system landscape and the City's strategic priorities. The plan shall track progress toward milestones and adjust the roadmap as needed to ensure that technical debt is not only reduced, but continuously managed.
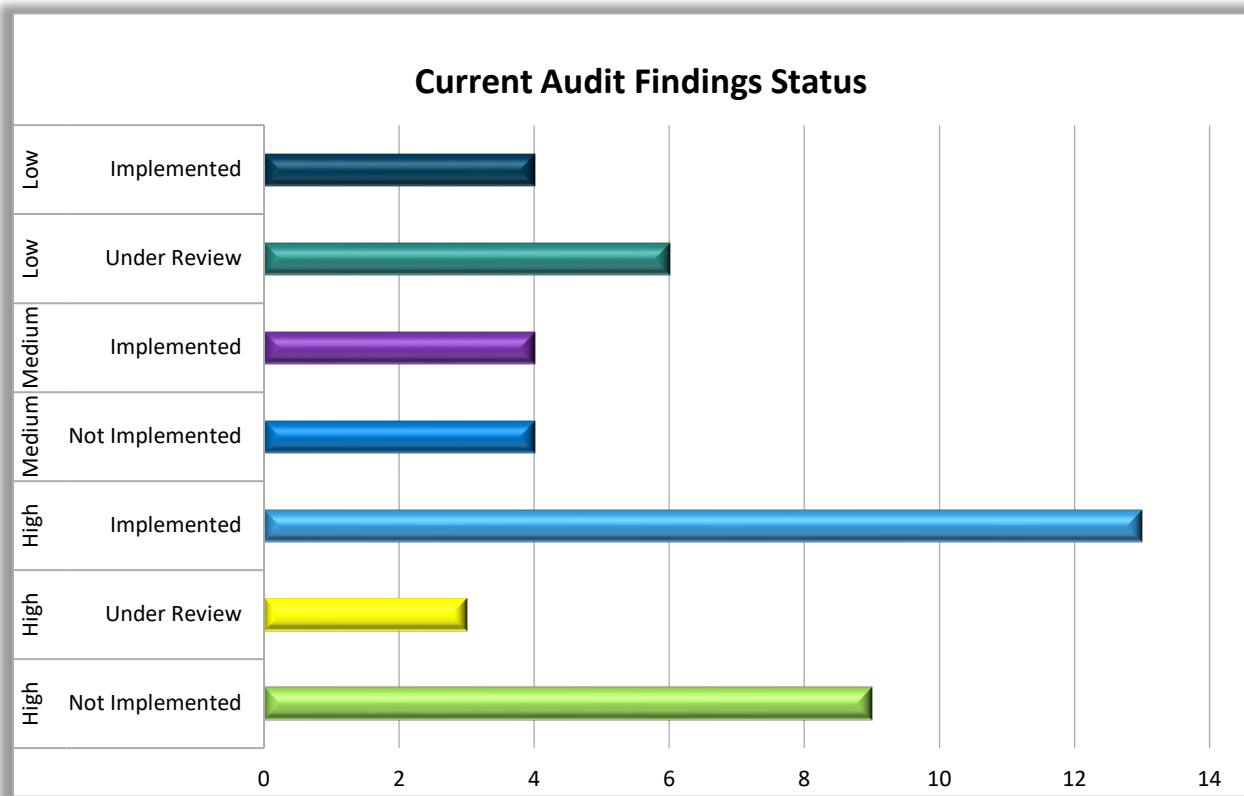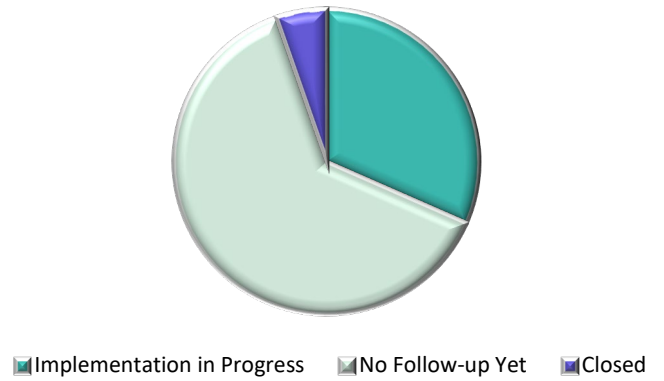
Percent Change of Infrastructure Debt 2024

Critical   High   Moderate   Low

■1/31/2024 ■3/31/2024
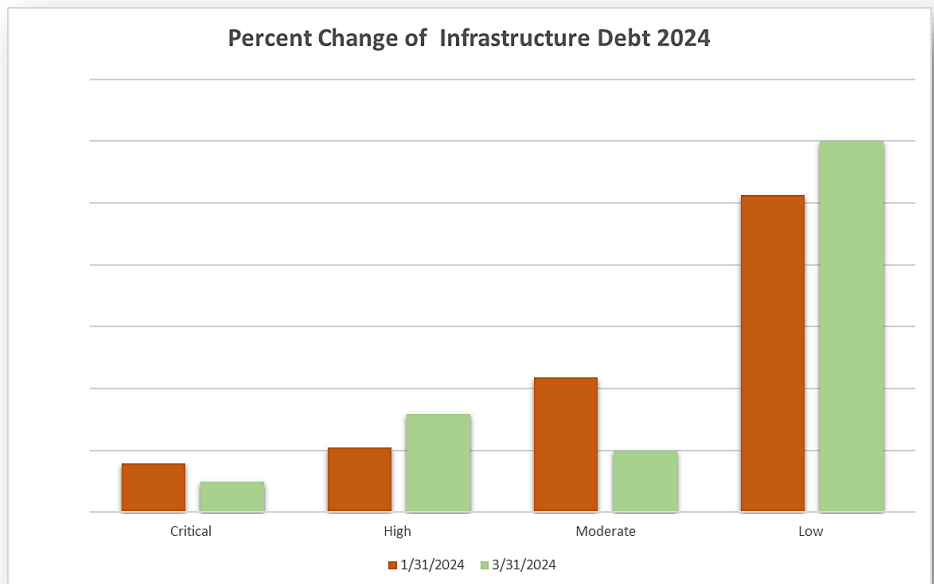
C. Audit

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

Current Audit Findings

Audit Remediation Stage 4/2024

Legend: Implementation in Progress | No Follow-up Yet | Closed

Current Audit Findings Status

File #: 24-1670

Item #: J.

Quarterly Investment Report - 2nd Quarter FY 2023-24
[City Controller's Office]

Memorandum

DATE **May 17, 2024**

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

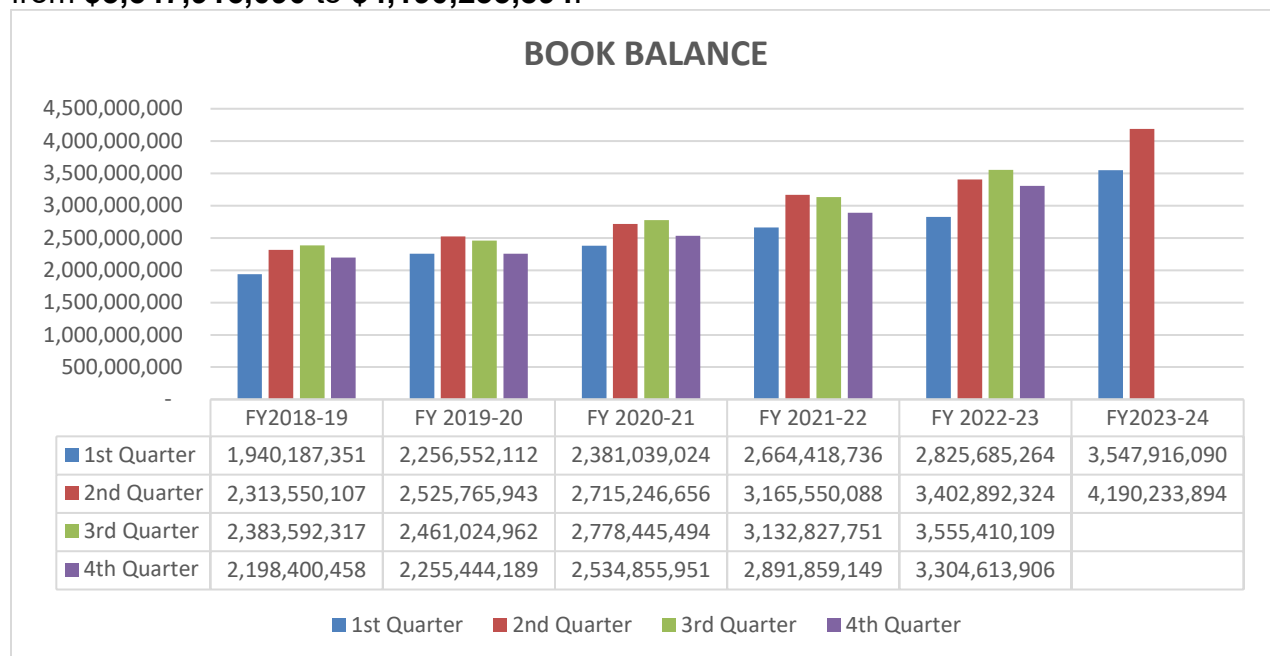SUBJECT **Quarterly Investment Report – 2nd Quarter FY2023-24**

Please find attached the Quarterly Investment Report for the second quarter of FY 2023-24, ending March 2024. 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 May 6, 2024. This report was produced in compliance with the State of Texas Public Funds Investment Act, and the City's Investment Policy which was approved by City Council on April 10, 2024.

The Quarterly Investment Report provides information on the performance of the City's Operating portfolio. As of March 31, 2024, the Operating portfolio's balance was **$4,190,233,894**, which is the highest balance since FY 2018-19.

The interest earned for the quarter was **$46,579,920** which is also the highest since FY 2018-19. The Operating portfolio has a weighted average yield of **4.44%** and a weighted average maturity of **2.0** years. (see page 11 of attached report)

Book Balance
The City's overall balances continue to trend higher over the past five fiscal years. Compared with last quarter, book balance for the 2nd quarter of FY 2023-24 increased from **$3,547,916,090** to **$4,190,233,894**.
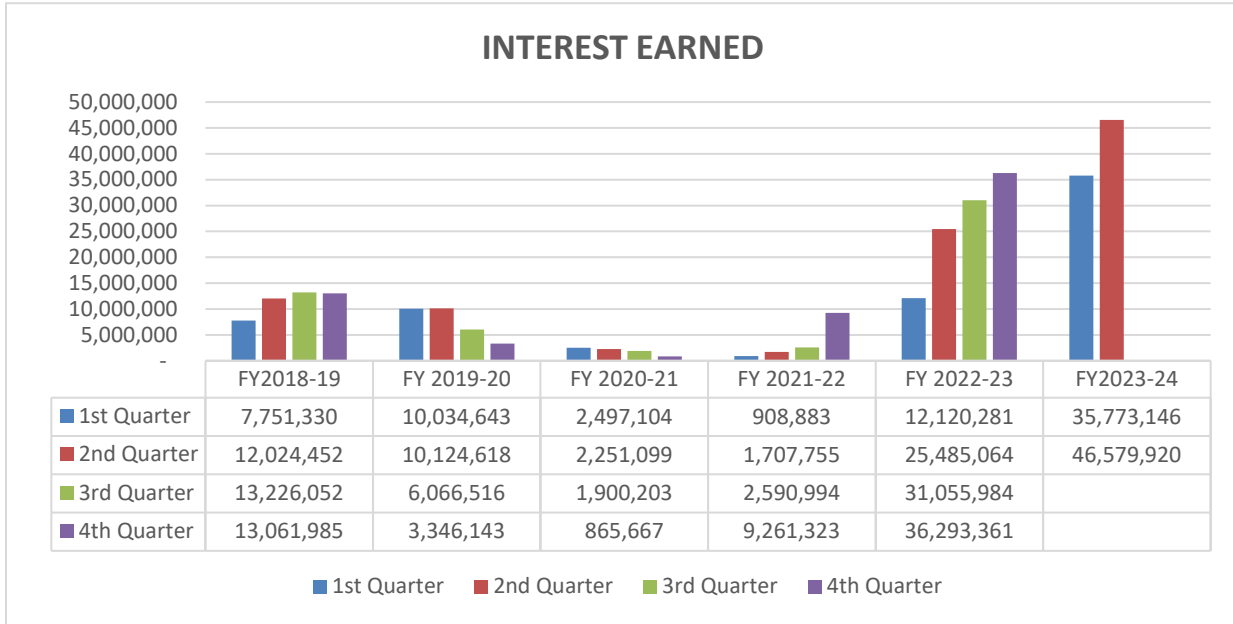
BOOK BALANCE

	FY2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY2023-24
1st Quarter	1,940,187,351	2,256,552,112	2,381,039,024	2,664,418,736	2,825,685,264	3,547,916,090
2nd Quarter	2,313,550,107	2,525,765,943	2,715,246,656	3,165,550,088	3,402,892,324	4,190,233,894
3rd Quarter	2,383,592,317	2,461,024,962	2,778,445,494	3,132,827,751	3,555,410,109	
4th Quarter	2,198,400,458	2,255,444,189	2,534,855,951	2,891,859,149	3,304,613,906	

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

Interest Earned

Interest earned for the 2nd quarter of FY 2023-24 reached the highest level of the last five fiscal years at **$46,579,920**. Assuming the portfolio's book balance remains high, we expect interest earnings to continue trending higher than previous fiscal years.

INTEREST EARNED

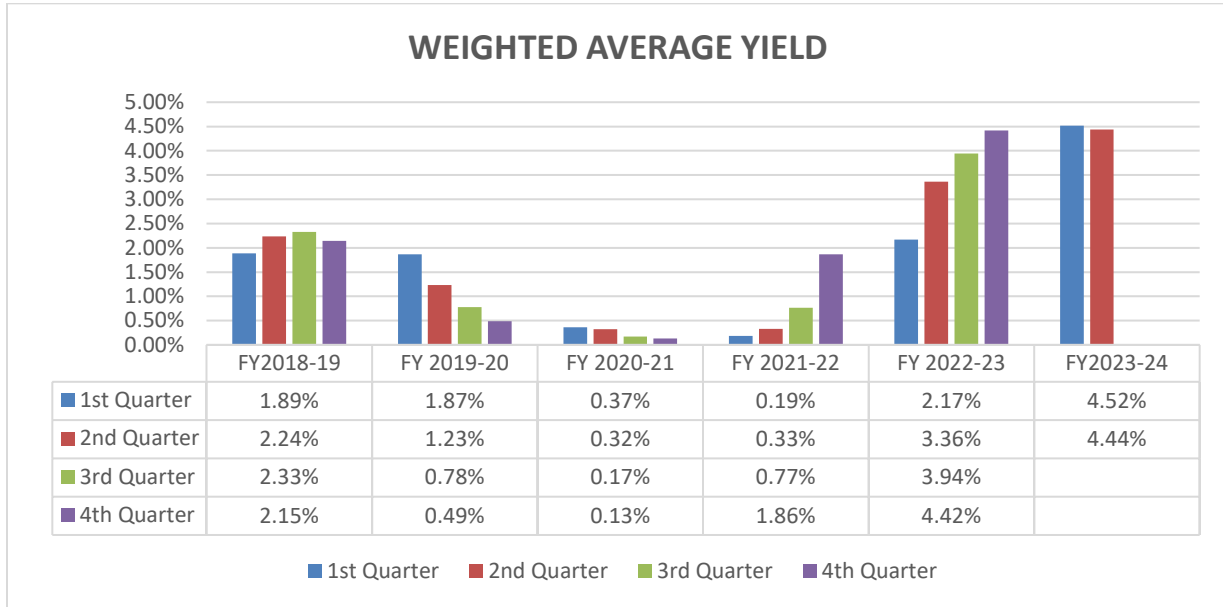|	FY2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY2023-24
1st Quarter	7,751,330	10,034,643	2,497,104	908,883	12,120,281	35,773,146
2nd Quarter	12,024,452	10,124,618	2,251,099	1,707,755	25,485,064	46,579,920
3rd Quarter	13,226,052	6,066,516	1,900,203	2,590,994	31,055,984	
4th Quarter	13,061,985	3,346,143	865,667	9,261,323	36,293,361	

Asset Composition

To ensure the ability of the City to meet obligations and to minimize potential liquidation losses, Section 13.0 of the City's Investment Policy establishes the appropriate diversification of assets and the maximum maturity of each investment category. Safety of principal is the primary objective of the City's Investment Policy, and adequate diversification of assets helps us mitigate credit risk.

Following this guidance, the asset composition for the 2nd quarter for FY 2023-24 included treasuries, agencies, commercial paper, and municipal obligations which were maintained within approved levels, while reducing our liquid position in the areas of cash, and money market.

Asset Composition - Q2	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24
Cash & Equivalents	7.16%	3.51%	0.31%	0.04%	0.00%
Money Market	13.03%	2.68%	1.24%	0.10%	0.08%
LGIPs	44.01%	32.07%	22.13%	11.58%	14.26%
Commercial Paper	0.00%	0.00%	0.00%	7.58%	11.82%
Municipal Obligations	0.00%	0.00%	0.00%	0.29%	0.24%
U.S. Government Agencies	26.31%	53.34%	68.85%	54.57%	44.51%
U.S. Treasury Securities	9.49%	8.40%	7.47%	25.84%	29.09%

SUBJECT   **Quarterly Investment Report – 2nd Quarter FY2023-24**

Weighted Average Yield
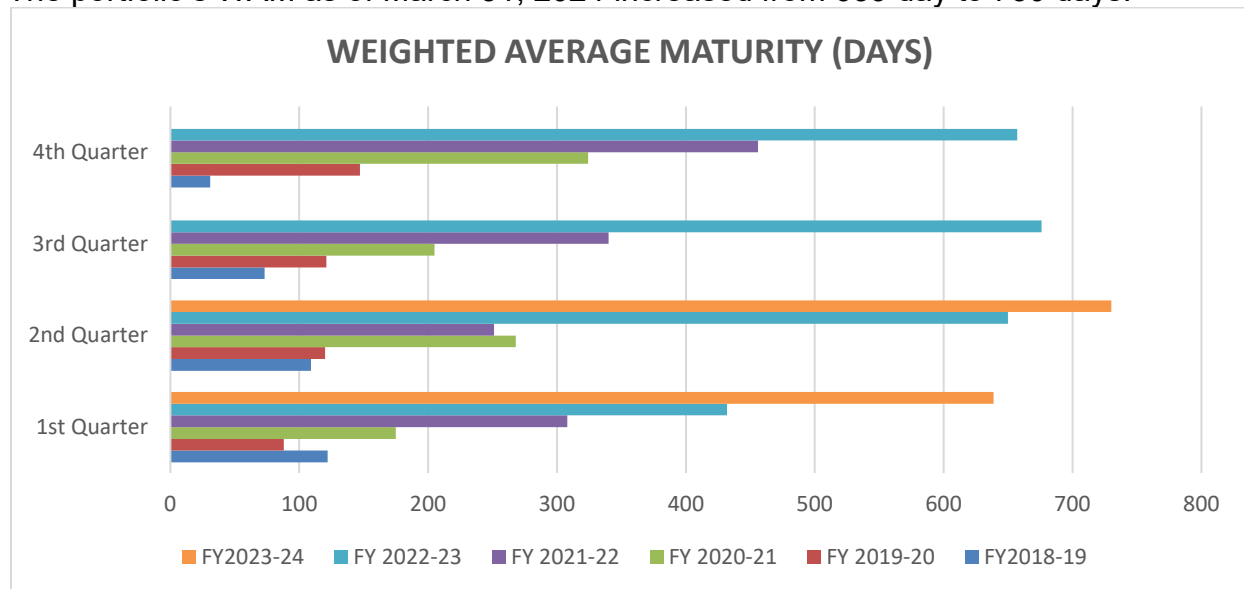
The portfolio's weighted average yield for the 2nd quarter of FY 2023-24 dropped slightly from 4.52% to 4.44%.

WEIGHTED AVERAGE YIELD

	FY2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY2023-24
1st Quarter	1.89%	1.87%	0.37%	0.19%	2.17%	4.52%
2nd Quarter	2.24%	1.23%	0.32%	0.33%	3.36%	4.44%
3rd Quarter	2.33%	0.78%	0.17%	0.77%	3.94%	
4th Quarter	2.15%	0.49%	0.13%	1.86%	4.42%	

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

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 WAM is determined by cash flow demands, interest rate outlook and the overall size of the portfolio.

The portfolio's WAM as of March 31, 2024 increased from 639 day to 730 days.

WEIGHTED AVERAGE MATURITY (DAYS)

■ FY2023-24 ■ FY 2022-23 ■ FY 2021-22 ■ FY 2020-21 ■ FY 2019-20 ■ FY2018-19

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: Kimberly Bizor Tolbert, City Manager (I)   Majed A. Al-Ghafry, Assistant City Manager
Tammy L. Palomino, City Attorney   M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Mark Swann, City Auditor   Dr. Robert Perez, Assistant City Manager
Bilierae Johnson, City Secretary   Donzell Gipson, Assistant City Manager (I)
Preston Robinson, Administrative Judge   Robin Bentley, Assistant City Manager (I)
Jon Fortune, Deputy City Manager   Genesis D. Gavino, Chief of Staff to the City Manager
                                           Directors and Assistant Directors

Executive Summary

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- This past quarter, interest rates moved higher as strong economic data led to market participants reducing their expectations for rate cuts in 2024. The updated dot plot from the March FOMC meeting showed the Federal Reserve still expects three rate cuts in 2024, and markets now agree as they are pricing in approximately three rate cuts. Although still above 2% core PCE is moderating and slowed to an annual pace of 2.8% in March, well below the peak of 5.6% in February 2022. The Federal Reserve does not need to be as restrictive as it has been and can begin easing off the brakes later this year.

- Throughout the quarter, we continued to find opportunities to sell short securities and use the proceeds to buy commercial paper. These opportunities allow for increased yield on the portfolio and earnings on the swapped positions. We also took advantage of favorable yields and purchased several bonds to match known debt service payments, as well as extended the portfolio into new issue agency securities.

- With interest rates still above long-term averages, portfolios will benefit from buying bonds today as rates should continue to fall once rate cuts begin. We'll continue looking for opportunities to extend the portfolio based on the current long term rate outlook, while also matching upcoming debt payments along with expected capital outlays. While the commercial paper market has softened slightly, the ability to rebalance existing holdings into current rates will allow for additional income generation on those positions.
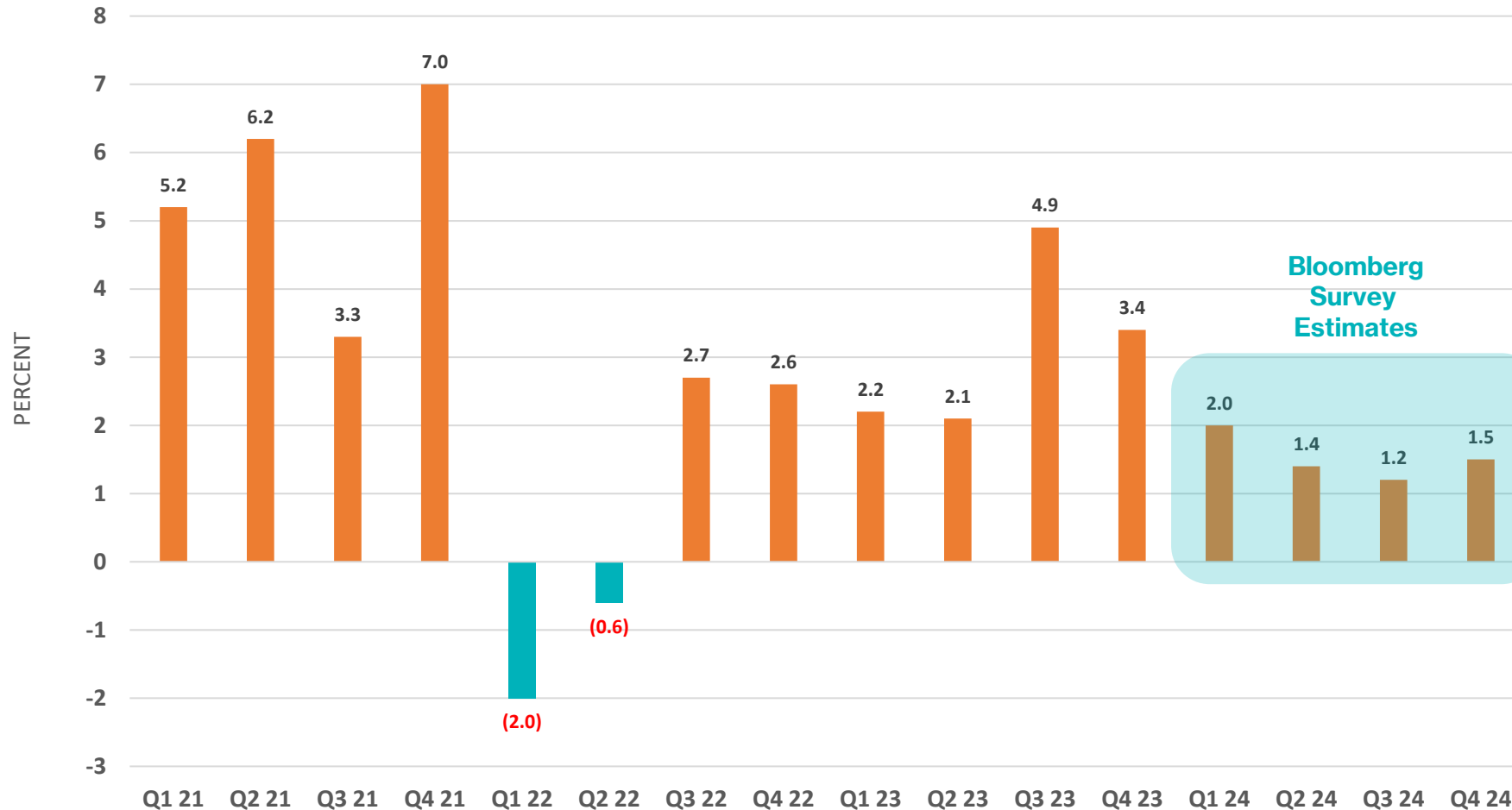
Economic Update

Economic Growth

US QUARTERLY GDP CHANGE

- The U.S. economy grew much faster than expected in the third and fourth quarters of 2023.

- Economists and strategists surveyed by Bloomberg expect GDP to slow below trend during 2024.

- This slowing growth is due to a few factors; one primary one is less stimulus from the federal government as compared to the previous few years.

- The estimates for the decline in GDP has been one of the contributors to lower intermediate-term interest rates since last October.

SOURCE: BLOOMBERG
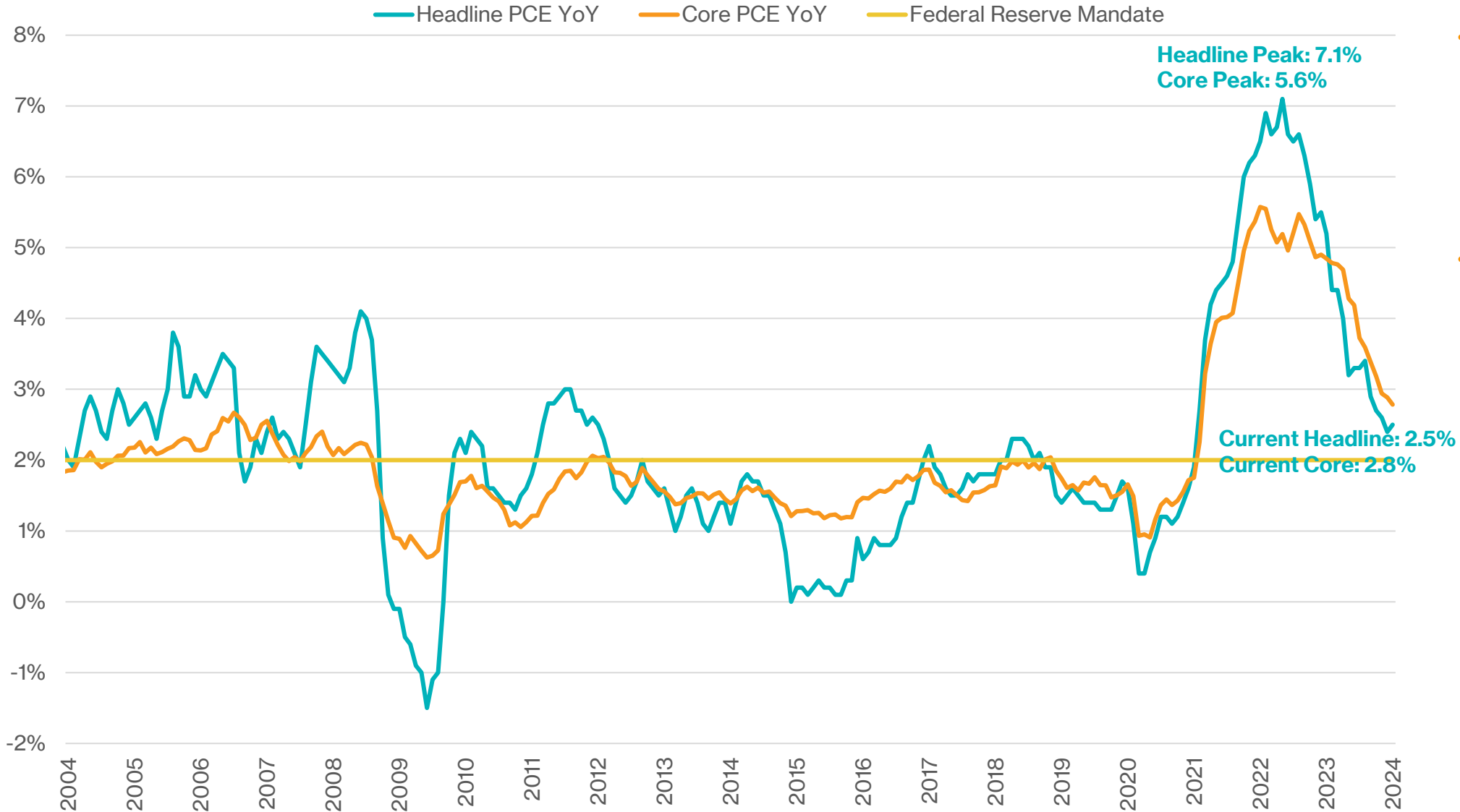
4

Job Market

Nonfarm Payrolls
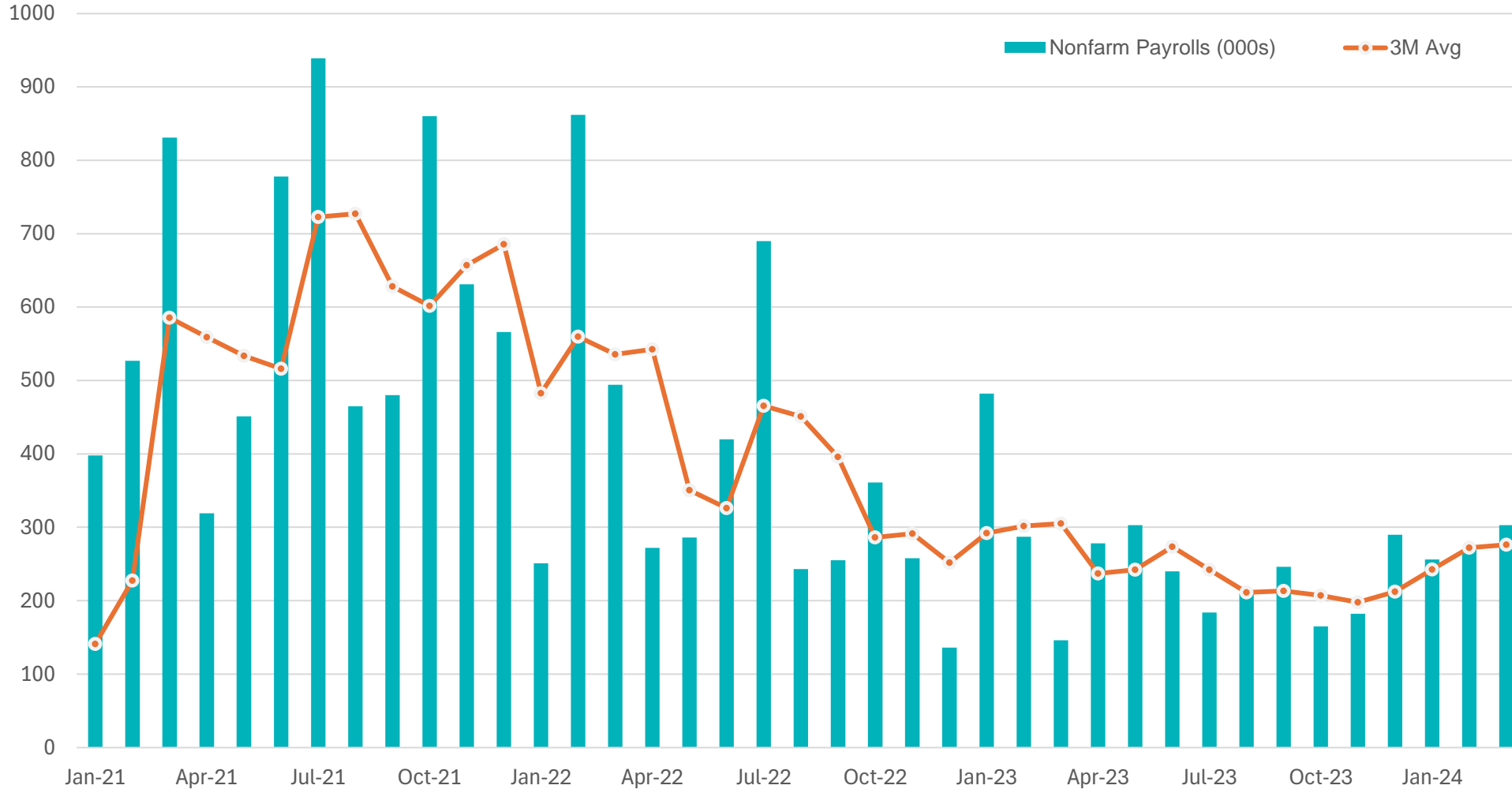
- The U.S. employment sector remains robust.

- The U.S. economy has experienced 38 consecutive months of job growth.

- The 3-month average job growth has accelerated since the later part of last year.

- Job openings have declined but remain well above pre-pandemic levels.

- The healthy job market has helped keep consumer spending at a high level.

SOURCE: BLOOMBERG

5

Inflation

Headline PCE YoY — Core PCE YoY — Federal Reserve Mandate

Headline Peak: 7.1%
Core Peak: 5.6%

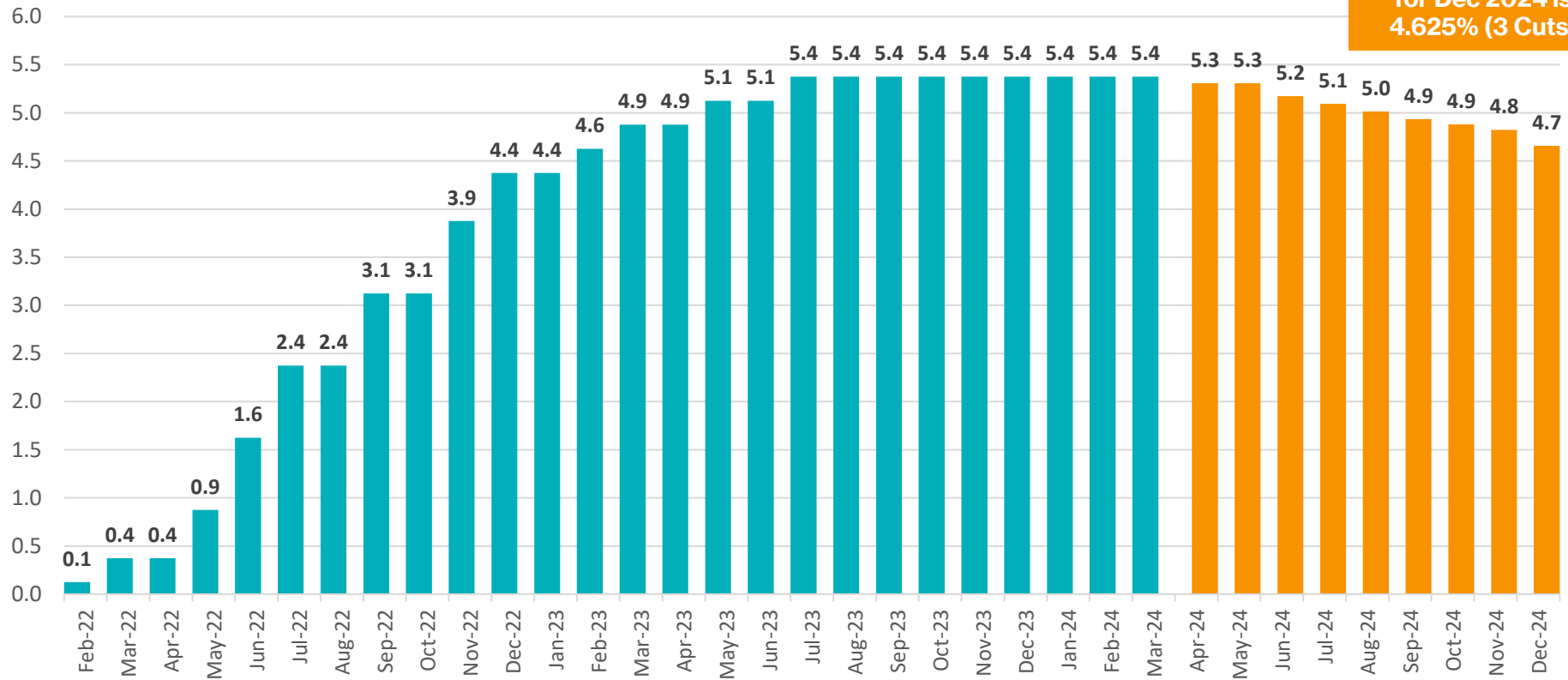Current Headline: 2.5%
Current Core: 2.8%

- The Consumer Price Index (CPI), has shown signs of stickiness the past six months, averaging about 3.2% since last September.

- The Fed's preferred inflation metric, Core Personal Consumption Expenditure (excluding food and energy prices), continues decelerating, but is still above the Fed's 2% target level.

Fed Funds

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Fed Funds Mid-Rate Actual History and Fed Funds Futures

Fed's Projection for Dec 2024 is 4.625% (3 Cuts)

Chart values:
- Feb-22: 0.1
- Mar-22: 0.4
- Apr-22: 0.4
- May-22: 0.9
- Jun-22: 1.6
- Jul-22: 2.4
- Aug-22: 2.4
- Sep-22: 3.1
- Oct-22: 3.1
- Nov-22: 3.9
- Dec-22: 4.4
- Jan-23: 4.4
- Feb-23: 4.6
- Mar-23: 4.9
- Apr-23: 4.9
- May-23: 5.1
- Jun-23: 5.1
- Jul-23: 5.4
- Aug-23: 5.4
- Sep-23: 5.4
- Oct-23: 5.4
- Nov-23: 5.4
- Dec-23: 5.4
- Jan-24: 5.4
- Feb-24: 5.4
- Mar-24: 5.4
- Apr-24: 5.3
- May-24: 5.3
- Jun-24: 5.2
- Jul-24: 5.1
- Aug-24: 5.0
- Sep-24: 4.9
- Oct-24: 4.9
- Nov-24: 4.8
- Dec-24: 4.7

- The Fed Funds futures market is also expecting about 3 cuts this year. However, the futures market was projecting about 7 cuts back in January 2024.

- The futures market is currently expecting the first cut to occur at the July 31, 2024 meeting.

Meeting Date	1/31/24	3/20/24	5/1/24	6/12/24	7/31/24	9/18/24	11/7/24	12/18/24
Hike/Pause/Cut	Pause	Pause	Pause	Pause	Cut	Pause	Cut	Cut
Basis Point Change	0	0	0	0	(25)	0	(25)	(25)
Fed Funds Mid Rate	5.375	5.375	5.375	5.375	5.125	5.125	4.875	4.625

SOURCE: BLOOMBERG AS OF 4/1/24
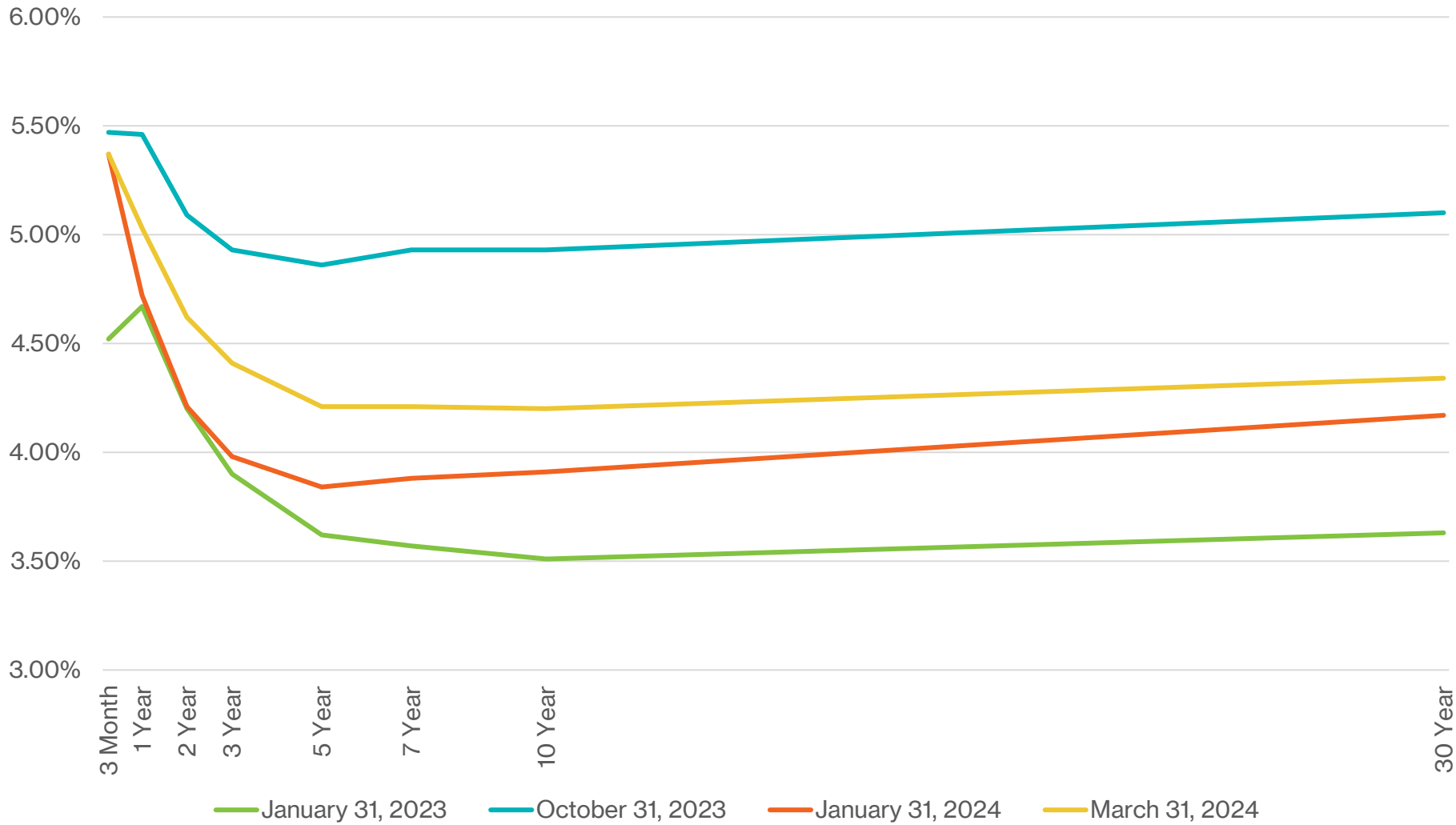
Portfolio Review

Quarterly Portfolio Summary – All Funds

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

| Portfolio as of December 31, 2023		Portfolio as of March 31, 2024	
Beginning Book Value	$3,695,839,843	Ending Book Value	$4,338,157,647
Beginning Market Value	$3,684,265,558	Ending Market Value	$4,301,185,275
		Investment Income for the period	$46,812,765
Unrealized Gain/(Loss)	($11,574,284)	Unrealized Gain/(Loss)	($36,972,372)
		Change in Unrealized Gain/(Loss)	($25,398,088)
Weighted Average Maturity	620 days	Weighted Average Maturity	707 days
Weighted Average Yield	4.56%	Weighted Average Yield	4.48%

Portfolio Summary – Investment Pool
As of 3/31/2024

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Your Portfolio
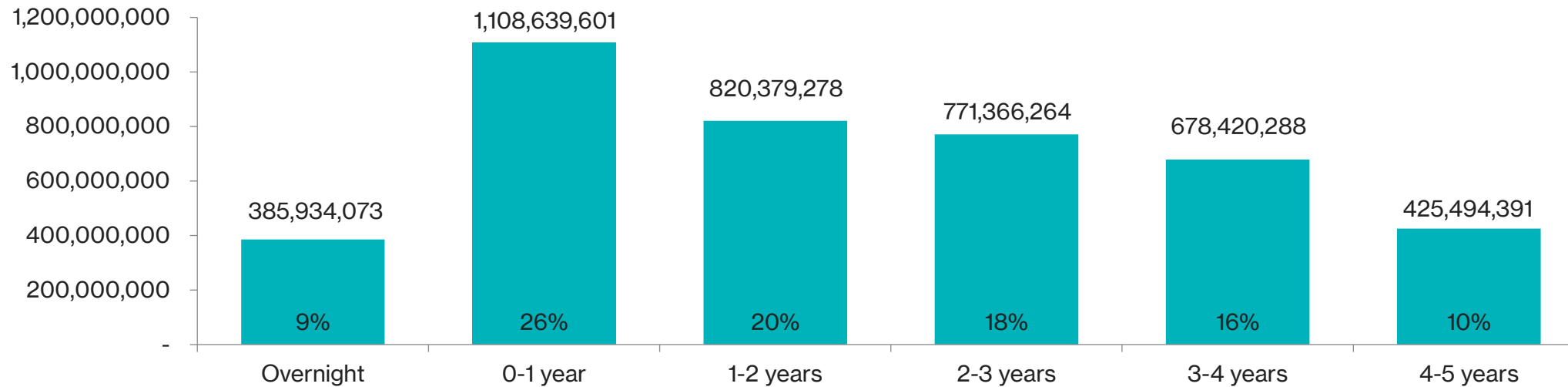|	
Cash	$385,934,073
Securities Book Value	$3,804,299,821
Total Portfolio Book Value	$4,190,233,894

Your Securities
|	
Weighted Average Maturity	2.00 years
Weighted Average Yield	4.44%
Quarterly Interest Earnings	$46,579,920

Your Asset Allocation
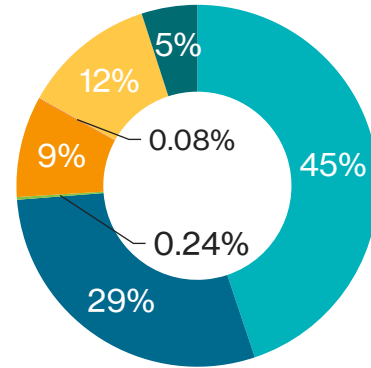
- US Government Agencies — 45%
- US Treasuries — 29%
- Municipal Obligations — 0.24%
- Local Government Investment Pools — 9%
- Money Market — 0.08%
- Commercial Paper — 12%
- TexasTERM — 5%

Your Maturity Distribution

| Overnight	0-1 year	1-2 years	2-3 years	3-4 years	4-5 years
385,934,073	1,108,639,601	820,379,278	771,366,264	678,420,288	425,494,391
9%	26%	20%	18%	16%	10%

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
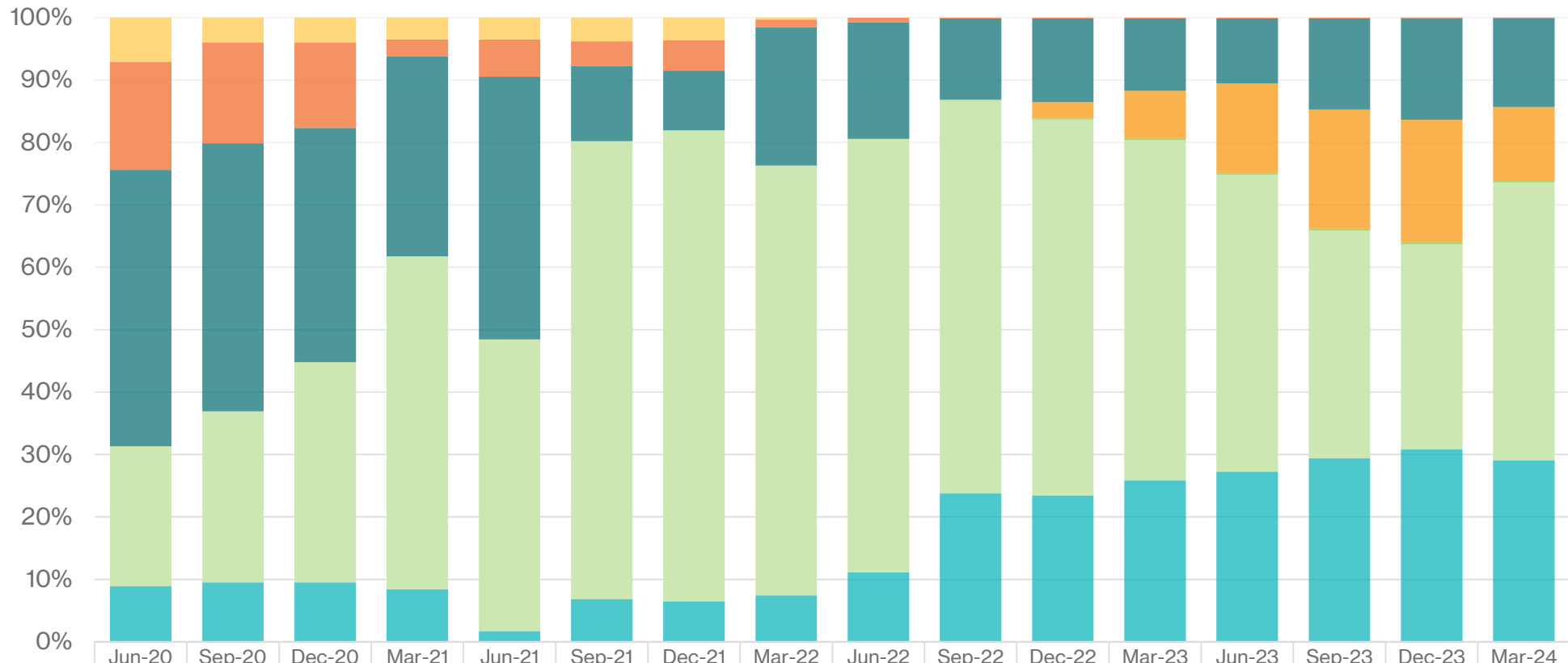
|	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
◼ Cash & Equivalents	7.05%	3.98%	3.97%	3.51%	3.49%	3.81%	3.61%	0.31%	0.03%	0.03%	0.04%	0.03%	0.03%	0.03%	0.00%	0.00%
◼ Money Market	17.34%	16.16%	13.71%	2.68%	5.97%	3.98%	4.89%	1.24%	0.75%	0.12%	0.12%	0.10%	0.10%	0.11%	0.10%	0.08%
◼ LGIPs	44.28%	42.92%	37.51%	32.07%	42.10%	11.99%	9.56%	22.13%	18.65%	12.98%	13.37%	11.58%	10.43%	14.59%	16.24%	14.26%
◼ Commercial Paper	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.62%	7.58%	14.36%	19.08%	19.66%	11.82%
◼ Municipal Obligations	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.17%	0.18%	0.29%	0.28%	0.30%	0.28%	0.24%
◼ U.S. Government Agencies	22.43%	27.41%	35.30%	53.34%	46.70%	73.38%	75.46%	68.85%	69.42%	62.93%	60.21%	54.57%	47.51%	36.47%	32.86%	44.51%
◼ U.S. Treasury Securities	8.90%	9.53%	9.52%	8.40%	1.74%	6.84%	6.48%	7.47%	11.16%	23.77%	23.46%	25.84%	27.28%	29.43%	30.86%	29.09%

Investment Portfolio Statistics– All Funds

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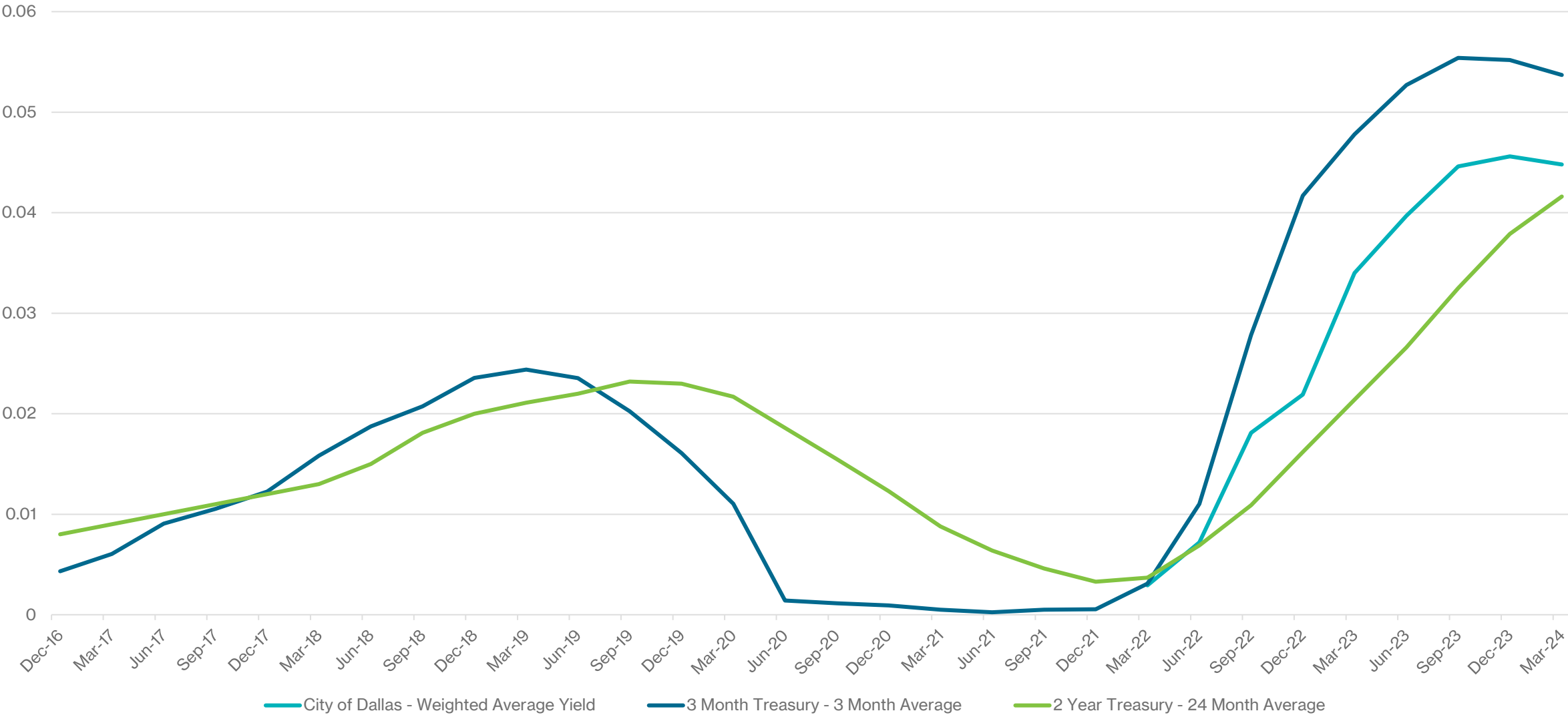
Historical Balances – Book Value
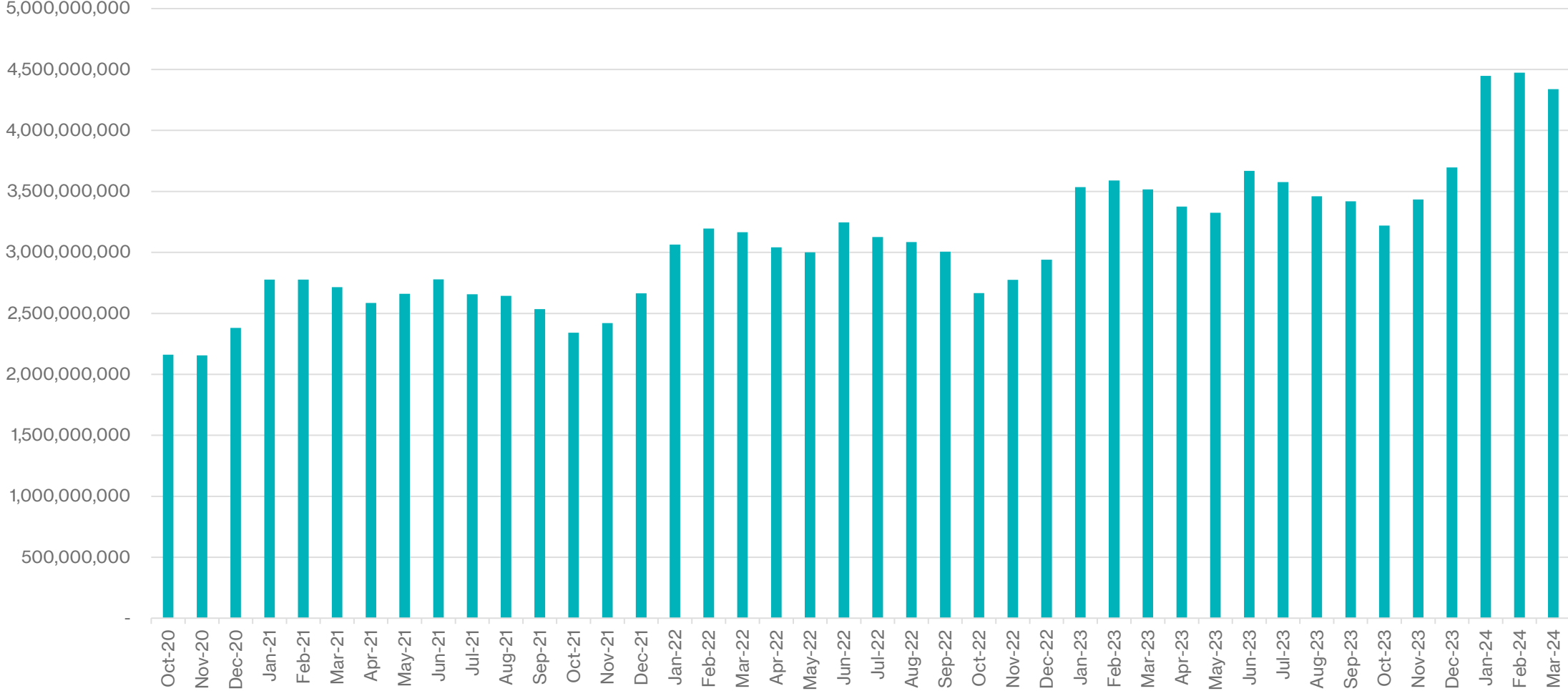
Maturity Distributions
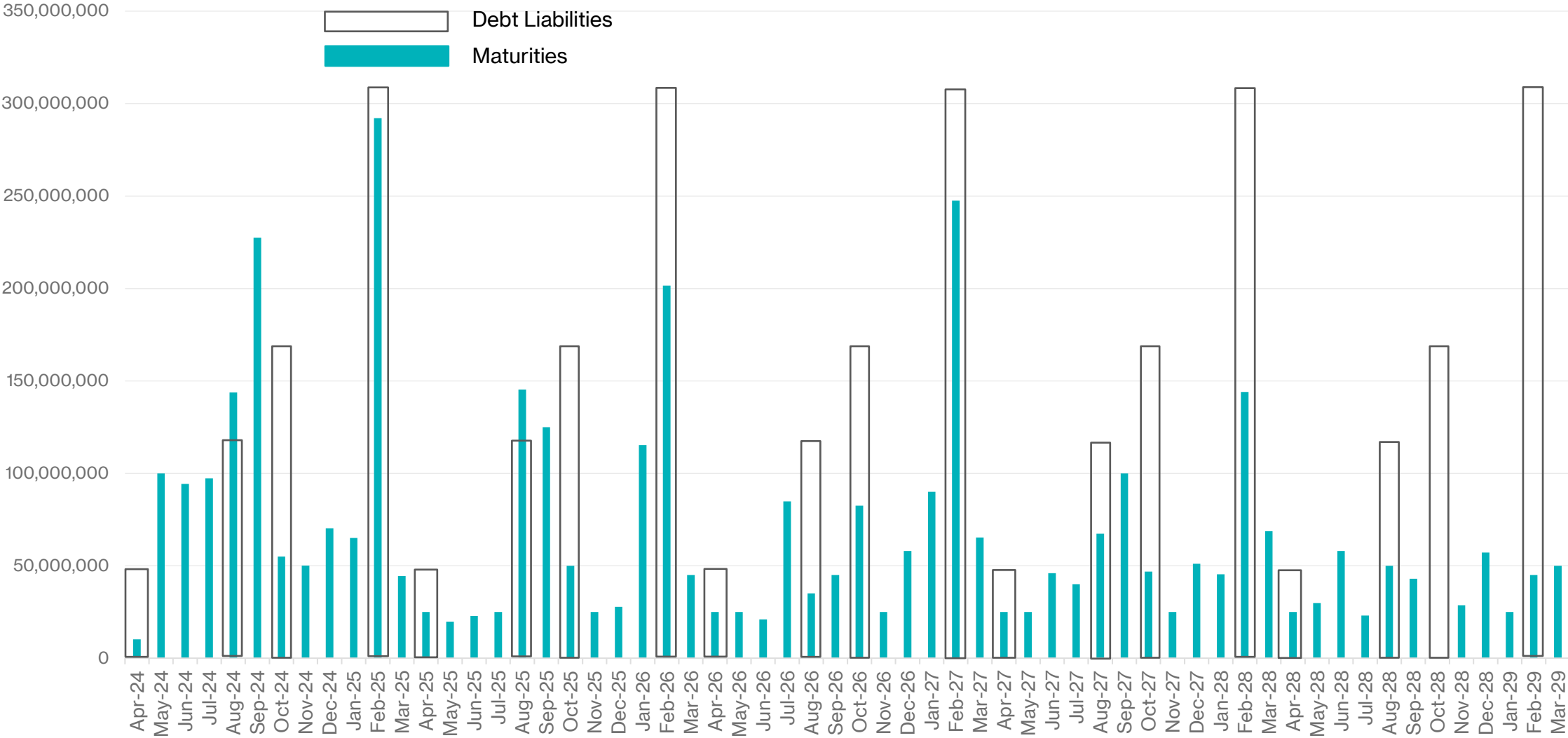
Compliance Certification

The undersigned have acknowledged that they have reviewed this quarterly investment report for the period ending March 31, 2024. 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

Disclosures

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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.

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