

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, SEPTEMBER 23, 2024

24-0012

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

PRESENT: [5] West, Blackmon, *Moreno (**1:32 p.m.), *Resendez, Mendelsohn
(**1:11p.m.)

ABSENT: [0]

The meeting was called to order at 1:30 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 3:01 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.**

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, SEPTEMBER 23, 2024

EXHIBIT A

RECEIVED

2024 SEP 20 PM 12:29

**CITY SECRETARY
DALLAS, TEXAS**

City of Dallas

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

Public Notice

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POSTED CITY SECRETARY
DALLAS, TX



**Government Performance and Financial
Management Committee**

September 23, 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 *Ridley (C), Resendez (VC), Bazaldua, Blackmon, Gracey, Schultz, Willis
TRANSPORTATION AND INFRASTRUCTURE Narvaez (C), Gracey (VC), Atkins, Mendelsohn, Resendez, Schultz, Stewart	WORKFORCE, EDUCATION, AND EQUITY *Arnold (C), *Schultz (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

* Updated:6/28/24

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

General Information

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

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

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

Rules of Courtesy

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

- That no one shall delay or interrupt the proceedings, or refuse to obey the orders of the presiding officer.
- All persons should refrain from private conversation, eating, drinking and smoking while in the Council Chamber.
- Posters or placards must remain outside the Council Chamber.
- No cellular phones or audible beepers allowed in Council Chamber while City Council is in session.

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

Información General

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

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

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

Reglas de Cortesía

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

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

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

Handgun Prohibition Notice for Meetings of Governmental Entities

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

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

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

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

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

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

This City Council Government Performance and Financial Management Committee meeting will be held by video conference and in the Council 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=mc13a1a5af70e864b86235daf50c87a7b>

Call to Order

MINUTES

1. [24-3022](#) Approval of the August 26, 2024 Government Performance and Financial Management Committee Meeting Minutes

Attachments: [Minutes](#)

BRIEFING ITEMS

- A. [24-3025](#) Monthly Update on Repairs to Family Gateway Property Damage [Ellen Magnis, Chief Executive Officer, Family Gateway]

Attachments: [Memo](#)

- B. [24-3026](#) Review of City Real Estate for Development and Redevelopment (Proposed New Property Management Strategies and Process Improvements for Case Study Properties - 711 South St. Paul, 7800 Stemmons, 2929 South Hampton Road, 4150 Independence, 9999 West Technology Blvd.) [John Johnson, Director, Facilities and Real Estate Management]

Attachments: [Presentation](#)

- C. [24-3028](#) Bullington Terminal & Thanksgiving Foundation Lease (Proposed Recommendations for Operations) [John Johnson, Director, Facilities and Real Estate Management]

Attachments: [Presentation](#)

- D. [24-3029](#) FY24 Year End Appropriation Adjustments
[Janette Weedon, Director, Budget & Management Services]

Attachments: [Presentation](#)

- E. [24-3030](#) Office of the City Auditor Fiscal Year 2025 Recommended Annual Audit
Work Plan
[Mark Swann, City Auditor, Office of the City Auditor]

Attachments: [Presentation](#)

BRIEFING MEMOS

- F. [24-3032](#) Inspector General Division - Quarterly Report - 3rd Quarter FY 2024
[City Attorney's Office]

Attachments: [Memo](#)

- G. [24-3033](#) 2025 City Council Calendar
[Office of Government Affairs]

Attachments: [Memo](#)

- H. [24-3034](#) Upcoming Debt Issuances
- Upcoming Agenda Item 24-3013 for October 8, 2024 - Resolution Authorizing the Issuance of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2024
 - Upcoming Agenda Items 24-3012 and 24-3014 for October 8, 2024: Authorizing the Preparation of General Obligation Refunding and Improvement Bonds, Series 20204C; Equipment Acquisition Contractual Obligations, Series 2024; and Combination Tax and Revenue Certificates of Obligation, Series 2025
 - Upcoming Agenda Item 24-2780 for September 25, 2024 - Extension of the Waterworks and Sewer System Commercial Paper Notes, Series G
- [City Controller's Office]

Attachments: [Memo](#)
[Memo](#)
[Memo](#)

- I. [24-3035](#) Cotton Bowl 2025 Scope of Work Contract Award
[Parks & Recreation]

Attachments: [Memo](#)

- J. [24-3037](#) Monthly Budget Accountability Report
[Budget & Management Services]

Attachments: [Report](#)

- K. [24-3038](#) Technology Accountability Report (Information as of Aug 31, 2024)
[Information & Technology Services]

Attachments: [Memo](#)

- L. [24-3039](#) Office of the City Auditor Monthly Internal Update on Internal Audit (Released
Between Aug 17, 2024 and Sep 13, 2024)
[Office of City Auditor]

Attachments: [Report](#)

- M. [24-3040](#) Upcoming Agenda Item - 24-2991 - Authorizing a one-year Indefinite
Delivery/Indefinite Quantity (ID/IQ) service price agreement for waste
collection, disposal, and container rental services at various city facilities
[Sanitation Services]

Attachments: [Memo](#)

ADJOURNMENT

EXECUTIVE SESSION NOTICE

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

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

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, SEPTEMBER 23, 2024

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

SEPTEMBER 23, 2024

Item 1: Approval of the August 26, 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

SEPTEMBER 23, 2024

BRIEFING ITEMS

Item A: Monthly Update on Repairs to Family Gateway Property Damage

The following individuals briefed the committee on the item:

- Ellen Magnis, Chief Executive Officer, Family Gateway; and
- Donzell Gipson, Interim-Assistant City Manager, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

SEPTEMBER 23, 2024

BRIEFING ITEMS

Item B: Review of City Real Estate for Development and Redevelopment (Proposed New Property Management Strategies and Process Improvements for Case Study Properties - 711 South St. Paul, 7800 Stemmons, 2929 South Hampton Road, 4150 Independence, 9999 West Technology Blvd.)

The following individuals briefed the committee on the item:

- John Johnson, Director, Facilities and Real Estate Management;
- Ashley Eubanks, Assistant Director, Public Works; and
- Darwin Wade, Assistant Director, Housing & Neighborhood Revitalization

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

SEPTEMBER 23, 2024

BRIEFING ITEMS

Item C: Bullington Terminal & Thanksgiving Foundation Lease (Proposed
Recommendations for Operations)

The following individual briefed the committee on the item:

- John Johnson, Director, Building Services

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

SEPTEMBER 23, 2024

BRIEFING ITEMS

Item D: FY24 Year End Appropriation Adjustments

The following individuals briefed the committee on the item:

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

SEPTEMBER 23, 2024

BRIEFING ITEMS

Item E: Office of the City Auditor Fiscal Year 2025 Recommended Annual Audit Work Plan

The following individual briefed the committee on the item:

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

SEPTEMBER 23, 2024

BRIEFING MEMOS

- Item F: Inspector General Division - Quarterly Report - 3rd Quarter FY 2024
- Item G: 2025 City Council Calendar
- Item H: Upcoming Debt Issuances
- Upcoming Agenda Item 24-3013 for October 8, 2024 – Resolution Authorizing the Issuance of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2024
 - Upcoming Agenda Items 24-3012 and 24-3014 for October 8, 2024: Authorizing the Preparation of General Obligation Refunding and Improvement Bonds, Series 20204C; Equipment Acquisition Contractual Obligations, Series 2024; and Combination Tax and Revenue Certificates of Obligation, Series 2025
 - Upcoming Agenda Item 24-2780 for September 25, 2024 - Extension of the Waterworks and Sewer System Commercial Paper Notes, Series G
- Item I: Cotton Bowl 2025 Scope of Work Contract Award
- Item J: Monthly Budget Accountability Report
- Item K: Technology Accountability Report (Information as of Aug 31, 2024)
- Item L: Office of the City Auditor Monthly Internal Update on Internal Audit (Released Between Aug 17, 2024 and Sep 13, 2024)
- Item M: Upcoming Agenda Item - 24-2991 - Authorizing a one-year Indefinite Delivery/Indefinite Quantity (ID/IQ) service price agreement for waste collection, disposal, and container rental services at various city facilities

The committee discussed the items.

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, SEPTEMBER 23, 2024

EXHIBIT C

Memorandum



CITY OF DALLAS

DATE September 23, 2024

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

SUBJECT **Family Gateway Property Repair - Update**

On Friday, September 13, 2024, a memorandum was sent to the City Council providing updates related to the repairs at the Family Gateway property (attached for your convenience). Please see the below updates since the September 13 memorandum.

Actions to Address Storm-Related Damages:

- Full roof replacement began on September 18, with work projected to be completed by October 5.
- Staff is scheduled to meet with the tenant on Friday, September 20, 2024, to discuss the adjustor's report. A separate meeting with the tenant will be held to address the proper mold treatments for each issue.

Should you have any questions or concerns, please contact me or Christine Crossley, Director, Office of Homeless Solutions at christine.crossley@dallas.gov.

Service First, Now!



Alina Ciocan

Assistant City Manager

c: Kimberly Bizzor Tolbert, City Manager (I)
Tammy L. Palomino, City Attorney
Mark Swann, City Auditor
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge
Dominique Artis, Chief of Public Safety (I)
Dev Rastogi, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager

Donzell Gipson, Assistant City Manager (I)
Robin Bentley, Assistant City Manager (I)
Jack Ireland, Chief Financial Officer
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE September 13, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Family Gateway Property Repair – Update**

The Office of Homeless Solutions (OHS) and the Facilities and Real Estate Management (FRM) Department continue to work closely with Family Gateway to address needed repairs at the property. Following the May 2024 windstorm, Family Gateway reported water damage and visible mold that is believed to have been caused by a roof leak.

After beginning mold remediation in two, first floor rooms, the City contacted the Office of Risk Management (ORM) to file an insurance claim. The insurance adjuster conducted a preliminary assessment of the property on August 16, 2024, followed by two additional inspections on August 22, 2024, and August 29, 2024. According to the adjuster's September 11, 2024, report, the total estimated storm-related damages, less depreciation, and repairs that appear not related to the storm loss, is \$179,961.64.

The final cost of storm related repairs will not be known until construction proposals are received from the City's vendor. Additional issues raised by Family Gateway were also included in the adjuster's report. However, the adjuster deemed these issues to be unrelated to the storm damage and, therefore, excluded from the City's insurance claim.

Actions to Address Storm-Related Damages:

- On July 3-5, the City's roofing contractor performed assessment and immediate repairs.
- On August 30, 2024, a tarp was placed on the roof.
- Full roof replacement is scheduled to begin on September 17, with work projected to be completed by October 5.
- Once the installation of the roof is completed, construction will resume in the childcare center.
- Mold abatement on the first and second floors where it was visible has been completed. The affected rooms have also passed secondary mold testing.
- Yesterday, Facilities and Real Estate Management staff and the City's general contractor completed a walk-through and assessment of the water damage as identified in the adjuster's report.

Actions to Address Non-Related Storm Damage:

In October, OHS will provide to GPFM the estimated cost for Family Gateway North's reported issues that the adjuster deemed unrelated to storm repairs, and seek committee guidance on a proposed path forward.

DATE September 12, 2024
SUBJECT **Family Gateway Property Repair – Update**
PAGE **2 of 2**

An update on the progress of storm related repairs will be provided to GPFM at the September meeting. Should you have any questions or concerns, please contact me or Christine Crossley, Director, Office of Homeless Solutions at christine.crossley@dallas.gov.

Service First, Now!

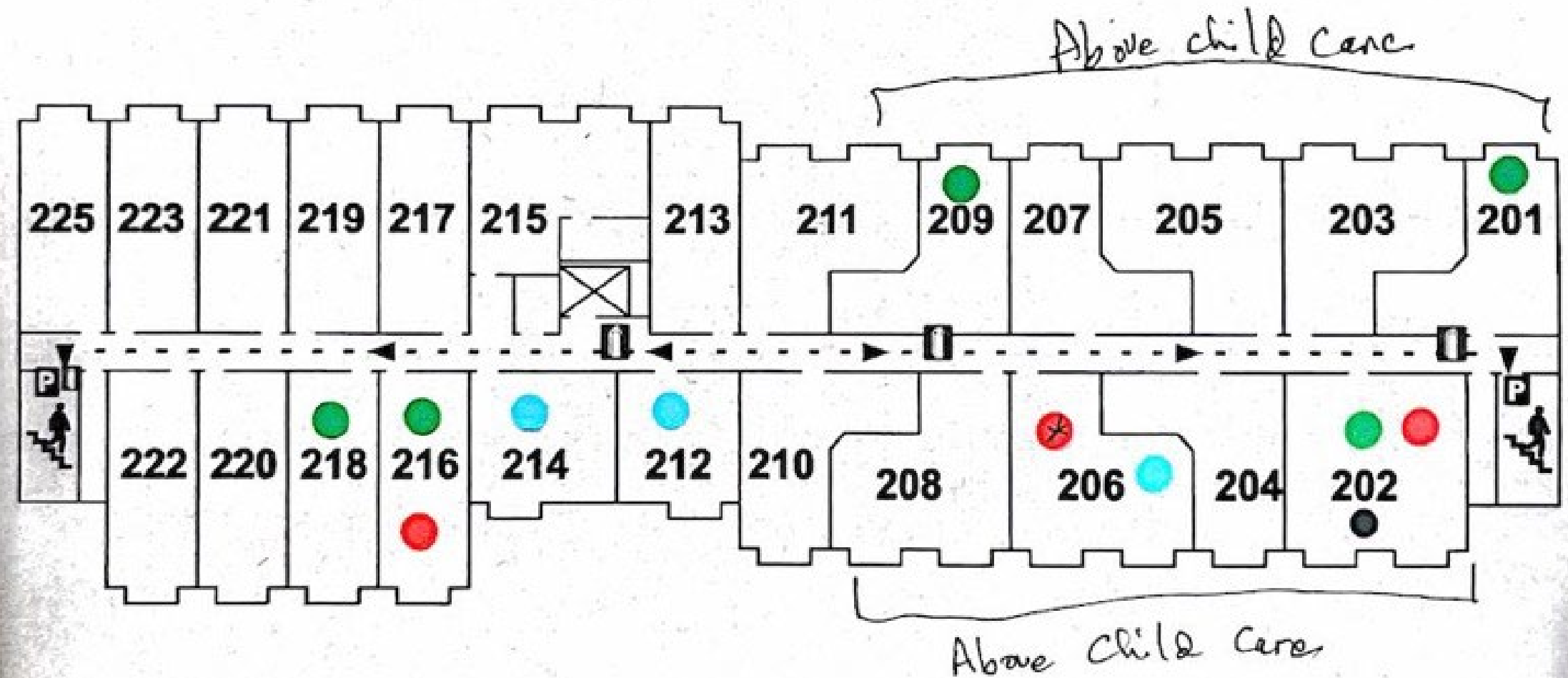


Alina Ciocan
Assistant City Manager

c: Kimberly Bizer Tolbert, City Manager (I)
Tammy L. Palomino, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Dominique Artis, Chief of Public Safety (I)
Dev Rastogi, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager

Donzell Gipson, Assistant City Manager (I)
Robin Bentley, Assistant City Manager (I)
Jack Ireland, Chief Financial Officer
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors

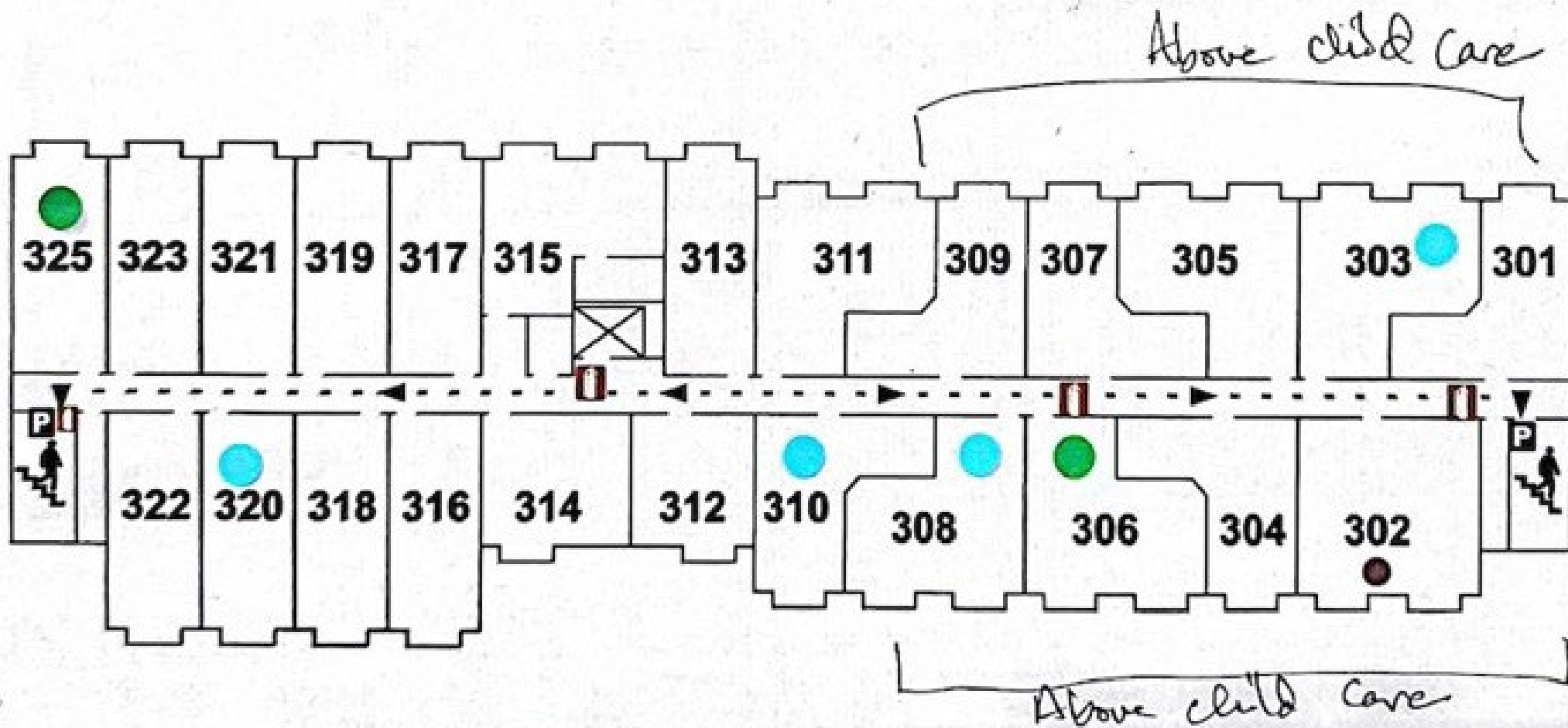
Second Floor





EMERGENCY EXIT INST

Third Floor



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City of Dallas

Update on Real Estate Realignment and Property Management Strategies

**Government Performance and
Financial Management
Committee**

September 23, 2024

John Johnson, Director
Ashley Eubanks, Assistant Director
Facilities and Real Estate Management
City of Dallas

Presentation Overview



- Purpose
- Background/History
- Case Study Properties
- Observed Challenges and Business Case for Realignment
- New Property Management Strategies and Process Improvements
- Next Steps



Purpose



- Acknowledge recent concerns and attention about the management of City assets
- Provide City Council with background related to City's real estate operations
- Examine case study properties and identify recent challenges and areas of opportunity
- Provide details on Real Estate's realignment with the Building Services Department (BSD) and launch of Facilities and Real Estate Management (FRM)
- Layout the framework for proposed process improvements to address identified areas of opportunity
- Seek City Council feedback on the proposed strategy
- Provide next steps and associated timelines





Background/History



Background/History



- Real Estate operations authorized by Section 2-49 of the Dallas City Code, and governed by State Law
- Real Estate supports multiple City initiatives/departments' operations for real asset needs
- Accomplishes its charge via four internal divisions
- Manages an average of 700+ transactions annually
- Generated \$15.9M in revenue in FY23

Real Estate Function	Services Delivered
Abandonment and Licensing	<i>Processes transactions for abandonment and licensing for City ROW</i>
Acquisitions	<i>Processes transactions to support internal stakeholders with acquisition of real property</i>
Leases, Tax Foreclosure, and Surplus Property	<i>Processes income and acquisition leases, processes "struck off" dispositions and funds disbursement, and the sale of surplus properties</i>
Business Operations and Relocations	<i>Oversees all intake and customer-facing service delivery; manages agenda items, accounts payable, contract compliance, records, and other administrative functions; provides relocation assistance to those displaced as a result of a City acquisition</i>



Background/History



- The City of Dallas has approximately 5,800 real assets
 - Cataloged in Land and Building Management System (LBMS) database
- Real Estate generates revenue from abandonments, licenses, leases, tax foreclosures, and surplus property sales
- Real Estate also supports multiple City processes, not directly related to property acquisition for public projects
- Examples of ancillary transactions are detailed on the next slide



Background/History



Pictorial of Example Transactions



Sidewalk Café (License)



DWU Infrastructure
(Acquisition)



Dallas Fire Fighters
Museum (Lease)



Dallas WIC
Clinic (Lease)



Skybridge (License)



Signage in ROW
(License)



Abandonment
(Before)



Abandonment
(After)

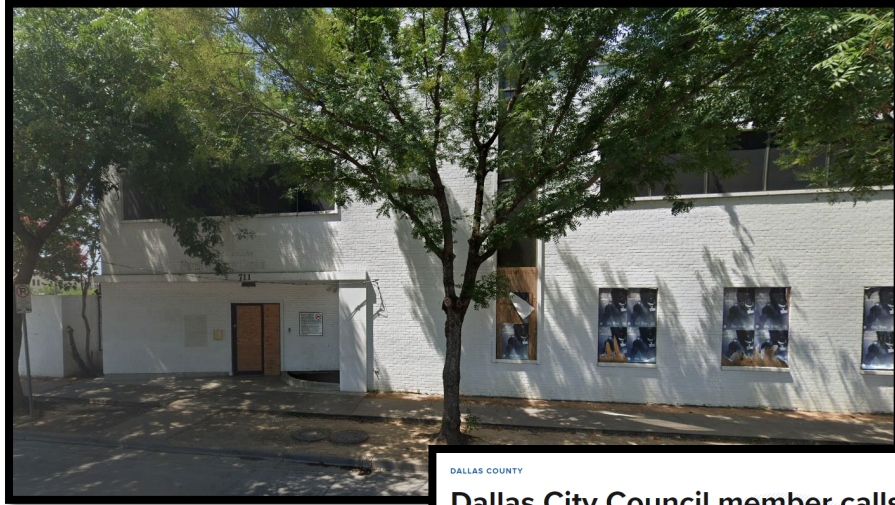




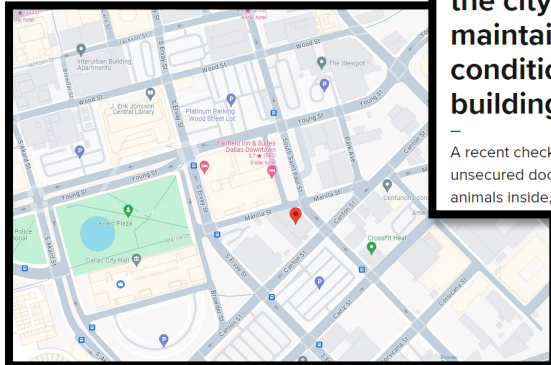
Case Study Properties



711 South St. Paul



DALLAS COUNTY
Dallas City Council member calls on the city to adopt new protocols to maintain city-owned facilities amid conditions at old Family Gateway building
—
A recent check of the old Family Gateway building revealed an unsecured door, unsafe conditions, and more than 20 people and animals inside, according to a memo.



- Former operator used property as homeless shelter and subsequently canceled their contract
- After initial shuttering and securing, homeless residents illegally squatted inside the facility
- Elevated opportunities for process improvements in:
 - Tenant responsibilities before vacating property
 - Steps to transition from occupied to vacant status
 - Responsibility/funding for managing vacant property
 - Limited internal resources to support and develop RFPs for future development

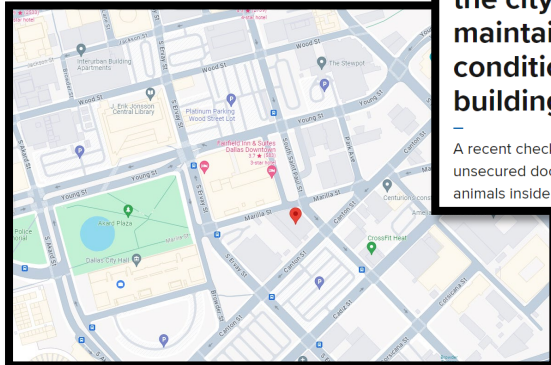


711 South St. Paul – (continued)



Dallas City Council member calls on the city to adopt new protocols to maintain city-owned facilities amid conditions at old Family Gateway building

A recent check of the old Family Gateway building revealed an unsecured door, unsafe conditions, and more than 20 people and animals inside, according to a memo.

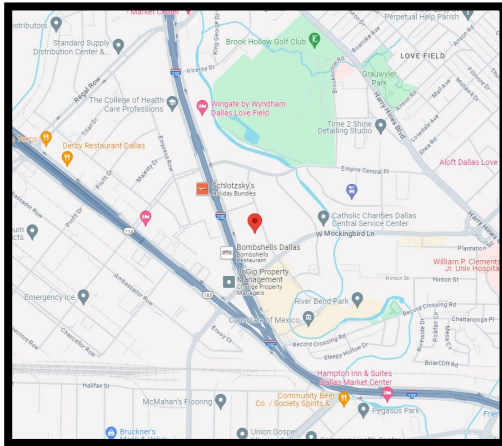


Next Steps

- August 26, 2024, brief GPFM Committee in Executive Session
- August 28, 2024, Council designated as surplus and approved asset divestiture – two bid structure
- Currently under advertisement
- Auction scheduled for October 2, 2024



7800 Stemmons



- Planned as new location for Development Services
- Acquired with private tenants occupying space
- Renovations required to prepare space for City use
- Elevated opportunities for process improvements in:
 - Feasibility for intended uses vs property limitations
 - Need for pre-purchase due diligence on comprehensive architectural and engineering assessments
 - Adequate allocation of maintenance resources for City facilities with private tenants
 - Certificate of Occupancy issuance

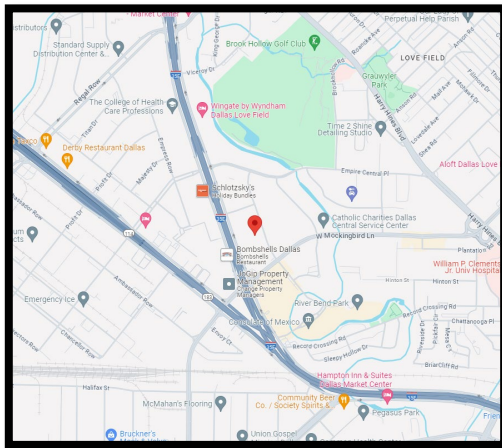


7800 Stemmons (continued)

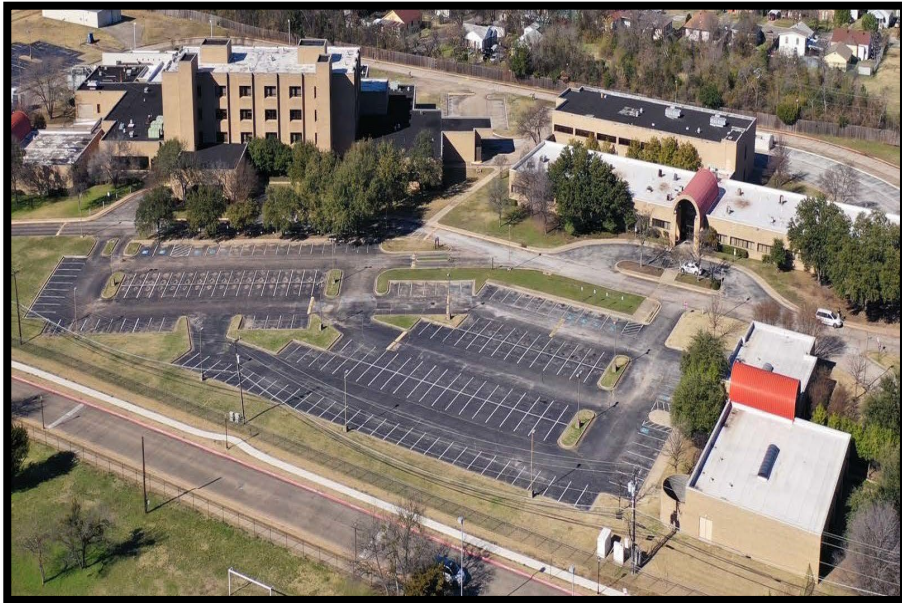


Next Steps

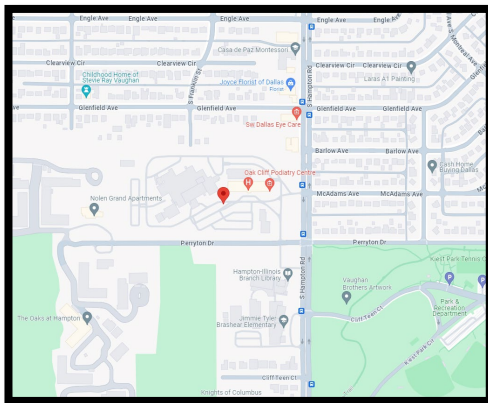
- May 2024, Economic Development Corporation (EDC) requested to perform building assessment
- August 21, 2024, and September 4, 2024, the City Council was briefed in Executive Session



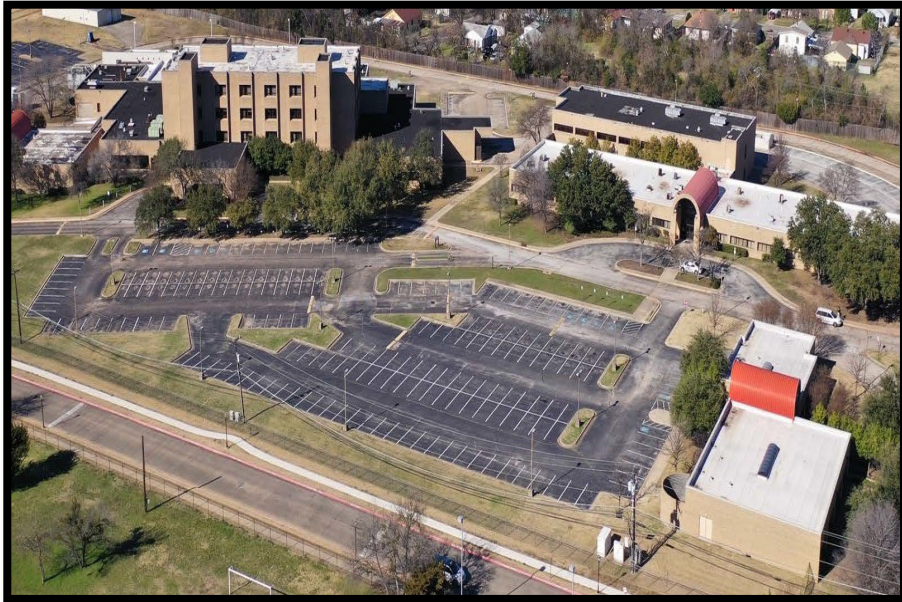
2929 South Hampton Road



- Acquired using 2017 bond funds
- Planned to be used as supportive housing for formerly unsheltered individuals, not a walk-up shelter
- Elevated opportunities for process improvements in:
 - Identifying necessary funds for required renovation, maintenance, and operation post-acquisition
 - Consistent community engagement throughout the process

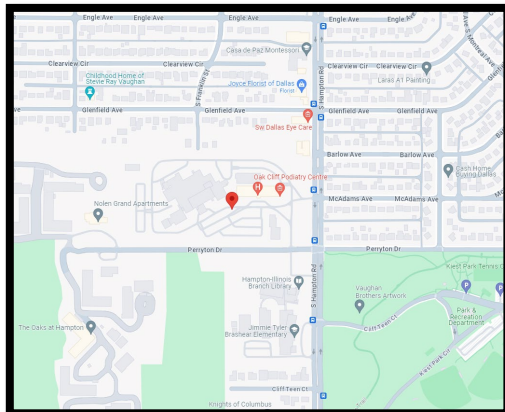


2929 South Hampton Road (continued)

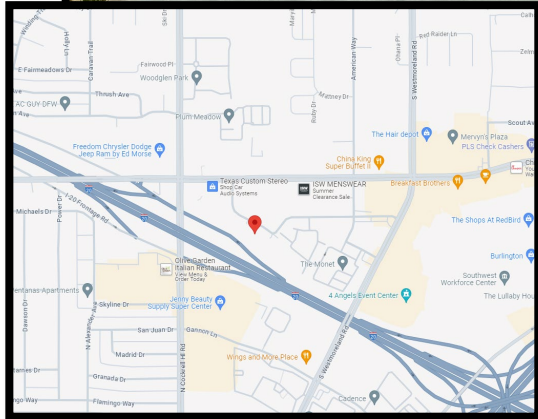
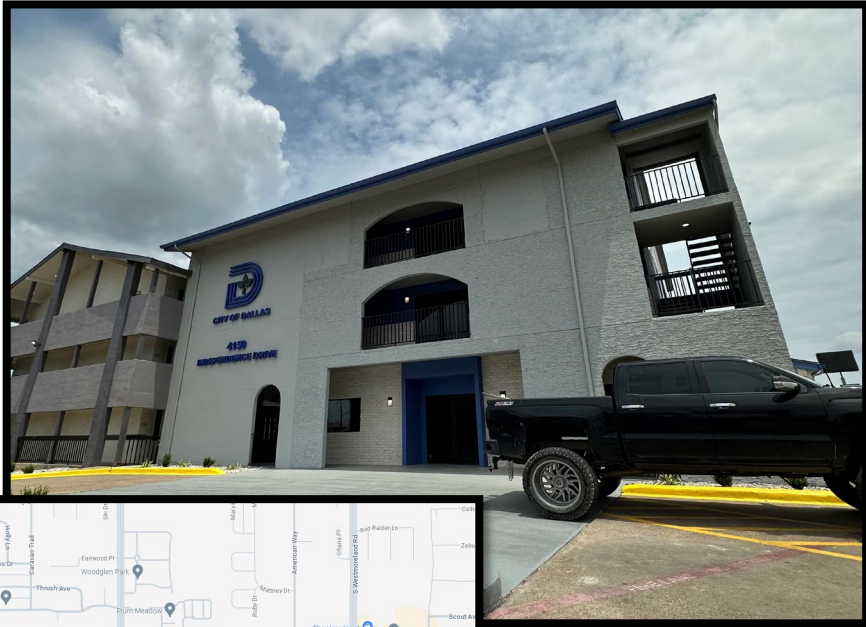


Next Steps

- The path forward is still being determined
- The future use of this property is under consideration by the Housing and Homelessness Committee



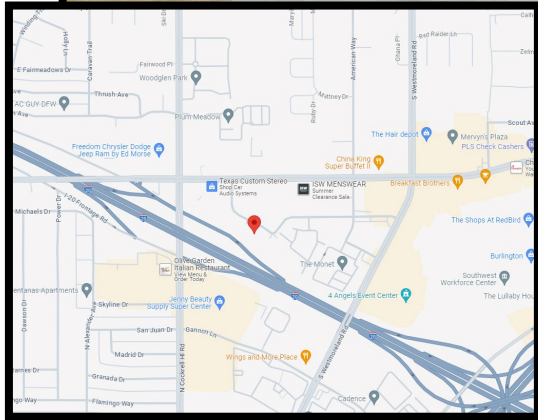
4150 Independence



- Acquired using 2017 bond funds
- Planned for use as supportive housing
- Elevated opportunities for process improvements in:
 - Process for transitioning guests/tenants to new home after payment of relocation assistance
 - Identifying the most effective method for soliciting proposals for property development
 - Identifying annual funds to cover maintenance and repair



4150 Independence (continued)

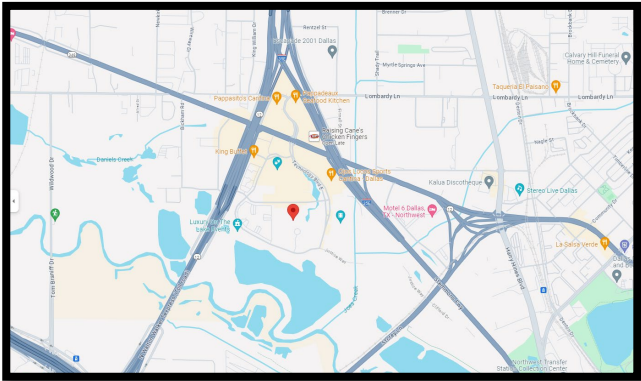


Next Steps

- Notice of Funding Availability (NOFA) for property development issued July 8th and closes September 13th
- Council consideration for contract award anticipated for December 11th City Council Agenda



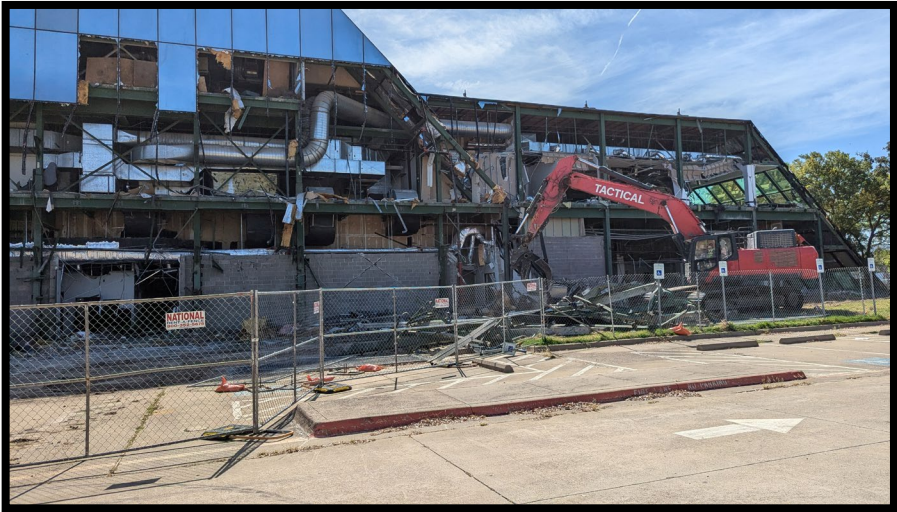
9999 West Technology Blvd



- Purchased/owned by Public Finance Corporation (PFC)
- Planned for development of two-phase mixed-income multi-family complex
- Private developer is responsible for all maintenance and upkeep, per executed agreement
- Elevated opportunities for process improvements in:
 - Acquisition of properties outside the City's Real Estate Division
 - Enforcement of maintenance standards for PFC-owned properties to include accountability and timelines for private development

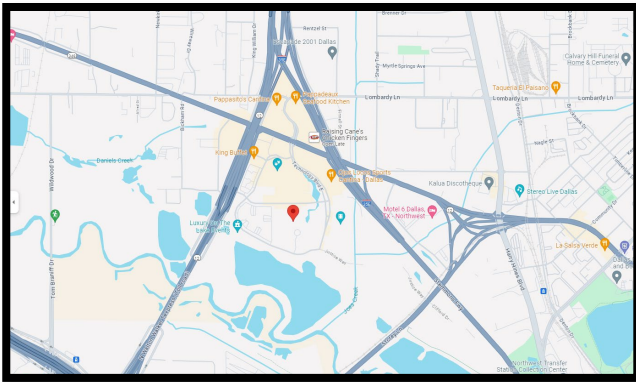


9999 West Technology Blvd (continued)



Next Steps

- Demolition underway
- Work will continue (including Saturdays) until razed
- August 26, 2024, Housing Department briefed the Housing and Homelessness Solutions Committee on future actions





Observed Challenges



Summary of Observed Challenges



Based on the examples provided and other stakeholder input, many of the identified challenges can be summarized as follows:

- **Inadequate Communication** – insufficient communication between stakeholders
- **Siloed Acquisitions** – purchases made without input from all necessary parties
- **Unfunded Operations** – acquisitions completed without securing required transaction fees, demolition fees, environmental abatement fees, and/or annual maintenance funds
- **Due Diligence** – pre-acquisition due diligence was not consistently completed



Summary of Observed Challenges (continued)



- **Limited Awareness of Quasi-Government Acquisitions** – limited awareness of acquisitions made by PFC which are linked to the City
- **Unregulated Timelines** – lack of policies and enforcement regarding timely demolition or development of properties under City and private control
- **Limited Resources** – lack of internal capacity and funding to care for vacant properties and facilitate RFPs for future development and tax base growth





Business Case for Realignment



Business Case for Realignment



The FY25 Proposed Budget includes increased funding for the maintenance and repair of City facilities, with the goal of delivering on the opportunity to reimagine how the City approaches real assets.

- **Greater Stewardship of Public Property** – actively manage and maintain City-owned properties to ensure optimal use and upkeep.
- **Surplus Properties** – sell or lease surplus properties to generate revenue, reduce costs, and promote community growth through development.
- **Development Opportunities** – evaluate and develop City-owned properties to attract private investment, supporting community growth and economic development.



Business Case for Realignment (continued)



- **Monetize Assets and Enhance Tax Rolls** – increase the tax base and fund essential services by selling, leasing, or partnering on City assets.
- **Highest/Best Use of Limited Resources** – prioritize investments in properties that yield the highest return, driving economic, and community revitalization.
- **Synergy between Facilities Management and Real Estate Management** – align efforts to ensure efficient property management, supporting municipal goals, and community needs.





New Property Management Strategies and Process Improvements



Process Improvements



The following actions are in process or planned to address identified gaps, and implement continual improvement initiatives, related to the management of real assets:

1. Realignment of Real Estate operations to FRM
2. Provide immediate guidance to all Departments on minimum property standards until formal guidance is developed and disseminated
3. Revise Administrative Directive 6-17 for effective and thoughtful review of current assets
4. Develop new Administrative Directive(s) to guide departments on roles and responsibilities for asset management
5. Research alternative or third-party property maintenance models for selected assets
6. Identify additional investment opportunities to further enhance the City's ability to ensure proper care and full monetization of resources
7. Revise City Code, Chapter 2-11.2, to ensure administrative efficiency and timely transactions



Process Improvements

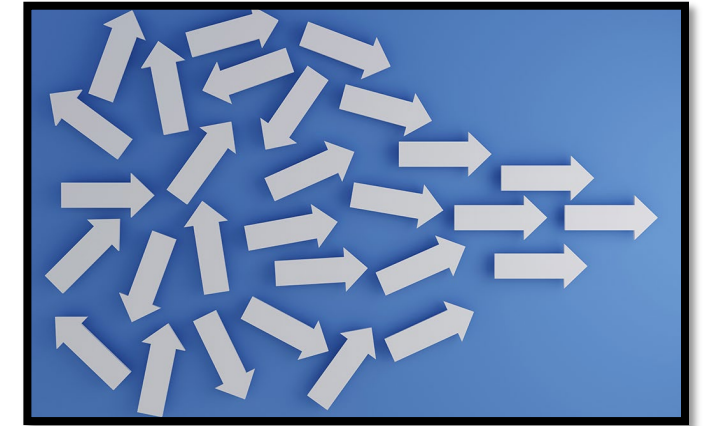


1. Realignment of Real Estate operations to BSD/FRM:

- a. Streamline operations and leverage resources
- b. Department renamed Facilities and Real Estate Management (FRM)
- c. Completed – approved by City Council 8/14/2024

2. Provide interim guidance to all departments via memorandum

- a. Directions on standards for inspection and maintenance/repair of vacant properties
- b. Ad hoc review of real estate inventory to identify surplus
- c. Review of existing acquisition leases
- d. Kick-off meeting with Directors held September 6



Process Improvements



3. **Revise Administrative Directive 6-17 to ensure effective and thoughtful review of current assets:**
 - a. Ensure property details are up to date in LBMS
 - b. Confirm whether assets are still needed for City projects or future development plans
 - c. Timely designation of surplus property for divestiture
 - d. Estimated completion – Spring 2025

Administrative Directive 6-17	
SUBJECT: LAND AND BUILDING MANAGEMENT SYSTEM	
1. POLICY	
Article III, Section 2-21 of the Dallas City Code requires the City Manager to maintain, as the City's computerized fixed asset system, a descriptive roster of real property owned by the City. This Administrative Directive (AD) establishes responsibilities and written procedures to ensure the proper accounting of Real property and Improvements, as required by Section 2-21 of the Dallas City Code.	
2. PURPOSE	
The purposes of this Directive are to:	
2.1	Establish a repository system of record to account for the City's Real property and Improvements, and other estates in Real property and Improvements (i.e. Lease, License, or Use Agreement).
2.2	Establish procedures for collecting and processing data within a Land and Building Management System ("LBMS");
2.3	Replace AD 6-4, "City of Dallas Encyclopedia of Structures (CODES)".
3. SCOPE	
This Directive applies to all City of Dallas officers and employees.	
4. DEFINITIONS	
4.1	Real Property For the purposes of this AD, includes (i) land and all structures integrated with or affixed to the land, and (ii) other lesser estates vested in or acquired by the City on non-City owned Real property (i.e. leases, licenses, and use agreements).
4.2	Improvements Includes buildings or structures, such as office buildings, warehouses, sheds, pavilions, radio towers, and not crops, etc., (i) owned by the City, and (ii) vested in the City through a lesser estate (i.e. by lease, license, or use agreement).
4.3	LBMS The City's repository and system of record for all Real property and Improvements.
4.4	Owner Department The controlling and/or user City department of Real property and/or



Process Improvements



4. Develop new Administrative Directive(s) using internal Strike Team to provide guidance and direction to departments on:

- a. Acquisition process, including required pre-approvals and due diligence
- b. Compliance with FMPC criteria for annual maintenance funds
- c. Process for the official assignment of assets to responsible department(s)
- d. Intake process for properties conveyed via non-traditional mechanisms
- e. Vacant property management and responsibility, including funding sources
- f. Repurposing of facilities, including required approvals and maintenance funds
- g. Divestiture and/or redevelopment of existing assets
- h. Acknowledge the creation and role of the *Facilities and Land Management Governance Working Group*
- i. Defining responsibilities for maintaining PFC/LGC-owned properties for the associated departments
- j. Estimated completion – Spring 2025



Process Improvements



5. Research alternative or third-party property maintenance models for selected assets:

- a. Ensure revenue-generating assets are well-maintained
- b. Leverage professional management services for assets with private tenants or vacant
- c. Identify dedicated maintenance and repair funds for privately managed assets
- d. Estimated completion – two phase January 2025 and September 2025

		Reimagined Service Delivery	
	City Facility FRM Managed	Private Tenant Occupied 3 rd Party Managed	Vacant/In Transition 3 rd Party Managed
Example Facilities	Dallas City Hall Jack Evans Police HQ City Service Stations Police/Fire Stations	Prism Building Stemmons Municipal Center	711 South St. Paul 9999 W. Technology Blvd
Asset Status	Occupied	Occupied – Private Tenants	Vacant – Pending Sale Vacant – Pending Development
Scope	Routine Repair Maintenance Major Maintenance	Routine Repair Maintenance Major Maintenance Advisement* Tenant Leasing [Optional]	Physical Property Security Regular Inspections Mowing and Litter Removal Blight Mitigation
Funding Source	FRM Operating FRM Major Maintenance	Dedicated Maintenance Funds Facility Rental Revenues FRM Major Maintenance*	Associated Department Funding Dedicated Maintenance Funds

*3rd Party firm to compile and present an annual list of recommended major maintenance needs for assigned properties to FRM for review with Citywide needs and prioritization for possible funding



Process Improvements



6. **Revisions to Chapter 2-11.2 to ensure administrative efficiency and timely transactions**
 - a. Revise Code to \$100,000 for administrative conveyances to align with the City's contracting policies and current market values
 - b. Decrease processing time of administrative acquisitions by 6-8 weeks, reduce administrative costs, and expedite projects
 - c. Anticipated City Council consideration of Amendment – October 2024



Process Improvements



7. **Identify additional future investment opportunities to further enhance the City's ability to ensure proper care of resources:**
 - a. Funding for a strategic real estate master plan
 - b. Upgrade asset database software to provide better functionality, a more user-friendly experience, and enhanced data collection
 - c. Automating annual/regular review process and reducing/eliminating paper-based processes





Next Steps



Next Steps



- Seek City Council feedback on the proposed strategy
- Continue regular updates to City Council on the status of subject properties and various real estate initiatives
 - Surplus sales
 - Redevelopment opportunities
- Research, compile, and present recommendations for third-party property management services
- Begin internal stakeholder meetings to lay the framework and complete revisions and development of new policies and procedures for real estate management
- Prepare revisions to Chapter 2 of City Code for City Council consideration in September





Questions?



Update on Real Estate Realignment and Property Management Strategies

Government Performance and
Financial Management
Committee

September 23, 2024

John Johnson, Director
Ashley Eubanks, Assistant Director
Facilities and Real Estate Management
City of Dallas



City of Dallas



City of Dallas

Bullington Truck Terminal Operations

**Government Performance
and Financial Management
Committee**

September 23, 2024

John Johnson, Director
*Department of Facilities and
Real Estate Management*
City of Dallas

Presentation Overview



- Purpose
- Background/History
- Business Operations
- Proposed Action
- Next Steps



Purpose



- Provide City Council with an overview of Bullington Truck Terminal and pedestrian concourse, history and operations
- Detail expenses and revenues for this asset
- Present recommendations to achieve a more cost-neutral operation of this asset for the City
- Seek feedback and guidance on next steps



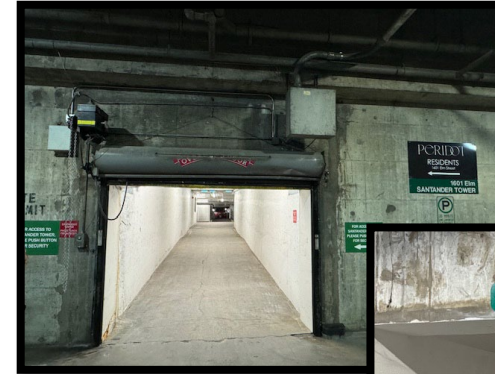
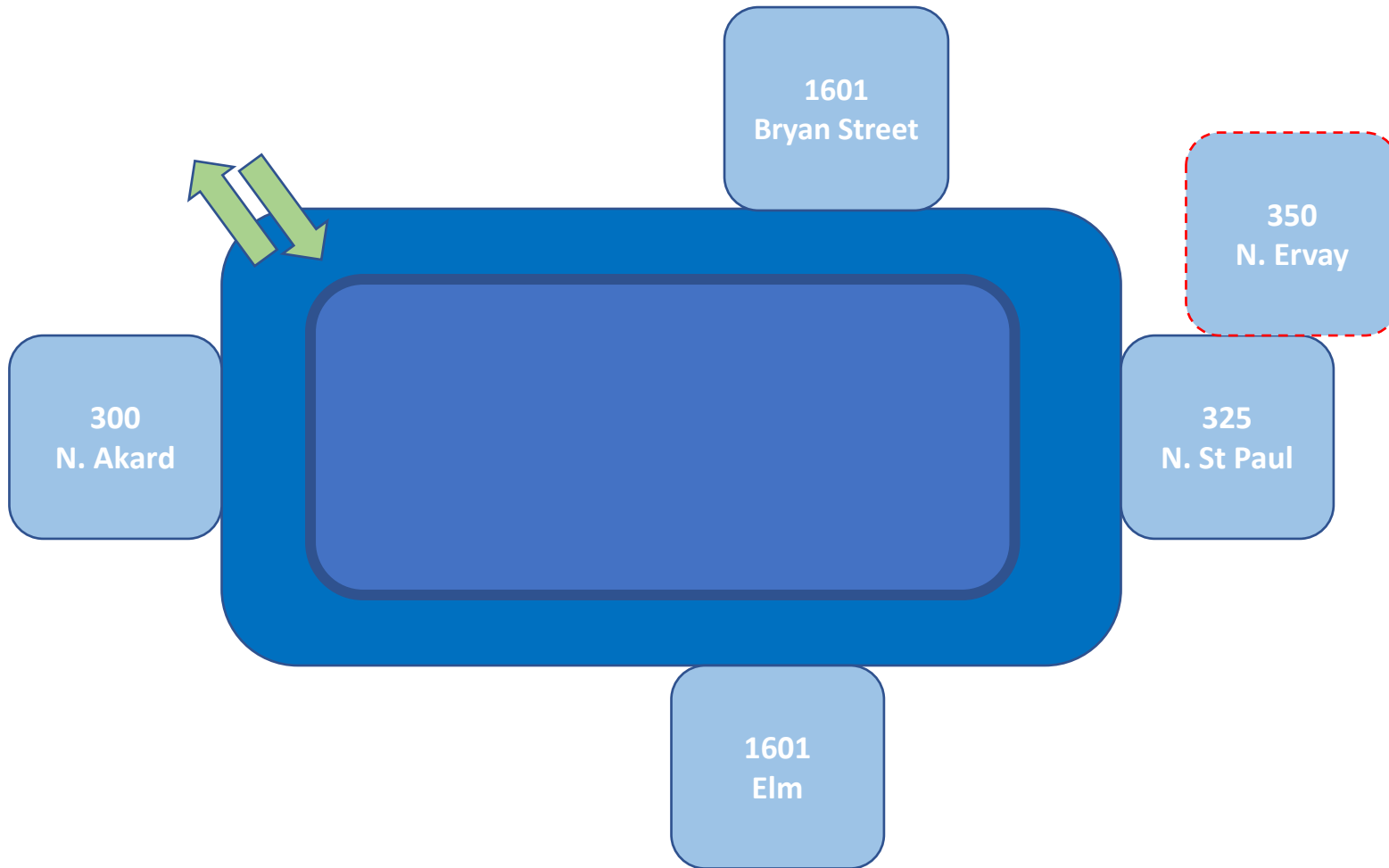
Background/History



- The Bullington Truck Terminal was established to relocate street loading/unloading underground for four connected surface buildings near Thanks-Giving Square.
- Responsibilities and terms for all parties are outlined in a 75-year agreement executed with the Thanks-Giving Foundation in 1973.
- The agreement also requires an annual lease payment for the underground pedestrian concourse.
- The City owns and operates the truck terminal and leases, operates, and maintains the pedestrian concourse.
- Truck terminal is Codified under Chapter 28-128 (Section 6B) of the City Code.



Bullington Truck Terminal Layout



Business Operations



- Historically, only truck terminal operating expenses (security, maintenance/repair, utilities, etc.) have been billed back to Bullington Truck Terminal users
- The City's annual lease payment for the pedestrian concourse has not been previously factored into Bullington Truck Terminal's annual operating expenses

Thanks-Giving Square Truck Terminal / Concourse	FY21	FY22	FY23
Operating Expenses*	\$382,482	\$368,600	\$382,485
Annual Lease Payment	\$398,592	\$425,620	\$425,620
Security (Reimbursement)	(\$63,872)	(\$80,300)	(\$91,274)
Revenue	(\$300,315)	(\$259,501)	(\$263,339)
Unrecovered Expenses	\$416,887	\$454,420	\$453,492

*Only \$191,243 is currently appropriated in FRM's FY25 operating budget for Bullington Truck Terminal



Current and Proposed Actions



- Collaborate with all connected surface users to understand their needs and current utilization of the truck terminal
- Clarify Code language to document City's desire to operate these assets as cost-neutral as possible
- Revise City Code to ensure approved/current uses in the truck terminal are not in conflict with the Ordinance, along with other updates
- Update processes to factor in all operating expenses (truck terminal and pedestrian concourse) into costs billed back to connected surface users
 - Allowing a two-year phase to allow benefactors to budget for the increase



Next Steps



- Staff recommends:
 - Revising Section 28-128 (Division 6B) of City Code
 - Incorporate all truck terminal and pedestrian concourse expenses (lease payment and operations) into the entire cost of service, which is billed back to four surface users, per the terms of the agreement
 - Deploy a phased implementation of billing changes
- Receive feedback from the City Council on the proposed path forward





City of Dallas

Bullington Truck Terminal Operations

**Government Performance
and Financial Management
Committee**

September 23, 2024

John Johnson, Director
*Department of Facilities and
Real Estate Management*
City of Dallas



City of Dallas

FY 2023-24 End-of-Year Budget Amendments

**Government Performance &
Financial Management Committee
September 23, 2024**

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

Overview



- Background
- Overview of amendments to FY 2023-24 budget ordinance
- Recommendation and next steps



Background



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



Background



- City Council adopted FY 2023-24 Operating, Grants/Trust and Capital Budget ordinance on 9/20/23
- City Council amended the FY 2023-24 Operating, Grants/Trust and Capital Budget ordinance on 2/28/24, 5/8/24, 6/26/24, and 8/14/24
- Amendments are required to ensure compliance with City Charter and to ensure adequate departmental appropriations are available through 9/30/24



Background



- Ordinance amendments may include:
 - Adjustments to address revenue shortfalls and forecast overruns
 - Grant, Trust, and Other Funds revenue and expenditure increases
 - Enterprise/Internal Service Funds revenue and expenditure increases
 - Capital appropriation adjustments
 - Appropriation adjustments previously approved by City Council resolution



Overview of Amendments by Fund (\$ in millions)



Fund Category	FY 2023-24 Amended Budget*	Appropriation Amendments	FY 2023-24 Amended Budget
General Fund	\$1,842.4	\$0.0	\$1,842.4
Grant Funds, Trust, and Other Funds	496.9	74.2	571.0
Enterprise Funds	1,500.4	39.5	1,539.9
Internal Service/Other Funds	270.6	0.0	270.6
Capital Funds	1,437.1	68.8	1,505.9
Total	\$5,547.4	\$182.4	\$5,729.8

*Reflects allocation of General Fund contingency on 9/11/2024





General Fund Revenues



General Fund Amendment Overview



- General Fund Revenues projected \$5.1M less than budget

Revenue Source (\$ in Millions)	FY 2023-24 Budget	FY 2023-24 Forecast	Variance
Property Tax	\$1,047.6	\$1,027.5	(\$20.1)
Sales Tax	451.7	442.4	(9.3)
Charges for Services	109.7	100.8	(8.9)
Operating Transfers In	33.0	56.9	24.0
Interest	14.0	20.0	6.0
Other	186.5	189.7	3.2
Total	\$1,842.4	\$1,837.3	(\$5.1)



General Fund Amendment Overview



- FY 2023-24 Property Tax, Sales Tax, and Charges for Services forecast less than budget
 - Property Tax Forecast \$20.1M less than budget due to resolved litigation resulting in lower values
 - Sales Tax Forecast \$9.3M less than budget due to collections returning to historical trends
 - Charges for Service Forecast \$8.9M less than budget due to a change in the reimbursement formula in the TX Ambulance Supplemental Payment Program (TX ASPP) related to ambulance services
 - Offset revenue loss with expense reductions, some revenue being better than budget, and use of Revenue Stabilization Fund



General Fund Amendment Overview



- FY 2023-24 Property Tax Forecast
 - FY 2023-24 Property tax forecast \$20.1M less than budget due to decline in current year collections and refunds of prior year taxes
 - Decline in property tax revenue due to District Court resolution of Dallas Central Appraisal District property dispute litigation resulting in lower total value
 - Property owners have the option to file an appeal or lawsuit of an Appraisal Review Board (ARB) decision to district court
 - This year, there has been a record number of cases in litigation
 - FY 2024-25 budget assumptions were adjusted over the summer to reflect this trend



General Fund Amendment Overview



- Revenue Stabilization Fund
 - Established in FY 2019-20 to offset or stabilize forecast declines in General Fund revenue resulting from the pandemic
 - Revenue stabilization budgeted in FY 2021-22 and FY 2022-23 but never used and \$38.1M remains
 - FY 2023-24 forecast for Operating Transfers In reflects \$28.9M from the Revenue Stabilization Fund





General Fund Expenditures



General Fund Amendment Overview



- Previously approved adjustments - \$2.1M
 - Appropriations approved by the City Council on 9/11/2024 for costs related to the November election
- Net-zero transfers between departments will be used at year-end to support:
 - Salary and Benefit (S&B) Reserve will be reduced by \$145,000 to support termination payments in the City Manager's Office



General Fund Amendment Overview



- Ordinance amendment will transfer appropriations between departments, divisions, or purposes as allowed by City Charter Chapter XI (Sec. 4)
 - Through 7/31/24, projected year-end overages from the following departments is forecast to be \$11.4M and department budgets listed below will be increased

Department	Description of Overage	Amount to be Reallocated To
City Secretary	Due to temporary staffing related to DPD open record requests	\$59,000
City Manager's Office	Due to position classifications to better meet department operations and executive support functions	153,000
City Marshal's Office	Due to psychological testing for new hires and unbudgeted electrical repairs for equipment	79,000
Dallas Animal Services	Due to shelter expenses resulting from suspected animal cruelty cases	1,690,000
Dallas Fire Rescue	Due to uniform overtime, and fleet maintenance/repairs	2,350,000
Dallas Police Department	Due to uniform overtime	5,225,000
Human Resources	Due to temporary staffing expenses associated with Workday system expansion	354,000
Judiciary	Due to interpreter services	46,000
Park & Recreation	Due to unplanned maintenance and repairs related to the May storm	\$1,407,000
TOTAL		\$11,362,000



General Fund Amendment Overview



- The following General Fund departments' appropriation will be decreased by \$11.4M due to projected year-end savings

Department	Amount to be Reallocated From	Department	Amount to be reallocated From
Budget & Management Services	\$54,000	Office of Emergency Management & Crisis Response	\$700,000
City Attorney's Office	204,000	Office of Environmental Quality & Sustainability	252,000
City Auditor's Office	86,000	Office of Equity and Inclusion	219,000
City Controller's Office	208,000	Office of Government Affairs	51,000
Code Compliance	950,000	Office of Homeless Solutions	39,000
Dallas Municipal Court	267,000	Small Business Center	1,500,000
Data Analytics and Business Intelligence	16,000	Mayor and City Council	18,000
Housing & Neighborhood Revitalization	86,000	Non-Department	1,470,000
Library	292,000	Planning & Development	800,000
Communications and Customer Experience/311	1,150,000	Procurement Services	230,000
Office of Community Care	264,000	Public Works	15,000
Office of Community Development	75,000	Transportation	1,000,000
Office of Community Police Oversight	\$95,000	Salary and Benefit Reserve	\$1,321,000
	TOTAL		\$11,362,000





Grant, Trust, Other, Enterprise, and Capital Expenditures



Grant, Trusts and Other Fund Amendment Overview



- Additional appropriation adjustments within Grants, Trusts, and Other Funds are supported by additional revenues that have become available during the fiscal year or net zero transfers
 - Revenue Stabilization Fund - \$8.7M
 - IT Equipment Fund - \$5.4M
 - Operating Carryover Fund - \$1.2M
 - Venue Project Fund - \$37.0M
 - Fair Park Debt Service Fund - \$7.4M
 - State Fair of Texas Fund - \$0.9M
 - Other Funds - \$0.7M



Enterprise Fund Amendment Overview



- Appropriation adjustments within Enterprise Funds are supported by increased revenues or available fund balance from FY 2022-23 end-of-year
 - Dallas Water Utilities - \$26.7M
 - \$10M - Use of fund balance to support capital construction and equipment purchases
 - \$16.7M - Price increases and higher water consumption
 - Sanitation Services - \$12.8M
 - Support costs associated with the May 2024 storms



Capital Fund Amendment Overview



- Appropriation adjustments for capital funds reflect adjustments previously approved by City Council, new appropriation requests, and transfers between funds
 - Previously approved adjustments - \$19.0M
 - Appropriations approved by the City Council since 4/10/2024
 - New appropriation requests - \$49.8M
 - Supports Dallas Water Utilities - \$10.0M
 - Lake June Pump Station Phase 1 construction
 - Stormwater Drainage Management - \$12.5M
 - \$4.0M Fleet Replacement
 - \$2.0M Supports Stormwater Operations Facility
 - \$6.5M To cover project overages and emergency repairs for river erosion
 - Supports Street and Alley investments - \$27.3M
 - Close-out of old bond funds - \$0.03M





American Rescue Plan Act (ARPA)



American Rescue Plan Act (ARPA) Overview



- American Rescue Plan Act (ARPA)
 - President Biden signed the \$1.9 trillion American Rescue Plan Act (ARPA) of 2021 into law on March 11, 2021
 - City of Dallas received \$355.4M in Local Fiscal Recovery Funds
 - All funds were allocated in September 2021 based on a three-year spending plan - FY 2021-22, FY 2022-23, and FY 2023-24
 - In September 2021, City Council approved the initial Spending Framework
 - City Council approved reallocations & reprogramming in May 2023, February 2024, and May 2024



American Rescue Plan Act (ARPA) Overview



- American Rescue Plan Act (ARPA)
 - All funds must be obligated by September 30, 2024, or must be returned to U.S. Treasury
 - All funds must be spent by September 30, 2026
 - Recommend reallocation of funds to ensure the City meets deadlines set by the U.S. Treasury
 - Reprogramming considerations - 1st quarter of FY 2024-25



American Rescue Plan Act (ARPA) Overview



- American Rescue Plan Act (ARPA)
 - Unspent /unencumbered funds remain - \$25.7M
 - Recommend reallocation of \$25.7M of ARPA funding to Dallas Fire Rescue (DFR)
 - In FY 2022-23, eligible DFR payroll expenses were \$189M
 - \$25.7M of ARPA program/projects that may be at risk of U.S. Treasury deadlines will be moved to the ARPA Redevelopment Fund
 - ARPA Redevelopment Fund (multi-year fund) established with General Fund budget capacity from prior reallocations
 - Prior reallocation of \$159.3M for DFR payroll expenses
 - With this action, total reallocation of \$185M for DFR payroll expenses



American Rescue Plan Act (ARPA) Overview



- ARPA Proposed Reallocation by Department
- This chart reflects net \$0 changes to the ARPA budget - \$25.7M exchanged with DFR payroll

Department (Source of Funds)	Description	Amount
Budget & Management Services	Interest Income	\$5,000,000
Facilities and Real Estate Management	Facility retrofits - building, air filtration improvements, etc.	78,246
Dallas Municipal Court	Security Assessment Funding	1,320,860
Dallas Fire Rescue (DFR)	DFR Equipment and Inventory Mgmt. System	2,713,422
Dallas Police Department	Equipment	441,079
Information Technology Services	Ongoing maintenance and support of business technology	5,016,399
MGT – Communications & Outreach	Outreach and marketing	1,652
MGT – Integrated Public Safety Solutions	Right Care equipment	4,970
MGT – Office of Community Care	City-wide public health/social services	1,622,081
MGT – Office of Emergency Management	FEMA Reimbursement for testing and vaccination services	807,570
MGT – Office of Environmental Quality and Sustainability	Air quality monitors and solar/energy storage	21,952
Park and Recreation	Wi-Fi for Park and Recreation facilities	2,234,421
Office of Procurement Services	Personal protection equipment (PPE) and disinfection	26,520
Transportation	Transportation and Infrastructure Services	6,375,712
Total		\$25,664,884
Department (Use of Funds)	Description	Amount
Dallas Fire Rescue (DFR)	DFR emergency response payroll	\$25,664,884
Total		\$25,664,884



American Rescue Plan Act (ARPA) Overview



- American Rescue Plan Act (ARPA)
 - Reprogramming included in the FY 2024-25 Adopted Budget
 - FY 2024-25 Adopted Budget approved by City Council on September 18
 - Street Maintenance - \$5.8M
 - Major Maintenance - \$15M (\$7.5M in FY 2024-25 and \$7.5M in FY 2025-26)
 - Pavement Markings - \$3.4M





Recommendation and Next Steps



Recommendation and Next Steps



- Staff recommends amending the FY 2023-24 budget appropriation ordinance
- City Council will consider the ordinance amendment on September 25, 2024





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City of Dallas

FY 2023-24 End-of-Year Budget Amendments

**Government Performance &
Financial Management Committee
September 23, 2024**

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



Appendix – ARPA

ARPA Redevelopment Fund – Fund 0A72

ARPA Redevelopment Program (Fund 0A72)



ARPA Redevelopment Fund Program (Fund 0A72)					
Department	Budget	Total Encumbered	Total Spent	Encumbered + Spent	Total Unencumbered
1 Attorneys Office - ATT	\$50,000.00	\$0.00	\$14,371.00	\$14,371.00	\$35,629.00
2 Budget & Management Services - BMS	\$1,738,601.00	\$1,738,601.00	\$0.00	\$1,738,601.00	\$0.00
3 Facilities & Real Estate Management - FRM*	\$14,059,542.00	\$62,587.50	\$823,985.52	\$886,573.02	\$13,172,968.98
4 Code Compliance - CCS	\$1,200,000.00	\$0.00	\$0.00	\$0.00	\$1,200,000.00
5 Dallas Fire Department - DFD	\$3,237,908.00	\$0.00	\$0.00	\$0.00	\$3,237,908.00
6 Dallas Water Utility - DWU	\$37,426,891.00	\$11,965,584.93	\$16,537,648.42	\$28,503,233.35	\$8,923,657.65
7 Economic Development - ECO	\$230,000.00	\$40,000.00	\$0.00	\$40,000.00	\$190,000.00
8 Housing - HOU	\$23,450,000.00	\$5,012,325.00	\$5,128,371.24	\$10,140,696.24	\$13,309,303.76
9 Library - LIB	\$240,000.00	\$0.00	\$0.00	\$0.00	\$240,000.00
10 Office of Bond & Construction - OBM	\$5,000,000.00	\$936,182.84	\$280,729.34	\$1,216,912.18	\$3,783,087.82
11 Communications & Customer Experience/311 - MGT/CCX/311*	\$746,154.00	\$0.00	\$289,901.20	\$289,901.20	\$456,252.80
12 Mayor and City Council - MGT/MCC	\$16,000,000.00	\$4,594,002.03	\$1,057,621.27	\$5,651,623.30	\$10,348,376.70
13 Office of Community Care - MGT/OCC	\$7,612,767.51	\$790,775.37	\$689,559.27	\$1,480,334.64	\$6,132,432.87
14 Office of Equity & Inclusion - MGT/OEI**	\$22,113,793.00	\$0.00	\$1,244,052.04	\$1,244,052.04	\$20,869,740.96
15 Environmental Quality & Sustainability - MGT/OEQ	\$1,758,058.00	\$242,449.15	\$353,851.25	\$596,300.40	\$1,161,757.60
16 Office of Governmental Affairs - MGT/OGA	\$142,869.00	\$0.00	\$10,332.42	\$10,332.42	\$132,536.58
17 Office of Homeless Solutions - MGT/OHS	\$6,158,240.00	\$516,008.42	\$20,177.58	\$536,186.00	\$5,622,054.00
18 Human Resources - PER	\$600,000.00	\$0.00	\$117,832.03	\$117,832.03	\$482,167.97
19 Office of Arts and Culture - OCA	\$125,000.00	\$25,000.00	\$25,000.00	\$50,000.00	\$75,000.00
20 Department of Public Works - PBW	\$15,966,000.00	\$1,531,696.07	\$14,433,870.94	\$15,965,567.01	\$432.99
21 Office of Procurement - POM	\$1,459,936.00	\$173,136.24	\$204,364.46	\$377,500.70	\$1,082,435.30
Total	\$159,315,759.51	\$27,628,348.55	\$41,231,667.98	\$68,860,016.53	\$90,455,742.98

Note: The chart above reflects expenditures and encumbrances recorded in the City's financial system of record as of August 31, 2024. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

**Reflects name changes approved by City Council August 2024.*

***FY 2024-25 budget assumes reallocation of \$18.4M to other projects.*





OFFICE OF THE CITY AUDITOR

FISCAL YEAR 2025
RECOMMENDED AUDIT WORK PLAN

September 23, 2024

MARK S. SWANN
CITY AUDITOR

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



FISCAL YEAR 2025 RECOMMENDED AUDIT WORK PLAN

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

The City of Dallas (City) Office of the City Auditor performs work for and under the direction of the Dallas City Council. The Fiscal Year 2025 Recommended Audit Work Plan (Audit Plan) is designed to address risks related to the delivery of City services and satisfy responsibilities established by the Dallas City Charter, meet the needs of the City Council, and outline the professional services that the Office of the City Auditor plans to initiate and/or complete during the Fiscal Year 2025.

This Audit Plan is based on a risk prioritization assessment updated in Summer 2024 and requests received from City management, council members, and audit staff. The Audit Plan attempts to identify the risks that matter and provide City-wide audit coverage by allocating 23,000 resource hours to complete 20 audit or attestation engagements and other advisory services.

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

AUDIT AND ATTESTATION SERVICES

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

PERFORMANCE AUDITS

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

ATTESTATION ENGAGEMENTS

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

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

FINANCIAL AUDITS

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

OTHER PROFESSIONAL SERVICES

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

CITY COUNCIL SUPPORT

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

MANAGEMENT ASSISTANCE

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

INDEPENDENCE DISCLOSURES

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

COMPETENCY AFFIRMATION

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

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

Fiscal Year 2025 Audit Work Plan					
No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate	Requested or Suggested
1	Aviation	Parking Concessions	<ul style="list-style-type: none"> → Are parking related collections accounted for and safeguarded? → Are controls in place to ensure that expected revenues from contracted parking areas are received and accurate? → Are parking-related revenues recorded in accordance with City requirements? → Are parking policies, procedures, and contracts set forth by the Aviation Department being followed? 	1000	
2	Convention & Event Services	Kay Bailey Hutchison Convention Center Dallas Replacement Contract Monitor Controls	<ul style="list-style-type: none"> → Obtain an understanding of the processes and controls in place as they relate to procurement, financial reporting, invoice payment process, diversity business enterprise, and overall project management procedures. → Is Inspire Dallas, the owner representative, performing their contract requirements? → Are there additional construction risks not being monitored by Inspire Dallas or the Convention Center Department? 	1000	
3	Dallas Fire-Rescue / Dallas Police / Information and Technology Services - 911	911 Communications	<ul style="list-style-type: none"> → Are 911 calls received and responded to timely? → Are 911 calls coded correctly and consistently? → Are performance measures accurately captured, tracked, and reported to appropriate parties to evaluate and manage actual performance? 	1000	

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

Fiscal Year 2025 Audit Work Plan					
No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate	Requested or Suggested
			→ Are 911 center employees trained to meet job expectations and monitored to ensure proper protocols and procedures are followed?		
4	Dallas Public Facility Corporation / Housing and Community Development	Governance	<p>→ Does the design of the Dallas Public Facility Corporation internal control system address the five components and 17 related principles as described in the Standards for Internal Control in Federal Government (Green Book)?</p> <p>→ Do Dallas Public Facility Corporation activities demonstrate the internal control system is continuously working?</p>	1000	Council Member Mendelsohn
5	Dallas Water Utilities	Cross Connection Control Backflow Prevention Program	<p>→ Is the backflow prevention program working as intended in the guidelines set out in City of Dallas Chapter 49, Section 29, and Texas Administrative Code 290.44?</p> <p>→ Are backflow assembly testers qualified and registered with the City of Dallas Building Inspection Office?</p>	1000	
6	Facilities and Real Estate Management	City Leases	<p>→ Are the City's current real estate leases comparable to benchmarks for similar real estate leases?</p> <p>→ Is the City monitoring lease space utilization to maximize utilization?</p> <p>→ Is the City identifying opportunities to renegotiate or terminate leases?</p>	1000	Council Members West / Willis

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

Fiscal Year 2025 Audit Work Plan					
No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate	Requested or Suggested
7	Facilities and Real Estate Management / Multiple Departments	City Hall Space Usage	<ul style="list-style-type: none"> → Are there performance metrics used to ensure City Hall's space usage is maximized and efficient? → Is City Hall's space usage meeting the departments and public's needs? 	1000	Council Members West / Willis
8	Housing and Community Development	Lead Abatement Program	<ul style="list-style-type: none"> → What have been the challenges for program execution and delays? → Does the program governance ensure stakeholders are informed of challenges or delays in program execution? → Was the program requirements and execution comparable with peer cities? → Are there other City grant funded programs lagging in program execution? 	1000	Council Members West / Willis
9	Human Resources	Human Capital Management	<ul style="list-style-type: none"> → Do the City-wide talent retention and development practices reflect best practices for: <ul style="list-style-type: none"> ○ Classification and compensation structure and philosophy? ○ Benefit offerings compared to surrounding communities? ○ Employee and manager technical and soft skill training? ○ Career development and coaching? ○ Employee engagement and satisfaction? ○ Off boarding and former employee outreach? 	1000	Council Members Willis / Schultz / Mendelsohn

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

Fiscal Year 2025 Audit Work Plan					
No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate	Requested or Suggested
			<ul style="list-style-type: none"> ○ Human Resources workforce strategy and communication? 		
10	Human Resources / Employee Benefits	Terminated Employee Benefits Cancellation	→ Are City benefits cancelled timely for terminated employees?	1000	Inspector General Division City Attorney's Office
11	Information and Technology Services - Data	Authorized Remote Access	→ Is the City managing the risks associated with employee and third party "Authorized Remote Access" using the City's network resources?	1000	
12	Information and Technology Services - Data	Directory Services – City Domain	<ul style="list-style-type: none"> → Is Active Directory implementation and management security design effective? → Is the City domain user-provisioning managed, and access maintained using the principle of least privilege? → Do controls exist to enforce contractor network account authentication, access, and removal at end of the contract service term? 	1000	
13	Multiple Departments	Council Agenda District Appropriations Performance	<ul style="list-style-type: none"> → What is the number and dollar value of all district-specific agenda items approved between May 2022 and October 2022 by status (Active, In-Progress, Completed, and Not Started)? → For approved agenda items noted as Not Started (if any), are there reasonable explanations available? 	1000	Council Member Arnold
14	Multiple Departments	Personal Property - Equipment Tracking (Administrative)	→ Are department directors maintaining adequate internal controls and security for all personal property charged to their department?	1000	Inspector General Division City Attorney's Office

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

Fiscal Year 2025 Audit Work Plan					
No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate	Requested or Suggested
		Directive 6-1, Control of City Property)	→ Are department directors conducting an annual inventory of personal property assigned to their department?		
15	Multiple Departments	Purchase Card Usage	→ Is department purchase card usage for an authorized public purpose? (Sample purchase card charges for 5-6 departments for review.)	1000	
16	Multiple Departments – Codes / Sanitation / Transportation and Public Works	311 Customer Service Level Agreements	<p>→ Is the Codes Department achieving agreed upon 311 customer level service agreement response times?</p> <p>→ Is the Sanitation Department achieving agreed upon 311 customer level service agreement response times?</p> <p>→ Is the Transportation and Public Works Department achieving agreed upon 311 customer level service agreement response times?</p>	1000	
17	Office of Arts & Culture	Public Arts & Cultural Services Contracts Programs	<p>→ Are proper procedures in place to ensure all public art program expenditures are allowable as outlined in the Public Arts & Culture Services Contracts guidelines?</p> <p>→ Are proper procedures in place for the selection of artists and nonprofit organizations?</p> <p>→ Are capital project proceeds used to fund the public art program properly calculated and set aside to fund public art?</p>	1000	

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

Fiscal Year 2025 Audit Work Plan					
No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate	Requested or Suggested
18	Office of Budget & Management Services	Franchise Fees Compliance	→ Verify franchise fees (which may include utilities, cable, and telephone), identified by a third-party vendor on a percentage of recovery basis, are received by the City and vendor invoices are accurate.	200	Chief Financial Officer
19	Office of Budget & Management Services	Sales/Use Tax Compliance	→ Verify sales/use taxes, identified by a third-party vendor on a percentage of recovery basis, are received by the City and vendor invoices are accurate.	200	Chief Financial Officer
20	Office of Community Care and Empowerment	Women Infants and Children (WIC) Supplemental Nutrition Program Administration	<ul style="list-style-type: none"> → Are uniform policies, procedures, and practices for program eligibility in place and followed at each field office? → Are levels of compliance with program eligibility requirements consistent at each field office? → Can program service delivery and compliance be improved? 	1000	
21	Office of Economic Development / Non-Departmental	Tax Increment Financing District Operations	<ul style="list-style-type: none"> → Are the City's 18 active tax increment financing districts performing as intended and in compliance with City and State requirements for their operations and transparency? → Are deadline extensions for construction meeting established requirements? → Is the funding increasing affordable housing, and if so, by how much? 	1000	
22	Office of Environmental	Climate Action Plan	→ Does the Climate Action Plan prioritize activities that will have the most impact?	1000	Council Member Schultz

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

Fiscal Year 2025 Audit Work Plan					
No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate	Requested or Suggested
	Quality and Sustainability		<ul style="list-style-type: none"> → Are oversight mechanisms in place to help the City meet its Climate Action Plan goals? → Is the Office of Environmental Quality and Sustainability reporting regularly on its progress toward Climate Action Plan Goals? 		
23	Park and Recreation Department	Internal Controls for Revenue Collections	<ul style="list-style-type: none"> → Are internal controls working to ensure all Park & Recreation fee collections are complete, deposited, and recorded? 	1000	Council Member Willis
24	Planning and Development Services	Comprehensive Zoning Process Evaluation	<ul style="list-style-type: none"> → Does the Department have performance metrics to determine timely processing of zoning requests and are the metrics being met? → Are the main barriers to achieving the performance metrics being addressed? → Is the applicant education provided giving the applicant the knowledge needed to correctly submit their application and avoid misunderstanding of the requirements? 	1000	Council Members West / Willis
25	Planning and Development Services	Permitting Process	<ul style="list-style-type: none"> → Have the changes made to the permitting process relieved the backlog? → Are the major causes of permitting delays being addressed? → Does the Department have performance metrics that are compared to peer cities and surrounding cities? 	1000	Council Members West / Willis
			Total Fiscal Year 2025 Engagement Estimated Effort	23,400	

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

In-Progress Engagements from Fiscal Year 2024 Audit Work Plan					
No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate	Requested or Suggested
1	City Attorney's Office	Inspector General Division Workforce Staffing Levels	<ul style="list-style-type: none"> → What are the processes and polices driving workload demand? → Are the current work processes efficient? → What is the threshold for taking on additional integrity related alerts? 	250	Council Members Ridley / West
2	Communications & Customer Experience/311	311 Customer Service	<ul style="list-style-type: none"> → Does the 311 Call Center Answer Calls and Forward Resident Concerns to City Departments Timely and Accurately? 	160	
3	Convention and Event Services	Kay Bailey Hutchison Convention Center Dallas Replacement Pre- Construction Procurement	<ul style="list-style-type: none"> → City Administrative Directive 4.5 - <i>Contracting Standards and Procedures.</i> 	200	
4	Dallas Police / City Marshal's Office	Firearms, Ammunition, and Equipment Tracking	<ul style="list-style-type: none"> → Are controls and procedures in place to ensure firearms, ammunition, and equipment are procured, received, identified, recorded, tracked, secured, and disposed of (if required) in accordance with applicable requirements? 	400	
5	Dallas Police Department	Domestic Violence Prevention and Response Coordination	<ul style="list-style-type: none"> → Are the City of Dallas' efforts to combat domestic violence aligned with best practices? 	120	

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

In-Progress Engagements from Fiscal Year 2024 Audit Work Plan					
No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate	Requested or Suggested
6	Information and Technology Services - Data / City Controller's Office	System Implementation Projects – Core Financial System	→ Do controls exist so the implementation of the Core Financial System Upgrade will satisfy business requirements, ensure data security, and include segregation of duties?	400	
7	Information and Technology Services - Data / Development Services	System Implementation Projects – DallasNow Permitting System	→ Do controls exist so the implementation of the DallasNow permitting system will satisfy business requirements, ensure data security, and include segregation of duties?	600	
8	Mayor and City Council	Special Audit – Council Members	→ Was the City council members' debt cleared before departure? → Was usage of funds from the Annual Statement of City-Funded Officeholder Accounts verifiable? → Were off-boarding activities completed timely?	120	
9	Multiple Departments	7800 North Stemmons Freeway Building Procurement and Occupancy	→ Was the procurement process followed? → Were building occupancy activities completed efficiently and effectively? → Were employee satisfaction concerns addressed? → Was the permitting process followed? → Provide a timeline of building procurement and occupancy. → What is the total investment cost for 7800 North Stemmons Freeway building?	600	

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

In-Progress Engagements from Fiscal Year 2024 Audit Work Plan					
No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate	Requested or Suggested
10	Office of Bond and Construction Services	Dallas Police Regional Training Facility Construction Procurement	→ City Administrative Directive 4.5 - <i>Contracting Standards and Procedures</i> .	200	
11	Office of Bond and Construction Services / Dallas Fire-Rescue / Dallas Public Library	Capital Projects	<ul style="list-style-type: none"> → Are controls implemented to ensure fiscal management and administrative oversight for individual major construction projects? → Are costs charged to the construction project supported, reviewed, and approved? → Are costs closed out and capitalized in the City's fixed asset records? → How was the funding level for the project determined and was the funding level adequate? 	40	

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

In-Progress Engagements from Fiscal Year 2024 Audit Work Plan					
No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate	Requested or Suggested
12	Office of Homeless Solutions	Homeless Response System Strategy and Coordination	<ul style="list-style-type: none"> → Is the Office of Homeless Solutions making progress toward its strategic goals? <ul style="list-style-type: none"> ○ Is the scattered site housing model working to keep people housed? ○ Is the City adding additional housing units with wrap-around services? ○ Are the people and families provided housing assistance by the Office of Homeless Solutions Rapid ReHousing Program during fall 2021 still living in housing in fall 2023? → Are the key partners in the regional effort to end homelessness able to provide sufficient emergency shelter space? → Describe procedures to count people experiencing homelessness for the City and compare to other major urban Texas cities for potential improvements. 	250	Council Member Mendelsohn / Moreno

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

In-Progress Engagements from Fiscal Year 2024 Audit Work Plan					
No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate	Requested or Suggested
13	Park & Recreation / Dallas Public Library	Youth Services	<ul style="list-style-type: none"> → Do performance measures exist to gauge the efficiency and effectiveness of Dallas Park and Recreation and the Dallas Public Library youth programming? → Do opportunities exist to increase the efficiency and effectiveness of Dallas Park and Recreation and the Dallas Public Library youth programming? → Do processes exist to avoid/reduce duplication of youth programming offered by Dallas Park and Recreation and the Dallas Public Library? 	280	
14	Planning and Development Services	Infrastructure Design and Construction Standards	→ Do controls ensure infrastructure (street paving, storm drainage, bridge, and culvert) construction aligns with City Code Section 51A-8.601(b), General Standards?	90	Council Member West
			In-Progress Engagements Total Estimated Hours	3,710	

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

Prescribed Assurance or Other Services				
No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate
1	Multiple Departments	Special Audits	Conduct audits under <i>Chapter IX, Section 4</i> of the City Charter of officers who vacate their offices due to death, resignation, removal, or expiration of term.	600
2	Multiple Departments	Attestations	Conduct audits under City Administrative Directive 4.5 - <i>Contracting Standards and Procedures</i> , of all construction projects with an estimated contract award of \$100 million and greater, before City Council consideration.	1,500
3	Multiple Departments	Prior Audit Follow-Up	City Auditor Responsibilities and Administrative Procedure Requirements to evaluate City Management's implementation of high-impact prior audit recommendations.	2,000
4	Multiple Departments	Council and Management Assistance	Unplanned assurance or advisory services requested by the Mayor, Council Members, or City management. Review Council annual attendance records in accordance with <i>Council Rules of Procedures 4.13</i> . → City Non-Profit Survey	400
			Total Prescribed Assurance or Other Services Hours	4,500

Audit Plan Total Estimated Work Hours

31,610

Available Resource Work Hours

23,000

FY 2025 Dallas Citywide Inherent Risk Prioritization Worksheet

Department	Risk Impact Score	On Audit Plan	FY 2024-25 Expense Budget	FY 2024-25 Personnel Services	FY 2024-25 Recommended Positions	FY 2024-25 Total Capital, Supplies, & Services	FY 2024-25 Budget Revenue	Last Audit
Dallas Water Utilities	41	✓	\$ 826,863,664	\$ 132,668,803	1,562	\$ 704,249,729	\$ 826,863,664	FY24-FY23
Dallas Fire-Rescue	40	✓	429,751,499	392,494,140	2,383	53,985,517	42,554,942	FY24-FY23
Sanitation Services	40	✓	163,192,313	55,166,234	634	108,247,431	164,122,320	FY24-FY23
Transportation & Public Works	40	✓	146,108,407	47,445,792	764	115,293,520	32,496,134	FY22-FY21
Dallas Police Department	38	●●✓	719,168,010	632,594,021	4,068	124,208,524	7,308,307	FY24-FY23
Dallas Water Utilities - SDM	35		85,852,114	24,494,664	281	61,539,781	85,852,114	FY22-FY21
Aviation	34	✓	208,098,739	34,295,727	375	179,115,594	208,098,739	FY24-FY23
City Marshal's Office	34	●	30,777,080	13,102,303	166	21,583,198	170,000	FY24-FY23
Code Compliance	33	✓	44,596,235	35,122,220	466	11,662,029	13,721,255	FY20-FY19
Park & Recreation	33	●✓	121,827,152	58,195,277	1,602	67,916,637	15,770,062	FY20-FY19
Information & Technology Services - Data	32	●●✓✓	139,630,975	26,454,771	229	113,176,204	131,578,822	FY24-FY23
Equipment & Fleet Management	31		73,487,289	21,615,743	274	55,754,355	73,309,034	FY24-FY23
Convention & Event Services	30	●✓	137,358,763	4,561,312	47	132,797,451	137,358,763	FY20-FY19
Dallas Municipal Court	29		11,726,719	4,374,376	61	7,536,683	13,235,400	FY18-FY17
Information & Technology Services - 911	28	✓	15,337,709	868,575	7	14,469,134	15,286,574	FY16=>
Information & Technology Services - Radio	28		18,999,681	3,027,190	30	15,972,491	15,813,930	FY16=>
Planning & Development Services	28	●✓✓	67,174,043	42,055,294	430	28,909,118	61,579,624	FY24-FY23
City Attorney's Office	27	●	24,667,393	21,683,321	178	2,984,072	853,539	FY24-FY23
Dallas Animal Services	27		19,697,228	14,017,698	184	5,980,673	127,831	FY22-FY21
Judiciary	27		5,467,988	4,989,801	53	640,354	-	FY16=>
Office of Arts & Culture	27	✓	20,568,305	5,976,463	121	25,312,177	1,600,064	FY18-FY17
Non-Departmental	26		132,362,932	500,000	-	131,862,932	117,063,208	FY16=>
Facilities & Real Estate Management	25	✓✓	32,234,717	18,077,359	212	16,570,387	5,915,189	FY20-FY19
Library	25	●	44,000,009	30,002,066	444	13,997,943	380,355	FY20-FY19
Bond & Construction Management	22	●●	24,843,479	19,589,593	23	5,253,886	4,363,746	FY24-FY23
City Secretary's Office	21		5,623,401	2,870,059	26	2,753,342	28,400	FY20-FY19
Office of Community Care & Empowerment	21	✓	9,218,721	4,494,365	55	5,084,356	1,950,000	FY20-FY19

FY 2025 Dallas Citywide Inherent Risk Prioritization Worksheet

Department	Risk Impact Score	On Audit Plan	FY 2024-25 Expense Budget	FY 2024-25 Personnel Services	FY 2024-25 Recommended Positions	FY 2024-25 Total Capital, Supplies, & Services	FY 2024-25 Budget Revenue	Last Audit
Office of Emergency Management & Crisis Reponse	21		5,455,497	3,108,962	33	2,501,846	-	FY24-FY23
Office of Environmental Quality and Sustainability	21	✓	5,340,105	9,453,024	103	7,429,623	346,457	FY24-FY23
Office of Risk Management	21		7,327,556	5,711,633	56	1,615,923	7,327,556	FY24-FY23
City Controller's Office	20	●	9,838,945	7,927,543	69	2,744,392	125,000	FY24-FY23
Communications & Customer Experience/311	20	●	9,660,834	10,751,075	156	2,875,424	-	FY24-FY23
City Manager's Office	19		3,234,367	2,879,867	16	354,500	-	FY18-FY17
Mayor & City Council	18	●	7,769,654	5,716,136	66	2,053,518	-	FY24-FY23
Office of Economic Development	18	✓	3,783,770	4,363,800	38	1,024,233	30,000	FY16=>
Office of Homeless Solutions	18	●	14,514,707	4,138,744	45	11,503,724	1,000,000	FY24-FY23
Budget & Management Services	17	✓✓	4,578,495	3,834,252	35	831,243	1,667,752,126	FY24-FY23
Express Business Center	17		2,227,113	823,675	10	2,603,438	2,406,050	FY16=>
Human Resources	16	✓✓	8,909,365	7,029,541	103	2,122,619	-	FY24-FY23
Data Analytics & Business Intelligence	15		5,811,154	4,297,955	41	1,513,199	-	FY16=>
Transportation & Public Works - Transportation & Regulation	15		519,534	441,143	7	357,388	519,534	FY20-FY19
Employee Benefits	14	✓	2,151,595	1,190,127	13	961,468	2,151,595	FY16=>
Housing & Community Development	14	✓✓	4,462,320	3,177,850	31	1,918,015	463,267	FY24-FY23
Municipal Radio	14		451,077	95,511	1	355,566	451,077	FY16=>
Procurement Services	14		4,247,838	3,487,157	36	760,681	225,000	FY24-FY23
Office of Community Police Oversight	13		706,614	551,109	6	155,505	-	FY22-FY21
Office of Equity & Inclusion	13		2,815,251	2,164,816	19	650,435	-	FY16=>
Office of Government Affairs	11		862,347	691,781	6	170,566	-	FY16=>
Civil Service	10		2,897,379	2,294,077	23	603,302	-	FY24-FY23
City Auditor's Office	7		3,214,170	2,485,593	20	728,577	-	FY24-FY23
			\$ 3,669,414,252	\$ 1,737,352,538	15,608	\$ 2,072,692,703	\$ 3,660,199,678	

FY 2025 Dallas Citywide Inherent Risk Prioritization Worksheet

Department	Risk Impact Score	On Audit Plan	FY 2024-25 Expense Budget	FY 2024-25 Personnel Services	FY 2024-25 Recommended Positions	FY 2024-25 Total Capital, Supplies, & Services	FY 2024-25 Budget Revenue	Last Audit
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Other Potential Auditable Entities Not Assessed			<i>FY 2023</i>
Debt Service Fund - Other Expense			384,910,000
Capital Outlay		● ●	406,957,000
<i>Trust Funds</i>			<i>Fund Balance</i>
Employees' Retirement Fund			3,516,280,000
Dallas Police and Fire Pension System			1,806,567,000
Police and Fire Supplemental Pension Fund			16,640,000
Permanent Funds (Samuell Park, Graowler Momorial, Craddock Park, Martin Weiss Park, Hale Davis)			9,851,000
401K Retirement Fund			373,156,000
457 Deferred Compensation Plan			397,260,000
457 (PST Deferred Compensation Plan)			4,544,000
<i>Blended Component Units</i>			<i>Expense</i>
Love Field Airport Modernization Corporation			
Trinity River Corridor Local Government Corporation			
<i>Discretely Presented Component Units</i>			
Cypress Waters Municipal Management District			1,000
Dallas Convention Center Hotel Development Corporation			29,763,000
Dallas Development Fund			569,000
Dallas Public Facility Corporation			5,000
Downtown Dallas Development Authority			36,295,000
Housing Acquisition and Development Corporation			106,000
Housing Finance Corporation			266,000
North Oak Cliff Municipal Management District			63,000



- FY2025 Audit Work Plan



- In progress carry over from FY2024 Audit Work Plan

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Memorandum

DATE September 19, 2024

TO Honorable Members of the Government Performance and Financial Management Committee

SUBJECT City Attorney's Office Inspector General Division's Third Quarter Report for FY 2024

On September 12, 2024, the City Attorney's Office Inspector General Division submitted its third quarter report for FY 2024 to the city council. The report is attached for your reference and includes the following highlights:

- 119 total closed complaints.
- 104 total new complaints received.
- 17 total full-scale investigations completed and closed.
- 68 in-progress cases.
- 23 advisory opinions requested.
- 18 ethics trainings conducted.

If you have any questions or need additional information, please contact me.

Bart Bevers

Bart Bevers
Inspector General

**CITY ATTORNEY'S OFFICE
INSPECTOR GENERAL DIVISION**



QUARTERLY REPORT- 3rd QUARTER FY 2023-2024

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I. MESSAGE FROM THE INSPECTOR GENERAL

To the residents of the city,

The government of this great city exists to serve you, and this principle may not be compromised in any way. The Dallas City Attorney's Office Inspector General Division (IGD) is here to ensure that every city official and city employee, as well as those doing business with the city, complies with the city's Code of Ethics and other applicable laws, so that you may be confident in our work and our services.

Ethics violations, fraud, and corruption have no place in the city. If you see ethics violations, fraud, corruption, or dishonest practices, please report it. Any abuse, no matter how small, tarnishes our city and harms us all.

Together, we can keep our city government as clean and honest as we want it to be. It is my honor to serve you in this capacity— please join me.

Bart Bevers

Bart Bevers
Inspector General

II. MISSION / VISION

MISSION

The mission of the Inspector General Division is to promote accountability and public trust by preventing ethics violations, corruption, waste, fraud, abuse, and official misconduct through training and communication, which creates awareness and understanding. The Inspector General Division also detects, investigates, and prosecutes violations of the City of Dallas' ethics code committed by city employees, city officials, and people doing business with the city.

VISION

The Inspector General Division will maximize the public's confidence and trust in city government by promoting and practicing the highest level of integrity, efficiency, and effectiveness.

THE INSPECTOR GENERAL INVESTIGATIVE PRINCIPLE

We pursue the truth with an objective mind, without bias, and regardless of politics.

III. PRINCIPLES AND STANDARDS

The IGD has adopted the Principles and Standards for an Office of Inspector General, also known as the Green Book Standards – established by the Association of Inspectors General (AIG). The AIG, founded on October 26, 1996, is a national nonprofit membership organization for agencies and professionals in the inspector general community. The AIG promotes excellence in the inspector general community by establishing and encouraging adherence to office-wide and discipline-specific quality standards.

The AIG promotes public accountability through policy research and analysis in the general areas of fraud, waste, and abuse, including prevention, examination, investigation, detection, elimination, and enforcement. It supports professionalism through standardized practices, policies, and ethics; and offers professional development through educational resources, qualification, certification, and licensing programs.

The IGD hopes to apply for peer review by the AIG before 2025. Peer review is a voluntary process in which the agency requesting the review opens itself up to a thorough examination of its policies and procedures, processes, documentation, workflow, and community impact. The goal of peer review is to assess the functionality of an IGD and its organizational processes with a view toward maximizing operational efficiency and adherence to established quality standards.

IV. OUR TEAM

The IGD's team consists of four attorneys, six investigators, and three support staff positions. This diverse group of specialized individuals is integral to the IGD's mission. The distinctive backgrounds of our team members add perspective and depth to each investigation. The IGD team is uniquely qualified with professional certifications including Certified Fraud Examiner (CFE), Certified Fraud Specialist (CFS), and Certified Inspector General (CIG), and Certified Inspector General Investigator (CIGI).

V. HIGHLIGHTS – 3rd Quarter 2024 (April 1 – June 30)

Notable achievements of the Inspector General Division during this quarter:

- Appeared before the Charter Review Commission.
- Participated in the entrance conference with City Auditor and Weaver Tidwell for the external performance audit of the IGD.
- Briefed the Ethics Advisory Commission (EAC) on second quarter IGD activities.
- Participated in the 2024 Cybersecurity Conference of the US Secret Service-North Texas Cyber Fraud Task Force.
- Hired an attorney to assist with confidential advisory opinions and training city employees.
- Presented two employee theft cases to the EAC and received favorable decisions on both.

VI. FILING A COMPLAINT

The Code of Ethics requires any person subject to the code to immediately report any conduct the person knows to be a violation of 12A to the inspector general.

Fraud, Waste, Abuse, Corruption, and Ethics Violations can be reported at:



The Whistle Hotline: (877) 860-1061(English and Spanish)

Weblink:

https://secure.ethicspoint.com/domain/en/report_information.asp?clientid=56278&locationid=-&override=yes&agreement=no&companyname=City%20of%20Dallas&violationtypeid=66470

The Whistle QR Code:



Mail:

Dallas City Attorney's Office
Inspector General Division
1500 Marilla Street, 7DN
Dallas, TX 75201

VII. DISPOSITION DECISIONS

Definitions. In this report:

SUBSTANTIATED means there is enough credible evidence to establish a prima facie case by a preponderance of the evidence.

UNSUBSTANTIATED means no proof, or insufficient proof, was ever adduced. There is not enough credible evidence to establish a prima facie case by a preponderance of the evidence.

UNFOUNDED means there was no adjudicated basis for the charge or accusation. The investigation has established that the allegation(s) is/are not true, OR the allegation(s) is/are not a violation of the applicable rules.

NOT RELATED TO THE CITY means the allegation(s) is/are unrelated to the city.

NO FULL-SCALE INVESTIGATION NECESSARY means a complaint is incomplete due to missing information that is needed or does not contain a violation of the Code of Ethics.

REFERRED TO DEPARTMENT means a complaint was referred to an internal or external department or agency.

NO JURISDICTION means the inspector general has no authority to investigate, or the statute of limitations has expired.

VIII. CASE SUMMARIES: 3rd QUARTER FY-2024

KEY MEASURE	REQUIRED BY	DATA
Annual Financial Disclosure Reports	Sec. 12A-40(a)(1)(C)	No Data to Report
Summarized Completed Investigations and Reviews	Sec. 12A-47(c)	See Pages 9-20
Dismissals	Sec. 12A-47(c)	No Data to Report
Approved Settlement Agreements	Sec. 12A-47(c)	No Data to Report
Disposition of Administrative Prosecutions	Sec. 12A-47(c)	6 substantiated ethics charges
MEASURE		DATA
NEW COMPLAINTS:		
Source(s) of those complaints: Hotline/Web		53
Source(s) of those complaints: Hotline/Phone		43
Source(s) of those complaints: LEPCT		6
Source(s) of those complaints: IGD Initiated		2
Source(s) of those complaints: Other		0
Total New Complaints Received		104
CLOSED COMPLAINTS:		
Substantiated		5
Total Reviews Completed and Closed		1
Unsubstantiated		7
Unfounded		3
Not Related to The City		8
No Full-Scale Investigation Necessary		69
Referred To Department/LEO		26
Total Complaints Closed¹		119
Total Full-Scale Investigations Completed and Closed		17
CURRENT IN-PROGRESS CASES (as of July 2, 2024)		68
EAC HEARING DISPOSITIONS		
Settlement(s) reached with IGD		No Data to Report
Number of Contested Hearings		1
Number of Respondents Prosecuted		2
Substantiated Ethics Charge(s)		6
Unsubstantiated Ethics Charge(s)		0
INTEGRITY OFFICER PROGRAM/CHIEF INTEGRITY OFFICER		
Advisory opinions requested		23
Formal advisory opinions issued (verbal and written)		6
Trainings		18

¹ See Section XI, "Issue Type Summary Chart-Closed Complaints," on Page 22 for more information.
City Attorney's Office – Page 8

IX. SUMMARIZED COMPLETED INVESTIGATIONS

Date Closed	Synopsis Notes
06/24/2024	On 6/17/2022, an anonymous complaint was received alleging a city official received a gift and subsequently failed to follow recusal and disclosure procedures. This complaint was referred to Dallas Police Department Public Integrity Unit, which determined that there was insufficient evidence to prove that a criminal offense was committed. After the Public Integrity Unit declined to file criminal charges, the IGD began its investigation. After an investigation, there was insufficient evidence to support the allegation. Furthermore, there was no evidence that the city official made an agreement to be rewarded for any official action. UNSUBSTANTIATED
04/26/2024	On 6/22/2022, IGD initiated an investigation based on a tip from a city employee that a city contractor had a conflict of interest. After a preliminary investigation, it was determined that the allegation fell outside the one-year statute of limitations. NO FULL-SCALE INVESTIGATION NECESSARY
04/26/2024	On 6/22/2022, a complaint was received from a city official alleging a city employee violated Dallas city code provisions regarding redistricting. This complaint was referred to Dallas Police Department Public Integrity Unit, which did not find probable cause of a crime. REFERRED TO LAW ENFORCEMENT
06/27/2024	On 8/23/2022, a complaint was received from a resident alleging DART intentionally misled residents by making design modifications to a regional rail project after the Final Environmental Impact Statement (FEIS) was signed in 2018. The complaint alleged the following crimes: (1) contract and grant fraud; (2) violations of the False Claims Act; and (3) violations of environmental, health, and safety laws. The complaint further alleged the following unnamed ethics violations: “conflicts of interest and ethics violations.” Based on the criminal allegations, this complaint was referred to multiple law enforcement agencies, all of which declined to accept the complaint. REFERRED TO LAW ENFORCEMENT.
06/17/2024	On 12/20/2022, an anonymous complaint was received from a city employee alleging unfair treatment of female employees by a supervisor. This complaint lacked sufficient detail to investigate the allegation. Requests for more information were unanswered, and the respondent is no longer a city employee. After a preliminary investigation, IGD was unable to obtain evidence needed to investigate further. NO FULL-SCALE INVESTIGATION NECESSARY
04/16/2024	On 2/8/2023, a complaint was received from a city employee alleging inattention and unkind comments from a coworker. This complaint does not contain sufficient details to investigate the allegation. A request for more information was unanswered. NO FULL-SCALE INVESTIGATION NECESSARY
06/12/2024	On 4/25/2023, a complaint was received from a resident alleging a city official used offensive language towards the complainant at a public meeting. After an investigation that included a review of the video recording of the public meeting and multiple witness interviews, IGD was unable to substantiate the allegation. UNSUBSTANTIATED
04/12/2024	On 6/22/2023, a complaint was received from a city employee alleging a coworker stole cash from a city cash register. After an investigation, the allegation was substantiated. During the course of the investigation, the employee resigned. The IGD presented ethics charges against the former employee at a hearing before the Ethics Advisory Commission on 2/22/2024. A panel of the Ethics Advisory Commission found the respondent violated sections 12A-3, 12A-4(a)(1), 12A-4(a)(5), and 12A-

	4(a)(6). On 3/27/2024, the city council issued a resolution of censure and referral for damages against the former city employee. SUBSTANTIATED
05/29/2024	On 7/20/2023, a complaint was received from a city employee alleging employee theft of city property. This complaint was referred to Dallas Police Department Public Integrity Unit. REFERRED TO DEPT/DPD PIU
06/12/2024	IGD initiated an investigation based on whether all councilmembers and the mayor properly filed 2023 and 2024 personal financial statements as required by the code of ethics. After an investigation, the allegation was unsubstantiated. UNSUBSTANTIATED
04/04/2024	On 8/21/2023, an anonymous complaint was received from an individual alleging a city employee used city special event funds to pay for a coworker's retirement party. After an investigation, there was insufficient evidence to substantiate the allegation. UNSUBSTANTIATED
06/17/2024	On 8/29/2023, a complaint was received from an individual alleging assault of another individual by a city employee. This complaint was not referred to Dallas Police Department-Public Integrity Unit because the complainant indicated a police report had already been made. DPD-PIU determined probable cause existed to support the allegation. The employee was terminated and has now been charged criminally in connection with this allegation. NO FULL-SCALE INVESTIGATION NECESSARY
05/29/2024	On 10/15/2023, an anonymous complaint was received from a city employee alleging a supervisor displayed a condescending attitude and abrupt communication style. This complaint lacks sufficient detail to investigate the allegation. Requests for more information were unanswered. After preliminary investigation, it was determined that the complainant had previously made the same allegation to Human Resources. The IGD determined a reinvestigation was not necessary. NO FULL-SCALE INVESTIGATION NECESSARY
06/27/2024	On 11/3/2023, an anonymous complaint was received from an individual alleging improprieties regarding grant funds awarded by the city to a local business. After an investigation, the allegation was substantiated. This complaint was referred to a law enforcement agency. SUBSTANTIATED/REFERRED TO LAW ENFORCEMENT
06/17/2024	On 11/15/2023, an anonymous complaint was received from a city employee alleging a coworker was engaged in conflicting outside employment. After an investigation, the outside employment was confirmed to be true yet did not violate the code of ethics because the respondent does not have a financial interest in any contract with the city. Additionally, the respondent is not disqualified from holding the outside employment by the additional restrictions relating to contracts in the ethics code. UNFOUNDED
06/27/2024	On 1/9/2024, a complaint was received from a resident alleging city employees stole city property. After an investigation, the allegation was substantiated. The IGD filed ethics charges on two city employees on 4/25/2024. A hearing on the ethics charges was held on 6/27/24, where a panel of Ethics Advisory Commission members heard evidence on six ethics charges files against the two city employees. On 6/27/24, the Ethics Advisory Commission determined the employees violated the city's ethics code in all six charges. SUBSTANTIATED
05/06/2024	On 1/16/2024, a complaint was received from an individual alleging the owner of a local business misappropriated federal grant money received from the city of Dallas. An IGD investigation found substantial evidence to support the allegation. This case was referred to the Dallas Police Department. SUBSTANTIATED/REFERRED TO DEPT/DPD
04/02/2024	On 1/19/2024, a complaint was received from an individual alleging a city employee stole unspecified property from the city. A preliminary investigation that included multiple witness interviews revealed that the complainant subsequently withdrew the

	allegation and admitted to making a false allegation against the respondent. UNFOUNDED
05/06/2024	On 1/25/2024, a complaint was received from a city employee alleging possible theft of a missing tool used for mechanical repairs. After a preliminary investigation, there was insufficient evidence to substantiate the allegation of theft due to lack of internal controls. UNSUBSTANTIATED
06/27/2024	On 1/25/2024, IGD initiated a contract-monitoring investigation to look at various contracts throughout the city. IGD collected and processed raw data for analysis to inform future interventions. The case was closed but the contract-monitoring initiative will continue. NO FULL-SCALE INVESTIGATION NECESSARY
06/03/2024	On 2/4/2024, an anonymous complaint was received from an individual alleging offensive language and poor management by a supervisor. This complaint lacks sufficient details to investigate the allegations. Requests for more information were unanswered. This complaint was referred to department management. REFERRED TO DEPT/EQUIPMENT FLEET MANAGEMENT
06/27/2024	On 1/9/2024, a complaint was received from a resident alleging city employees stole city property. After an investigation, the allegation was substantiated. The IGD filed ethics charges on two city employees on 4/25/2024. A hearing on the ethics charges was held on 6/27/24, where a panel of Ethics Advisory Commission members heard evidence on six ethics charges files against the two city employees. On 6/27/24, the Ethics Advisory Commission determined the employees violated the city's ethics code in all six charges. SUBSTANTIATED
04/16/2024	On 3/1/2024, a complaint was received from a city employee alleging dissatisfaction with an investigation conducted by Human Resources into a matter in which the complainant here was named as the respondent in the Human Resources investigation. IGD determined a re-investigation of the Human Resources investigation would not be necessary. NO FULL-SCALE INVESTIGATION NECESSARY
04/16/2024	On 3/1/2024, a complaint was received from a resident alleging a city vehicle damaged the fence, gate, and landscaping at the resident's home. This complaint does not allege an ethics code violation, and none could be identified. The complainant was directed to file a report with the Office of Risk Management. NO FULL-SCALE INVESTIGATION NECESSARY
04/16/2024	On 3/1/2024, an anonymous complaint was received from a city employee alleging an email had disappeared from the complainant's mailbox. This complaint does not allege an ethics code violation, and none could be identified. NO FULL-SCALE INVESTIGATION NECESSARY
05/29/2024	On 3/5/2024, a complaint was received from a city employee alleging a coworker engaged in conflicting outside employment. This is a duplicate complaint. NO FULL-SCALE INVESTIGATION NECESSARY
04/16/2024	On 3/7/2024, an anonymous complaint was received from a resident alleging a city official interfered in the work of a city employee by preventing the employee from assisting residents. This complaint lacks sufficient details to investigate the allegation. Requests for more information were unanswered. NO FULL-SCALE INVESTIGATION NECESSARY
06/26/2024	On 3/8/2024, a complaint was received from a city employee alleging coworkers did not follow proper procurement procedures related to two formal solicitations for professional services on behalf of the city. IGD's investigation revealed insufficient evidence to substantiate the allegation of willful evasion of the procurement process as opposed to mere confusion as to required steps. Both procurements were halted prior to the award of any contracts and the employees involved received verbal counseling and procurement training. UNSUBSTANTIATED

04/16/2024	On 3/8/2024, an anonymous complaint was received from an individual alleging a non-employee visited the complainant's home and made criminal threats. IGD instructed the complainant to contact local law enforcement to report this incident. This complaint is not related to the city of Dallas. NOT RELATED TO THE CITY
04/16/2024	On 3/11/2024, a complaint was received from a resident alleging a city official failed to provide repairs to the complainant's home after the complainant requested assistance with home repairs. This complaint does not allege an ethics code violation, and none could be identified. NO FULL-SCALE INVESTIGATION NECESSARY
04/16/2024	On 3/13/2023, a complaint was received from an applicant for city employment alleging disagreement with the city's stated reason for non-hire. This complaint was referred to Human Resources. REFERRED TO DEPT/HR
04/16/2024	On 3/14/2024, an anonymous complaint was received from a city employee alleging favoritism by a supervisor in 2021. This complaint falls outside the one-year statute of limitations. NO FULL-SCALE INVESTIGATION NECESSARY
04/15/2024	On 3/14/2024, a complaint was received from a resident describing a financial scam involving social media and unknown individuals. The complainant was directed to contact local law enforcement to report the incident. NO FULL-SCALE INVESTIGATION NECESSARY
04/16/2024	On 3/16/2024, an anonymous complaint was received from an individual alleging two city employees were in a relationship. A preliminary investigation revealed the employees named in the allegation did not supervise one another. This complaint was referred to department management. REFERRED TO DEPT/CCS
05/03/2024	On 3/18/2024, a complaint was received from a resident alleging an individual filed a fraudulent deed regarding the sale of the complainant's home in 2004. This complaint is not related to the city. NOT RELATED TO THE CITY
05/03/2024	On 3/18/2024, a complaint was received alleging the sale of fake identification cards on social media by an unknown individual. This complaint is not related to the city. A referral was not made because the complainant previously reported this allegation to the police. NOT RELATED TO THE CITY
05/03/2024	On 3/18/2024, a complaint was received alleging dissatisfaction with a city official's clothing worn at a public meeting. A preliminary investigation included a review of the public meeting and determined the shirt in question displayed a legally valid expression of the city official's opinions. This complaint does not allege a violation of the ethics code, and none could be identified. NO FULL-SCALE INVESTIGATION NECESSARY
05/02/2024	On 3/18/2024, an anonymous complaint was received from an individual alleging a city employee used city computers to look up unspecified information pertaining to unnamed individuals. This complaint lacks sufficient details to investigate the allegation. Requests for more information were unanswered. Although the complaint contained scant information, because the complaint named an employee as the alleged respondent, this complaint was forwarded to department management. IGD requested a response to the referral. IGD has not received a response to the referral. REFERRED TO DEPT/SAN
05/02/2024	On 3/19/2024, a complaint was received from an individual alleging dissatisfaction with a city employee's response times to communications from the complainant. A preliminary investigation revealed the city employee is no longer employed with the city. This complaint was referred to Human Resources. Although requested, IGD has not received a response to the referral. REFERRED TO DEPT/HR
05/03/2024	On 3/20/2024, an anonymous complaint was received from a city employee alleging a supervisor attended a team meeting without an invitation to attend the meeting. The

	alleged conduct does not violate the ethics code. NO FULL-SCALE INVESTIGATION NECESSARY
05/03/2024	On 3/21/2024, a complaint was received from an individual alleging possible identity theft. The complainant was directed to contact local law enforcement to file a police report. This complaint is not related to the city of Dallas. NOT RELATED TO THE CITY
05/03/2024	On 3/21/2024, an anonymous complaint was received alleging current city officials have served past their term limits. This complaint does not allege a violation of the ethics code, and none could be identified. Board members serve until their successors are appointed and qualified. NO FULL-SCALE INVESTIGATION NECESSARY
05/03/2024	On 3/21/2024, a complaint was received from an individual in Ohio alleging an unknown individual opened a fraudulent bank account in Dallas in the complainant's name. This complaint is not related to the city. The complainant was directed to make a police report. NOT RELATED TO THE CITY
06/03/2024	On 3/22/2024, a complaint was received from a city employee alleging a supervisor improperly shared the city employee's name with a resident, after the city employee stole the resident's dog and refused to return the dog to the resident-owner. A preliminary investigation revealed that Human Resources was currently investigating the same allegation from the same complainant. IGD determined a concurrent investigation was not necessary. NO FULL-SCALE INVESTIGATION NECESSARY
06/12/2024	On 4/25/2023, a complaint was received from a resident alleging a city official used offensive language towards the complainant at a public meeting. This is a duplicate complaint. NO FULL-SCALE INVESTIGATION NECESSARY
05/03/2024	On 3/25/2024, a complaint was received from a Plano resident alleging receipt of a phone call from an individual selling solar panels from a number that appeared to originate from the city. This complaint does not allege an ethics code violation, and none could be identified. The complainant was directed to contact local law enforcement to report the call. NO FULL-SCALE INVESTIGATION NECESSARY
04/16/2024	On 3/25/2024, a complaint was received from a city employee alleging theft of city property by a co-worker. This case was referred to Dallas Police Department's Public Integrity Unit. REFERRED TO DEPT/DPD PIU
05/03/2024	On 3/27/2024, an anonymous complaint was received from a city employee alleging city employees are working in a building that is operating without a certificate of occupancy. This is a duplicate complaint. NO FULL-SCALE INVESTIGATION NECESSARY and REFERRED TO DEPT/AUD
05/03/2024	On 3/27/2024, a complaint was received from a city employee alleging overflowing toilets in a city building. This complaint was referred to the Building Services Department. REFERRED TO DEPT/BSD
05/03/2024	On 3/28/2024, a complaint was received from an individual alleging a city sanitation truck blocked street traffic while picking up curbside trash. This complaint does not allege an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
05/03/2024	On 3/29/2024, a complaint was received from an individual alleging dissatisfaction with city employees' handling of a land transfer application. The complaint alleges city employees intentionally misled the complainant regarding requirements for a land transfer application. IGD conducted a preliminary investigation to review the documents provided in support of this complaint. The supporting documents negate the allegation. Therefore, IGD determined further investigation would not be necessary. NO FULL-SCALE INVESTIGATION NECESSARY
05/07/2024	On 3/29/2024, a complaint was received from an individual alleging city employees acted improperly when they attempted to verify whether an attorney claiming to

	represent the individual did in fact represent the individual. This complaint does not allege an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
04/02/2024	On 4/1/2024, an anonymous complaint was received from a city employee alleging unfair reassignment of work duties. On 4/2/2024, the complainant requested the complaint be disregarded. NO FULL-SCALE INVESTIGATION NECESSARY
05/07/2024	On 4/2/2024, a complaint was received from a city employee alleging a supervisor improperly required the complainant to join a professional organization not affiliated with the City of Dallas. This complaint was referred to Human Resources for investigation. REFERRED TO DEPT/HR
06/24/2024	On 4/3/2024, a complaint was received from an individual employed by a city vendor alleging various ethical violations by the city vendor including failure to pay overtime, improper termination, and assault. After investigation, all allegations were unfounded. UNFOUNDED
05/07/2024	On 4/3/2024, an anonymous complaint was received from an individual alleging a Dallas police officer committed time theft. This case was referred to Dallas Police Department Internal Affairs Division. REFERRED TO DEPT/DPD IAD
05/07/2024	On 4/4/2024, an anonymous complaint was received from a city employee alleging a city official berated city staff in a public meeting. After a preliminary investigation that included a review of the city official's comments at the public meeting, the video evidence negated the allegation. NO FULL-SCALE INVESTIGATION NECESSARY
04/09/2024	On 4/5/2024, an incomplete anonymous complaint was received from a city employee alleging "fraud." The complainant terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
04/12/2024	On 4/10/2024, an incomplete anonymous complaint was received from an individual regarding difficulties the complainant experienced while completing "a survey." The complainant terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
05/08/2024	On 4/10/2024, a complaint was received from a resident alleging unfair issuance of code enforcement citations. This complaint does not allege an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
05/08/2024	On 4/10/2024, an anonymous complaint was received from a city employee alleging a coworker used an electronic cigarette at work in a city building. This complaint was referred to Human Resources. REFERRED TO DEPT/HR
05/08/2024	On 4/12/2024, a complaint was received from an individual alleging improper online activity by a city employee during off-work hours. This complaint was referred to department management. REFERRED TO DEPT/DFR
04/16/2024	On 4/15/2024, an anonymous complaint was received from a city employee alleging inappropriate comments by a supervisor while interviewing a job applicant. This complaint was referred to department management. Although requested, IGD has not received a response to the referral. REFERRED TO DEPT/PKR
05/08/2024	On 4/15/2024, a complaint was received from a resident alleging Dallas police officers treated the complainant disrespectfully after they responded to a call for assistance from the complainant. This complaint was referred to Dallas Police Department Internal Affairs Division. REFERRED TO DEPT/DPD IAD
04/18/2024	On 4/17/2024, an incomplete anonymous complaint was received from a city employee describing a potential monetary scam involving unknown actors. The complainant terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY

04/24/2024	On 4/17/2024, a complaint was received from a city employee alleging he was the victim of a monetary scam. The complainant was directed to contact law enforcement to report the crime. NO FULL-SCALE INVESTIGATION NECESSARY
04/18/2024	On 4/17/2024, an incomplete anonymous complaint was received from a city employee alleging harassment. The complainant disconnected the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
04/18/2024	On 4/17/2024, an incomplete anonymous complaint was received from a city employee alleging inappropriate phone calls and text messages from a supervisor. The complainant terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
05/09/2024	On 4/18/2024, a complaint was received from an individual alleging unsatisfactory email responses from city employees regarding a city grant that provides funds for minor home repairs. IGD conducted a preliminary investigation to review the documents provided in support of the complaint. The supporting documents negate the allegation. NO FULL-SCALE INVESTIGATION NECESSARY
05/09/2024	On 4/18/2024, a complaint was received from a city employee alleging a verbal disagreement with a supervisor. This complaint does not allege an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
05/09/2024	On 4/18/2024, a complaint was received from an individual alleging unsatisfactory email responses from city employees regarding a city grant that provides funds for minor home repairs. This is a duplicate complaint. NO FULL-SCALE INVESTIGATION NECESSARY
05/09/2024	On 4/19/2024, an anonymous complaint was received from an individual alleging gambling at a local gas station. The complainant was directed to contact local law enforcement. This complaint does not allege an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
05/09/2024	On 4/20/2024, a complaint was received from a resident requesting assistance with a housing choice voucher account. This complaint does not allege an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
05/08/2024	On 4/24/2024, an incomplete anonymous complaint was received from an individual alleging harassment. The caller terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
05/09/2024	On 4/24/2024, an anonymous complaint was received from an individual alleging unspecified fraud and misuse of resources by a city official and a Dallas County official. This complaint does not contain a credible allegation of an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
04/30/2024	On 4/24/2024, an incomplete anonymous complaint was received from a resident alleging a code compliance officer issued multiple citations to the complainant. The complainant terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
04/24/2024	On 4/24/2024, a complaint was received from an individual alleging assault and threats by individuals not related to the city. IGD reported this information to 911 at the time the complaint was received, and the complainant was directed to contact local law enforcement. This complaint was referred to Dallas Police Department. REFERRED TO DEPT/DPD
05/09/2024	On 4/25/2024, a complaint was received from a resident alleging unfair issuance of a code compliance citation. This complaint does not allege an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY

05/09/2024	On 4/25/2024, an anonymous complaint was received from a city employee alleging respiratory allergies due to secondhand smoke from a coworker. This complaint was referred to Human Resources. REFERRED TO DEPT/HR
05/13/2024	On 4/26/2024, an anonymous complaint was received from an individual alleging a city of Dallas Facebook post tagged the campaign page of a previous candidate for Dallas city council. This complaint was referred to department management. Although requested, IGD has not received a response to the referral. REFERRED TO DEPT/DEVELOPMENT SERVICES DEPARTMENT
05/08/2024	On 4/26/2024, a complaint was received from a city employee alleging discrimination by multiple supervisors and employees. Documents filed by the complainant in support of this complaint indicate a concurrent grievance on these allegations has been filed by the complainant and is currently still pending. IGD determined a concurrent investigation is not necessary. This complaint was referred to Human Resources. REFERRED TO DEPT/HR
05/02/2024	On 4/30/2024, a complaint was received from an individual alleging city officials violated the Texas Open Meetings Act to coordinate a call for another city official's resignation. This complaint was referred to Dallas Police Department Public Integrity Unit. REFERRED TO DEPT/DPD PIU
05/13/2024	On 4/30/2024, an anonymous complaint was received from a city employee alleging a city official disclosed details from an application currently pending before the city official at a community meeting. This complaint lacks sufficient details to investigate the allegation. An IGD request for more information was unanswered. NO FULL-SCALE INVESTIGATION NECESSARY
05/13/2024	On 5/1/2024, a complaint was received from a resident alleging a disagreement with a code compliance officer. This complaint does not allege an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
05/03/2024	On 5/1/2024, an incomplete anonymous complaint was received from an individual alleging unspecified unfair treatment. The caller terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
05/13/2024	On 5/1/2024, an anonymous complaint was received from an individual alleging discrimination by employees in a Dallas County District Court. This complaint is not related to the city. NOT RELATED TO THE CITY
05/13/2024	On 5/2/2024, a complaint was received from a city employee alleging unfair assignment of tasks. This complaint does not allege an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
05/13/2024	On 5/2/2022, a complaint was received from an individual alleging city employees performed an improper inspection related to a commercial building permit. This complaint was referred to department management. REFERRED TO DEPT/DSD
05/13/2024	On 5/2/2024, a complaint was received from a resident alleging black mold was found in the complainant's apartment. This complaint does not allege an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
05/29/2024	On 5/2/2024, a complaint was received from an individual alleging unfair treatment and lack of transparency regarding applications for city grant funds. This complaint lacks sufficient details to investigate the allegation. Requests for more information were unanswered. After a preliminary investigation that included review of a related public meeting where specific applications for city grant funds were discussed, there was insufficient evidence to substantiate the allegation. UNSUBSTANTIATED
05/13/2024	On 5/3/2024, an anonymous complaint was received from a resident requesting assistance translating a sanitation document regarding garbage collection. This

	complaint does not allege an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
05/14/2024	On 5/3/2024, an anonymous complaint was received from a city employee alleging city employees are working in a building that is operating without a certificate of occupancy. This is a duplicate complaint. NO FULL-SCALE INVESTIGATION NECESSARY and REFERRED TO DEPT/AUD
05/13/2024	On 5/3/2024, an anonymous complaint was received from an individual alleging a city employee falsified time records. The conduct was alleged to have occurred more than one year before this complaint was filed. Therefore, further investigation will be barred by the one-year statute of limitations. This complaint was referred to Dallas Fire-Rescue Internal Affairs Department. REFERRED TO DEPT/DFR-IAD
05/14/2024	On 5/4/2024, an anonymous complaint was received from an individual alleging officers were untruthful regarding the complainant's warrant status during a traffic stop. This complaint does not contain a credible allegation of an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
05/14/2024	On 5/5/2024, an anonymous complaint was received from an individual alleging city officials allowed a resident to make allegedly false statements at a public meeting. This complaint does not allege an ethics code violation. NO FULL-SCALE INVESTIGATION NECESSARY
05/14/2024	On 5/8/2024, a complaint was received from a city employee alleging yelling and aggressive behavior towards coworkers. This complaint was referred to Human Resources. REFERRED TO DEPT/HR
05/14/2024	On 5/8/2024, a complaint was received from residents alleging city officials violated the Texas Open Meetings Act to coordinate a call for another city official's resignation. This is a duplicate complaint. A referral to Dallas Police Department Public Integrity Unit was not made because previous duplicate complaints were already referred. NO FULL-SCALE INVESTIGATION NECESSARY
06/28/2024	On 5/8/2024, an anonymous complaint was received from a resident alleging time theft by a city employee. This is a duplicate complaint. NO FULL-SCALE INVESTIGATION NECESSARY
05/10/2024	On 5/9/2024, an incomplete anonymous complaint was received from a city employee alleging harassment. The caller disconnected the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
05/22/2024	On 5/10/2024, a complaint was received from an individual alleging an unknown city employee attempted to steal money from the complainant by issuing a fraudulent check from the complainant's business. After preliminary investigation, IGD was unable to connect this allegation to a city employee. The complainant was directed to contact local law enforcement. NO FULL-SCALE INVESTIGATION NECESSARY
05/14/2024	On 5/10/2024, an incomplete complaint was received from a resident regarding a code violation. The caller terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
05/13/2024	On 5/10/2024, an incomplete anonymous complaint was received from a city employee regarding compensation. The caller terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
05/14/2024	On 5/12/2024, a complaint was received from an individual alleging the sale of alcohol to a minor at a Fort Worth business. This complaint is not related to the city. NOT RELATED TO THE CITY
05/21/2024	On 5/14/2024, a complaint was received from a resident alleging unfair issuance of a code compliance citation. This complaint fails to allege an ethics code violation, and none could be identified. NO FULL-SCALE INVESTIGATION NECESSARY

06/14/2024	On 5/14/2024, an anonymous complaint was received from a resident alleging time theft by a city employee. This is a duplicate complaint. NO FULL-SCALE INVESTIGATION NECESSARY
05/21/2024	On 5/16/2024, an anonymous complaint was received from a city employee alleging disagreement with the stated sick leave policy. This complaint was referred to Human Resources. REFERRED TO DEPT/HR
05/21/2024	On 5/18/2024, a complaint was received from a resident alleging improper air conditioning repairs at a local apartment unit. This complaint does not allege an ethics code violation, and none could be identified. The complainant was directed to report the issue to 311. NO FULL-SCALE INVESTIGATION NECESSARY
05/21/2024	On 5/20/2024, an anonymous complaint was received from an individual alleging owners of a local business is undergoing major renovations and improvements without a permit. This complaint does not allege an ethics code violation, and none could be identified. NO FULL-SCALE INVESTIGATION NECESSARY
05/21/2024	On 5/20/2024, an anonymous complaint was received from a city employee alleging time theft and drug use by a coworker. This complaint was referred to department management. REFERRED TO DEPT/CCS
05/22/2024	On 5/22/2024, an incomplete anonymous complaint was received from an individual alleging discrimination. The caller terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
06/05/2024	On 5/23/2024, an anonymous complaint was received from a city employee alleging unfair denial of vacation leave. This complaint does not allege an ethics code violation, and none could be identified. NO FULL-SCALE INVESTIGATION NECESSARY
05/28/2024	On 5/23/2024, an incomplete anonymous complaint was received from a city employee alleging unfair treatment. The caller terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
05/28/2024	On 5/24/2024, an incomplete anonymous complaint was received from an individual alleging inappropriate behavior. The caller terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY.
06/04/2024	On 5/30/2024, an incomplete anonymous complaint was received regarding unknown concerns. The caller terminated the call prior to completion of intake. NO FULL-SCALE INVESTIGATION NECESSARY
06/05/2024	On 5/30/2024, an anonymous complaint was received from a city employee alleging a coworker attempted to bribe a resident. After preliminary investigation, IGD determined that this allegation was properly investigated and unfounded by department management. IGD determined a re-investigation was not necessary because the management investigation revealed the resident misunderstood the identities of the outside contractor and the coworker with whom the resident had been dealing. NO FULL-SCALE INVESTIGATION NECESSARY
06/18/2024	On 6/14/2024, an anonymous complaint was received from an individual alleging unsatisfactory building conditions at a local business. This complaint does not allege an ethics code violation, and none could be identified. The complainant was directed to contact 311. NO FULL-SCALE INVESTIGATION NECESSARY
06/24/2024	On 6/24/2024, an anonymous complaint was received from an individual alleging a nonworking toilet at a local motel. This complaint does not allege an ethics code violation, and none could be identified. The complainant was directed to contact 311. NO FULL-SCALE INVESTIGATION NECESSARY
06/25/2024	On 6/24/2024, a complaint was received from an individual alleging bank and wire fraud by an individual not connected to the city. This complaint is not related to the

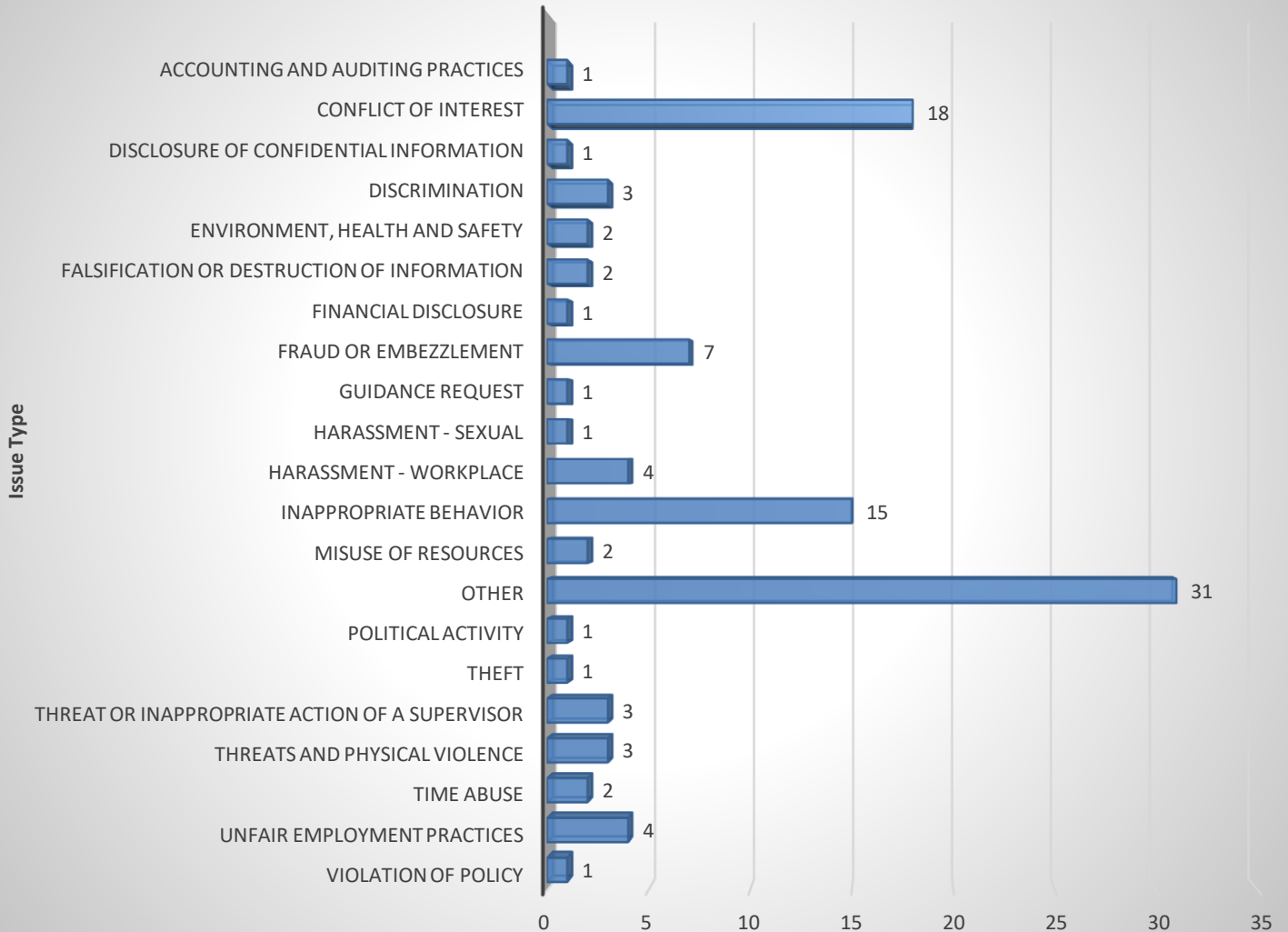
city. The complainant was directed to contact law enforcement. NOT RELATED TO THE CITY

X. SUMMARIZED COMPLETED REVIEWS

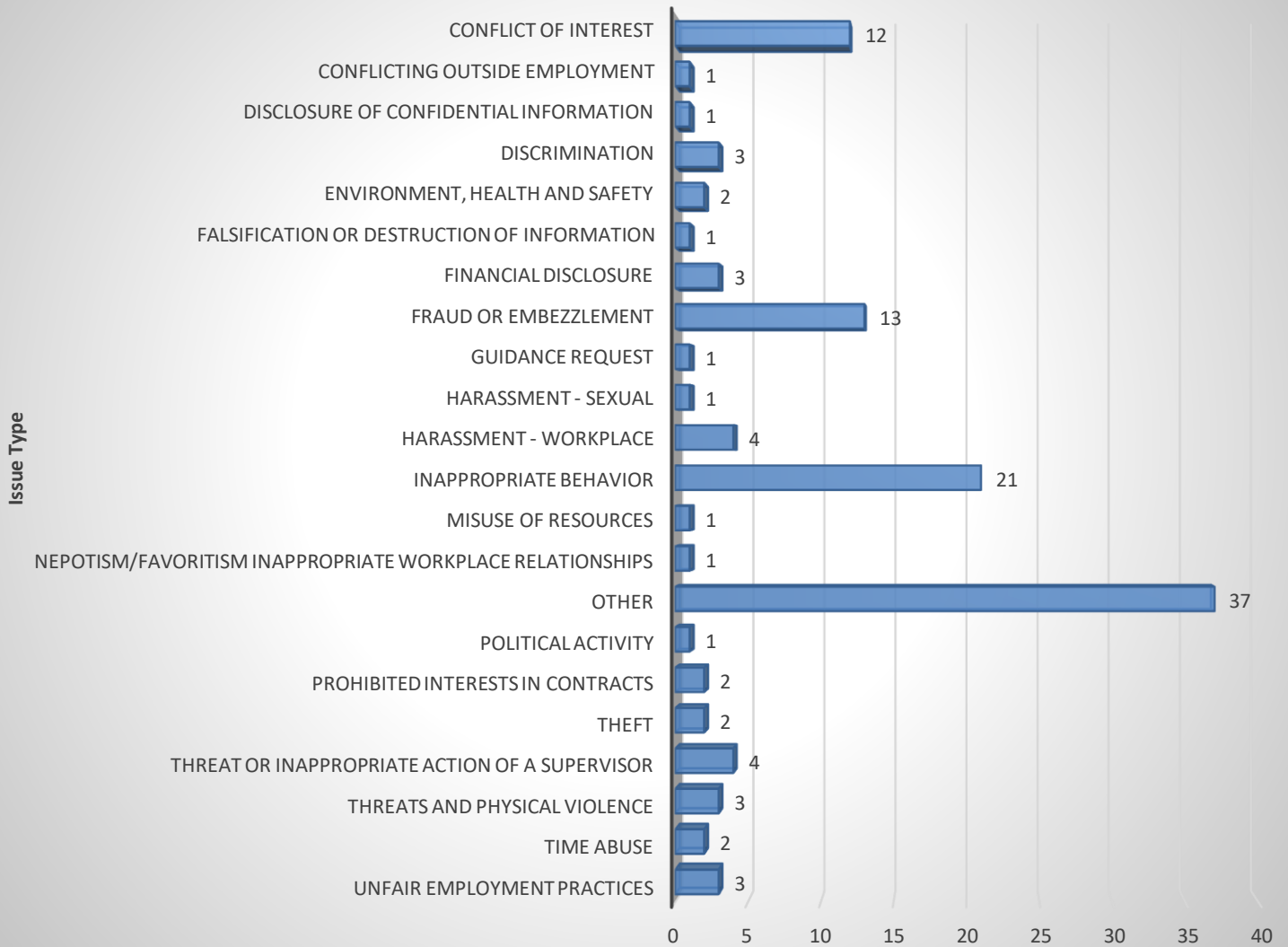
Date Closed	Synopsis Notes
06/27/2024	<p>On 8/29/2023, a complaint was received from a city subconsultant alleging a city contractor improperly billed the city. IGD conducted a review to determine whether the contractor's invoices contained (1) correct employee titles based on licensure, qualifications, and work performed; and (2) sufficient detail as required under the city contract. IGD investigators reviewed 724 pages of documents in addition to 19,477 emails and interviewed 21 witnesses. During the review, IGD determined the contractor's monthly invoices did not contain the correct employee titles based on licenses, qualifications, and duties, and did not include detailed task descriptions as required by the city contract. IGD also determined that although there was an agreed fee schedule, the city was billed different rates for plan reviews depending on which subconsultant performed the plan review. Due to the varying title designations and associated tasks, IGD was unable to support costs associated with the clerical, engineering assistant, and fire protection engineer rates. The contractor's clerical tasks were charged at the engineering assistant rather than the clerical rate, which resulted in an additional \$62,275.06 billed to city. The subconsultant's plan reviews were charged at the fire protection engineer rate rather than the engineering assistant rate, which resulted in an additional \$50,302.80 billed to the city. The combined total of additional fees due to the application of the higher hourly rates amounted to \$116,577.86.</p>

XI. ISSUE TYPE SUMMARY CHARTS

ISSUE TYPE SUMMARY - NEW COMPLAINTS



ISSUE TYPE SUMMARY - CLOSED COMPLAINTS



** “Other” category contains reports that do not fall into any known category, such as reports not related to the city.

XII. CONTACT US



City Attorney's Office
Inspector General Division
1500 Marilla, 7DN
Dallas, TX 75201

Email: ATTInspectorgeneral@dallas.gov

Phone: 214-670-4880

Web: https://dallascityhall.com/departments/city-attorney/Pages/inspector_general.aspx

Memorandum



CITY OF DALLAS

DATE September 20, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Proposed 2025 City Council Calendar**

On Monday, September 23, the Government Performance and Financial Management Committee will receive a briefing on the proposed 2025 City Council calendar for comment and feedback.

The proposed 2025 City Council calendar is anticipated to come before the full City Council on October 2, 2024, and action on October 9. Following City Council approval, the calendar will be uploaded to the City of Dallas city events calendar and the City Secretary's web page. Instructions will be provided to staff to import the approved calendar dates into your Outlook calendar.

Should you have any questions, please contact me at 214.670.5797 or carrie.rogers@dallas.gov.

A handwritten signature in black ink that reads "Carrie Rogers".

Carrie Rogers

Director

Office of Government Affairs

Executive Liaison / Mayor and City Council Office

c: Kimberly Bizzor Tolbert, City Manager (I)
Tammy Palomino, City Attorney
Mark Swann, City Auditor
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge
Dominique Artis, Chief of Public Safety (I)
Dev Rastogi, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager

Alina Ciocan, Assistant City Manager
Donzell Gipson, Assistant City Manager (I)
Robin Bentley, Assistant City Manager (I)
Jack Ireland, Chief Financial Officer
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors
Office of Government Affairs

January 2025

Attachment A

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 New Year's Day City Holiday City Council briefing canceled	2	3 119th Congress convenes	4
5	6 Council Committees 9 a.m. Parks, Trails, and the Environment 1 p.m. Economic Development	7	8 Council Agenda 9 a.m.	9 Regional Transportation Council 1 p.m.	10	11
12	13 Council Committees 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	14 89th Texas Legislature convenes	15 Council Briefing 9 a.m. Semiannual Campaign Finance Report due	16	17	18
19	20 Martin Luther King, Jr. Day City Holiday Presidential Inauguration Council Committee meetings moved to 1/21	21 Council Committees 9 a.m. Quality of Life, Arts and Culture 1 p.m. Transportation and Infrastructure	22 Council Agenda 9 a.m.	23	24	25
26	27 Council Committees 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	28	29 Fifth Wednesday No City Council Meetings	30 Quarterly Gift Disclosure due	31	

February 2025

Attachment A

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 <u>Council Committees</u> 9 a.m. Parks, Trails, and the Environment 1 p.m. Economic Development	4	5 Council Briefing 9 a.m.	6	7	8
9	10 <u>Council Committees</u> 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	11	12 Council Agenda 9 a.m.	13 Regional Transportation Council 1 p.m.	14	15
16	17 President's Day City Holiday Council Committee meetings moved to 2/18	18 <u>Council Committees</u> 9 a.m. Quality of Life, Arts and Culture 1 p.m. Transportation and Infrastructure	19 Council Briefing 9 a.m.	20	21	22
23	24 <u>Council Committees</u> 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	25	26 Council Agenda 9 a.m.	27	28 Ramadan begins	

March 2025

Attachment A

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 <u>Council Committees</u> 9 a.m. Parks, Trails, and the Environment 1 p.m. Economic Development	4 <u>Council Committees</u> 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	5 Council Briefing 9 a.m.	6	7	8
9 Daylight saving time begins	10 City Council Recess City Council Committees moved to 3/4 NLC Congressional Summit	11 City Council Recess NLC Congressional Summit	12 City Council Recess City Council Agenda Canceled NLC Congressional Summit	13 City Council Recess Regional Transportation Council 1 p.m.	14 City Council Recess	15
16	17 City Council Recess Council Committees moved to 3/25	18 City Council Recess	19 City Council Recess City Council Briefing Canceled	20 City Council Recess	21 City Council Recess	22
23	24 <u>Council Committees</u> 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management Spring Budget Town Halls	25 <u>Council Committees</u> 9 a.m. Quality of Life, Arts and Culture 1 p.m. Transportation and Infrastructure Spring Budget Town Halls	26 Council Agenda 9 a.m. Budget Public Hearing Spring Budget Town Halls	27 Spring Budget Town Halls	28	29
30 Ramadan ends	31 Cesar Chavez Day					

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

April 2025

Attachment A

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2 Council Briefing 9 a.m.	3	4	5
6	7 <u>Council Committees</u> 9 a.m. Parks, Trails, and the Environment 1 p.m. Economic Development	8	9 Council Agenda 9 a.m.	10 Regional Transportation Council 1 p.m.	11	12 Passover begins at sunset
13 Easter	14 <u>Council Committees</u> 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	15	16 Council Briefing 9 a.m.	17	18	19
20 Passover ends	21 <u>Council Committees</u> 9 a.m. Quality of Life, Arts and Culture 1 p.m. Transportation and Infrastructure	22	23 Council Agenda 9 a.m.	24	25	26
27	28 <u>Council Committees</u> 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	29	30 Fifth Wednesday No City Council meetings Personal Finance Statements, 15A Itemized Expense Reports, and Gift Reports Due			

May 2025

Attachment A

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3 <small>City Council Election</small>
4	5 <small><u>Council Committees</u> 9 a.m. Parks, Trails, and the Environment 1 p.m. Economic Development</small>	6	7 <small>Council Briefing 9 a.m. Budget Workshop</small>	8 <small>Regional Transportation Council 1 p.m.</small>	9	10
11	12 <small><u>Council Committees</u> 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety</small>	13	14 <small>Council Agenda 9 a.m.</small>	15	16	17
18	19 <small><u>Council Committees</u> 9 a.m. Quality of Life, Arts and Culture 1 p.m. Transportation and Infrastructure</small>	20	21 <small>Council Briefing 9 a.m.</small>	22	23	24
25	26 <small>Memorial Day City Holiday 89th Texas Legislature Sine Die</small>	27 <small><u>Council Committees</u> 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management</small>	28 <small>Council Agenda 9 a.m.</small>	29	30	31

June 2025

Attachment A

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 <u>Council Committees</u> 9 a.m. Parks, Trails, and the Environment 1 p.m. Economic Development	3 <u>Council Committees</u> 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	4 Council Briefing 9 a.m.	5	6	7
8	9 <u>Council Committees</u> 9 a.m. Quality of Life, Arts and Culture 1 p.m. Transportation and Infrastructure	10 <u>Council Committees</u> 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	11 Council Agenda 9 a.m.	12 Regional Transportation Council 1 p.m.	13	14
15	16 City Council Inauguration Special Called Council Agenda 9 a.m.	17	18 Council Briefing 9 a.m. Budget Workshop	19 Juneteenth City Holiday	20	21
22	23	24	25 Council Agenda 9 a.m.	26	27	28
29	30					

July 2025

Attachment A

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

August 2025

Attachment A

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

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

September 2025

Attachment A

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

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

October 2025

Attachment A

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 Council Briefing 9 a.m. Yom Kippur begins at sundown	2 Yom Kippur ends	3	4
5	6 <u>Council Committees</u> 9 a.m. Parks, Trails, and the Environment 1 p.m. Economic Development	7	8 Council Agenda 9 a.m.	9 Regional Transportation Council 1 p.m.	10	11
12	13 Indigenous Peoples' Day City Holiday Council Committee Meetings moved to 10/14	14 <u>Council Committees</u> 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	15 Council Briefing 9 a.m.	16	17	18
19	20 <u>Council Committees</u> 9 a.m. Quality of Life, Arts and Culture 1 p.m. Transportation and Infrastructure	21	22 Council Agenda 9 a.m.	23	24	25
26	27 <u>Council Committees</u> 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	28	29 Fifth Wednesday No City Council meetings Texas Municipal League Annual Conference	30 Quarterly Gift Disclosure Report due Texas Municipal League Annual Conference	31 Texas Municipal League Annual Conference	

November 2025

Attachment A

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2 Daylight Saving Time ends	3 <u>Council Committees</u> 9 a.m. Parks, Trails, and the Environment 1 p.m. Economic Development	4 <u>Council Committees</u> 9 a.m. Quality of Life, Arts, and Culture 1 p.m. Transportation and Infrastructure	5 Council Briefing 9 a.m.	6	7	8
9	10 <u>Council Committees</u> 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	11 Veterans Day City Holiday	12 Council Agenda 9 a.m.	13 Regional Transportation Council 1 p.m.	14	15
16	17 <u>Council Committees</u> 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	18	19 City Council Briefing canceled NLC City Summit	20 NLC City Summit	21 NLC City Summit	22 NLC City Summit
23	24 Council Committee Meetings Moved to 11/17	25	26 City Council agenda canceled	27 Thanksgiving Day City Holiday	28 Day after Thanksgiving City Holiday	29
30						

December 2025

Attachment A

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 <u>Council Committees</u> 9 a.m. Parks, Trails, and the Environment 1 p.m. Economic Development	2 <u>Council Committees</u> 9 a.m. Quality of Life, Arts, and Culture 1 p.m. Transportation and Infrastructure	3 Council Briefing 9 a.m.	4	5	6
7	8 <u>Council Committees</u> 9 a.m. Workforce, Education and Equity 1 p.m. Public Safety	9 <u>Council Committees</u> 9 a.m. Housing and Homelessness Solutions 1 p.m. Government Performance and Financial Management	10 Council Agenda 9 a.m.	11 Regional Transportation Council 1 p.m.	12	13
14 Hanukkah Begins	15 Council Committee Meetings moved to 12/2	16	17 City Council Briefing canceled	18	19	20
21	22 Council Committee Meetings moved to 12/9 Hanukkah ends	23	24 City Council Agenda canceled Christmas Eve	25 Christmas Day Observance City Holiday	26 Kwanza begins	27
28	29	30	31 New Year's Eve Fifth Wednesday No City Council meetings			



City of Dallas

Proposed 2025 City Calendar

**Government Performance and Financial
Management Committee
September 23, 2024**

Carrie Rogers

Director, Office of Government Affairs
Executive Liaison, Mayor and City Council Office

Overview



- Key dates
- City Council meetings
- City Council committee meetings
- Budget development schedule
- Holidays
- Next Steps



City Council Meetings



- ❑ Regular meetings of the City Council are scheduled each Wednesday (except 5th Wednesdays)
- ❑ 1st and 3rd Wednesdays: **City Council Briefings** conducted in City Council Chambers begin at 9 a.m.
- ❑ 2nd and 4th Wednesdays: **City Council Agenda meetings** conducted in City Council Chambers begin at 9 a.m. (Zoning no earlier than 1 p.m.)
- ❑ Routine online streaming and virtual meeting access for participants and public speakers will continue.



City Council Meetings (Cont.)



The following City Council meetings have been cancelled or rescheduled.

Meeting Date	Event	Action	Reason
January 1, 2025	City Council Briefing	Cancelled	New Year's Day – City Holiday
March 12, 2025	City Council Briefing	Cancelled	Spring Recess NLC Congressional Summit
March 19, 2025	City Council Agenda	Cancelled	Spring Recess
July 1-31, 2025	No City Council Meetings		Summer Recess
November 19, 2025	City Council Briefing	Cancelled	NLC Cities Summit
November 26, 2025	City Council Agenda	Cancelled	Day before Thanksgiving
December 17, 2025	City Council Briefing	Cancelled	Winter Recess
December 24, 2025	City Council Agenda	Cancelled	Winter Recess



City Council Committee Meetings



- ❑ Committee meetings are scheduled each Monday (except 5th Mondays) in City Council Chambers or Council Briefing Room (6ES)
- ❑ If Monday is a holiday, committee meetings are generally scheduled the Tuesday following the holiday.

Date	Meetings
First Mondays	Parks, Trails, and the Environment 9 a.m. Economic Development 1 p.m.
Second Mondays	Workforce, Education, and Equity 9 a.m. Public Safety 1 p.m.
Third Mondays	Quality of Life, Arts, and Culture 9 a.m. Transportation and Infrastructure 1 p.m.
Fourth Mondays	Housing and Homelessness Solutions 9 a.m. Government Performance and Financial Management 1 p.m.
Fifth Mondays	No meetings

Note: Ad-Hoc Committee meetings are scheduled on an ad-hoc basis.



Officeholder Specific Dates (City Secretary's Office)



City Council **campaign** dates are mandated by the state and subject to change.

Item	Date
Semi-annual Campaign Finance Report due	January 15, 2025
Quarterly Gift Disclosure Report due	January 30, 2025
Personal Finance Statements due 15A Itemized Expense Report due Quarterly Gift Disclosure Report due	April 30, 2025
City Council Election	May 3, 2025
City Council Inauguration	June 16, 2025
Semi-annual Campaign Finance Report due	July 15, 2025
Quarterly Gift Disclosure Report due	July 30, 2025
Quarterly Gift Disclosure Report due	October 30, 2025



FY26 Budget Development Schedule



Date	Item
March 24-27, 2025	Spring Budget Town Halls
March 26, 2025	Budget Public Hearing
May 7, 2025	Budget Workshop
June 18, 2025	Budget Workshop
August 12, 2025	Budget Workshop: City Manager's Recommended Budget
August 14-28, 2025	Budget Town Hall Meetings
August 20, 2025	Budget Workshop
August 27, 2025	Budget Public Hearing
September 3, 2025	Budget Workshop: Consider Amendments and Adopt Budget on First Reading
September 17, 2025	Budget Workshop: Adopt Budget on Final Reading, Adopt Tax Rate, and Approve other Budget Related Items



2025 City Holidays



Holiday	Date
New Year's Day	January 1, 2025
Martin Luther King Jr. Day	January 20, 2025
President's Day	February 17, 2025
Memorial Day	May 26, 2025
Juneteenth	June 19, 2025
Independence Day	July 4, 2025
Labor Day	September 1, 2025
Indigenous People's Day	October 13, 2025
Veteran's Day	November 11, 2025
Thanksgiving Day	November 27, 2025
Day after Thanksgiving	November 28, 2025
Christmas Day	December 25, 2025



Next Steps



- Incorporate GPFM Committee feedback prior to City Council briefing and action
- City Council briefing on **October 2, 2024**
- Adoption of the 2025 City Calendar is scheduled for **October 16, 2024**





City of Dallas

Proposed 2025 City Calendar

**Government Performance and Financial
Management Committee
September 23, 2024**

Carrie Rogers

Director, Office of Government Affairs
Executive Liaison, Mayor and City Council Office

Memorandum



CITY OF DALLAS

DATE September 20, 2024

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

SUBJECT **Upcoming Agenda Items 24-3012 and 24-3014 for October 8, 2024: Authorizing the
Preparation of General Obligation Refunding and Improvement Bonds, Series
2024C; Equipment Acquisition Contractual Obligations, Series 2024; and
Combination Tax and Revenue Certificates of Obligation, Series 2025**

The October 8, 2024, City Council agenda includes two items regarding the issuance of general obligation bonds, equipment acquisition notes, and certificates of obligations. Pending approval is a resolution authorizing the preparation of plans for the issuances of General Obligation Refunding and Improvement Bonds, Series 2024C; Equipment Acquisition Contractual Obligations, Series 2024; and Combination Tax and Revenue Certificates of Obligation, Series 2025 (collectively, “the Bonds”), in a total amount not to exceed \$428,000,000. In conjunction with the approval of the Bonds, the agenda includes a resolution authorizing the publication of Notice of Intention to Issue Certificates of Obligation, as required by State law.

In alignment with the Fiscal Year 2024-25 Adopted Budget, the City’s co-financial advisors, Hilltop Securities, Inc. and Estrada Hinojosa & Co., recommend the issuance of: (1) General Obligation Refunding and Improvement Bonds, Series 2024C in an amount not to exceed \$353,000,000 to finance capital improvement projects at the City and refund up to \$100,000,000 of eligible outstanding Series 2015 obligations for savings; (2) Equipment Acquisition Contractual Obligations, Series 2024 (equipment notes) to finance the purchase of City equipment, in an amount not to exceed \$35,000,000; and (3) Combination Tax and Revenue Certificates of Obligation, Series 2025 in an amount not to exceed \$40,000,000 to finance certain Stormwater capital projects as approved by City Council.

Payment for costs of issuance is not made unless the bonds are issued. The issuance of bonds is contingent upon the approval of parameters ordinances, currently scheduled for consideration and approval by City Council in November 2024 and December 2024. The issuances of the Bonds are structured to issue separately according to funding needs and timing requirements.

DATE September 20, 2024

SUBJECT **Upcoming Agenda Items 24-3012 and 24-3014 for October 8, 2024: Authorizing the Preparation of General Obligation Refunding and Improvement Bonds, Series 20204C; Equipment Acquisition Contractual Obligations, Series 2024; and Combination Tax and Revenue Certificates of Obligation, Series 2025**

Please let me know if you need any additional information.



Jack Ireland
Chief Financial Officer

c: Kimberly Bizer Tolbert, City Manager (I)
Tammy Palomino, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Dominique Artis, Chief of Public Safety (I)
Dev Rastogi, Assistant City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Alina Ciocan, Assistant City Manager
Donzell Gipson, Assistant City Manager (I)
Robin Bentley, Assistant City Manager (I)
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

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DATE September 20, 2024

SUBJECT **Upcoming Agenda Items 24-3012 and 24-3014 for October 8, 2024: Authorizing the Preparation of General Obligation Refunding and Improvement Bonds, Series 20204C; Equipment Acquisition Contractual Obligations, Series 2024; and Combination Tax and Revenue Certificates of Obligation, Series 2025**

Please let me know if you need any additional information.



Jack Ireland
Chief Financial Officer

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Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE September 20, 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 **Upcoming Agenda Item 24-2780 for September 25, 2024 – Extension of the Waterworks and Sewer System Commercial Paper Notes, Series G**

The September 25, 2024, City Council Agenda includes an item related to the second extension of the Waterworks and Sewer System Commercial Paper Notes, Series G (“Series G Notes”) with State Street Bank and Trust Company (State Street).

Commercial paper provides interim financing for Dallas Water Utilities (DWU) capital projects. The use of commercial paper permits more cost-efficient use of funds as short-term debt, minimizes borrowing costs, and allows DWU greater flexibility to manage the award of capital project contracts and ongoing cash needs. Commercial paper notes are normally sold at rates of interest that are lower than rates available at the same time on long-term debt. Commercial paper issuance is supported by lines of credit from highly rated banks. These lines of credit assure investors that the notes will be paid in the unlikely event that a note cannot be sold to another investor at maturity. Outstanding commercial paper is periodically reduced by refinancing it with long-term debt.

In 1987, the City Council authorized an ordinance establishing a commercial paper program as interim financing for DWU capital improvements for a period of 10 years, ending in September 1997, with a maximum issuance amount of \$100 million. Since 1987, DWU’s initial commercial paper program has been reauthorized several times and increased in total size to \$600 million. The current \$600 million program is divided into two separate series of \$300 million each: (i) Series F notes re-authorized in June 2024, supported by a line of credit from JPMorgan Chase Bank N.A. and (ii) Series G notes authorized in June 2021, supported by a line of credit from State Street Bank and Trust Company (“State Street”).

On June 26, 2024, prior to the expiration of the agreement with State Street, the City Council approved a resolution authorizing a three-month extension of the Series G Notes from July 8, 2024, to October 4, 2024. State Street has agreed to a second amended agreement of the Series G Notes to extend the agreement from expiring on October 4, 2024, to January 2, 2025. This item provides authorization to extend the agreement for three months with State Street under the same terms and conditions. The extension of the program is necessary to provide liquidity for the Series G Notes while a new commercial paper liquidity provider is procured, and the outstanding commercial paper is refunded with the issuance of bonds.

DATE September 20, 2024
SUBJECT **Upcoming Agenda Item 24-2780 for September 25, 2024 – Extension of the Waterworks and Sewer System Commercial Paper Notes, Series G**

Please let me know if you need any additional information.



Jack Ireland
Chief Financial Officer

c: Kimberly Bizer Tolbert, City Manager (I)
Tammy Palomino, City Attorney
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Robin Bentley, Assistant City Manager (I)
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE September 20, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Upcoming Agenda Item 24-3013 for October 8, 2024 – Resolution Authorizing the Issuance of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2024**

The October 8, 2024, City Council agenda includes a resolution for approval authorizing the preparation of plans for the issuances of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2024 (the “Bonds”) in a principal amount not to exceed \$295,000,000. This proposed revenue bond sale is for the purpose of refunding and retirement of commercial paper notes issued for interim financing of improvements to the City’s water and wastewater system, in accordance with the capital program for water and wastewater improvements, and refund up to \$32,650,000 of eligible outstanding Series 2012A and Series 2013A obligations for savings. Currently, the estimated amount of commercial paper outstanding to be refunded at the time of pricing is approximately \$260,900,000. At the advisement of the City’s Co-Financial Advisors, Hilltop Securities, Inc. and Estrada Hinojosa & Co., the bonds are scheduled to be issued via a competitive sale.

Payment for costs of issuance is not made unless the bonds are issued. The issuance of bonds is contingent upon the approval of a parameters ordinance, currently scheduled for consideration and approval by City Council in November 2024.

Please let me or Sarah Standifer, Director of Dallas Water Utilities, know if you need any additional information.

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

Jack Ireland
Chief Financial Officer

c: Kimberly Bizer Tolbert, City Manager (I)
Tammy Palomino, City Attorney
Mark Swann, City Auditor
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Robin Bentley, Assistant City Manager (I)
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE September 10, 2024

TO Honorable Mayor and Members of the Dallas City Council

SUBJECT Cotton Bowl Renovation

On the September 11th City Council meeting, staff is bringing forward the contract award of the 2025 Cotton Bowl scope of work for your consideration. You will recall that given the size and complexity of the project, the scope of work was broken into two phases, a 2024 scope (aka Guaranteed Maximum Price #1) and a 2025 scope (aka Guaranteed Maximum Price #2). A few Board members were able to tour the project recently to get a firsthand look at the scale of the project, which is the largest project ever undertaken by the Department that focuses on the west side of the stadium. Work continues to progress on schedule with a target completion of September 2025.

The 2025 scope of work contract award at \$65,015,823.00 would be the single largest awarded contract by the Department. We are very pleased to report that the MWBE percentage for this work is 48%, which is one of the highest MWBE participation rates for a construction project managed by our department in our collective memory. This is a product of utilizing a construction manager at risk (CMAR) delivery method, having a CMAR team and design team that takes this commitment seriously, and park staff reinforcing the importance of participation on a project of this size and importance to the community and the park system. We expect that this project will serve as model for us as we move forward very soon with implementation of the 2024 Capital Improvement Program.

If you would like additional information or have any questions, please let me know.

Thank you,


John D. Jenkins, Director
Park and Recreation Department

Memorandum



CITY OF DALLAS

DATE September 20, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – July 2024**

Please find attached the July Budget Accountability Report (BAR) based on information through July 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.

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

Jack Ireland
Chief Financial Officer

Attachment

c: Kimberly Bizer Tolbert, City Manager (I)
Tammy Palomino, City Attorney
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Directors and Assistant Directors

BUDGET ACCOUNTABILITY REPORT FY 2023-24

As of July 31, 2024



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



**Budget & Management
Services**

EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	8% over budget	✓
Convention and Event Services	8% over budget	✓
Municipal Radio	29% over budget	12% under budget
Planning and Development	16% under budget	✓
Sanitation Services	10% over budget	8% over budget
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	8% under budget	9% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	6% under budget	13% under budget
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 23
On Target

! 6
Near Target

✗ 6
Not on Target

Year-End Forecast

✓ 27
On Target

! 4
Near Target

✗ 4
Not on Target

Budget Initiative Tracker

● 16
Complete

⏸ 1
On Hold

✓ 10
On Track

! 8
At Risk

✗ 0
Canceled



FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through July 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 July 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		\$341,578,891	\$18,419,829
Revenues	1,837,576,470	1,842,444,518	1,624,499,995	1,837,311,624	(5,132,895)
Expenditures	1,837,576,470	1,842,444,518	1,466,646,608	1,837,311,624	(5,132,895)
Ending Fund Balance	\$323,159,062	\$323,159,062		\$341,578,891	\$18,419,829

Fund Balance. Through September 30, 2023, the audited unassigned ending fund balance for FY 2022-23 is \$345,178,891 and includes FY 2022-23 YE savings. As of July 31, 2024, the beginning fund balance for the YE forecast reflects the FY 2022-23 audited unassigned ending fund balance and an increase to the Risk Reserve in the amount of \$3,600,000 to maintain compliance with FMPC #5.

Revenues. Through July 31, 2024, General Fund revenues are projected to be \$5,133,000 under budget due to reduced property tax, sales tax, and charges for services, partially offset by increased operating transfers in, intergovernmental revenue, and interest earnings.

Expenditures. Through July 31, 2024, General Fund expenditures are projected to be \$5,133,000 under budget primarily due to salary savings from vacant uniform and non-uniform positions across General Fund departments. This is partially offset by DPD uniform overtime expenses; DFR uniform salaries, fleet maintenance and repair, and medical supplies; increased personnel expenses, maintenance, and repair in Park & Recreation; and increased expenses in Dallas Animal Services primarily related to day labor and suspected animal cruelty cases.

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.
- June 26, 2024, by ordinance #32759 to consolidate Planning & Urban Design and Development Services into Planning & Development, and to transfer functions from Small Business Center into Human Resources, the Office of Community Care, the Office of Government Affairs, the Office of Economic Development, and Procurement Services.

FINANCIAL FORECAST REPORT

- August 14, 2024, by ordinance #32790 to transfer Real Estate services from Public Works to Building Services and rename Building Services as Facilities & Real Estate Management, to consolidate 311 Customer Service Center and Communication, Outreach, & Marketing into Communications and Customer Experience/311, and to consolidate the Office of Emergency Management and the Office of Integrated Public Safety Solutions into the Office of Emergency Management & Crisis Response.
- September 11, 2024, by resolution #24-1312 for costs related to the November 2024 Charter Review election.

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	\$1,024,436,276	\$1,027,465,099	(\$20,130,537)
2	Sales Tax	451,745,839	451,745,839	333,612,176	442,411,947	(9,333,892)
3	Franchise and Other	126,633,664	126,633,664	98,826,533	128,511,375	1,877,711
4	Charges for Services	117,236,140	109,655,867	85,871,916	100,794,617	(8,861,250)
5	Fines and Forfeitures	20,117,759	20,117,759	16,242,451	19,809,477	(308,282)
6	Operating Transfers In	28,086,049	32,954,097	8,842,156	56,937,394	23,983,297
7	Intergovernmental	16,177,900	16,177,900	19,508,972	21,887,884	5,709,984
8	Miscellaneous	9,882,543	9,882,543	4,361,948	5,597,400	(4,285,143)
9	Licenses and Permits	6,100,940	13,681,213	12,039,800	13,896,431	215,218
10	Interest	14,000,000	14,000,000	20,757,767	20,000,000	6,000,000
Total Revenue		\$1,837,576,470	\$1,842,444,518	\$1,624,499,995	\$1,837,311,624	(\$5,132,895)

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.

1 Property Tax. The City has seen declining revenue projections for current year property tax due to final judgments made in property dispute litigation at the Dallas County District Court which lowered certified values. The General Fund portion of property tax revenue is projected to be \$20,131,000 below budget as a result of declining collections.

2 Sales Tax. Based on actual collection trends and analysis provided by our contract economist, sales tax is projected to be \$9,334,000 under budget for FY 2023-24. Total projected year-over-year growth is 4.0 percent compared to FY 2022-23.

4 Charges for Services. Charges for Services revenue is projected to be \$8,861,000 under budget due to a change in the reimbursement formula in the TX Ambulance Supplemental Payment Program (TX ASPP) which will result in less revenue related to ambulance services, partially offset by accrued interest on unpaid invoices.

5 Fines and Forfeitures. Fines and Forfeitures revenue is projected to be \$308,000 under budget due to a decrease in auto pound storage fee collections and declines in citations filed with Dallas Municipal Court, partially offset by an increase in parking fine revenues. Year-to-date revenue for citations is averaging 12 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. City Council increased Operating Transfers In revenue 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. City Council increased Operating Transfers In revenue by \$2,072,000 on September 11, 2024 by resolution #24-1312 for usage of Contingency Reserve to offset costs related to the November 2024 Charter Review election. Operating Transfers In revenue is projected to be \$23,983,000 over budget due to an anticipated transfer from the Revenue Stabilization Fund to offset revenue declines in Property Tax, Sales Tax, and Charges for Services.

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.

7 Intergovernmental. Intergovernmental revenue is projected to be \$5,710,000 over budget due to higher-than-budgeted payments from the DFW Airport revenue-sharing agreement with the City of Euless, the City of Irving, the City of Grapevine, and anticipated revenues from the school resource officer program.

8 Miscellaneous. Miscellaneous revenue is projected to be \$4,285,000 under budget due to decreased collections from Dallas Auto Pound auction sales, a delay in implementing various traffic-related developer review fees, and a delay in the online application and payment system for convenience store and vacant lot 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.

10 Interest. Interest revenue is projected to be \$6,000,000 over budget due to improved market conditions.

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	\$298,803,870	\$255,475,302	288,479,002	(10,324,868)
	Non-uniform Overtime	7,963,253	7,967,253	12,716,743	14,125,651	6,158,398
	Non-uniform Pension	42,275,230	42,311,120	37,140,242	42,311,120	0
	Uniform Pay	544,271,659	544,271,664	482,415,170	531,356,152	(12,915,512)
	Uniform Overtime	72,658,144	81,158,144	89,428,508	98,849,435	17,691,291
	Uniform Pension	187,861,142	187,857,480	165,559,687	186,365,047	(1,492,433)
	Health Benefits	97,632,432	97,632,434	51,992,159	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	14,211,797	12,461,658	14,266,063	54,266
1	Total Personnel Services	\$1,278,339,260	\$1,287,265,062	\$1,120,240,770	1,286,436,205	(\$828,857)
2	Supplies	92,646,763	92,655,126	79,917,935	99,392,674	6,737,549
3	Contractual Services	531,126,582	688,619,725	467,486,030	686,567,655	(2,052,070)
4	Capital Outlay	25,239,244	31,495,743	24,578,066	28,052,326	(3,443,417)
5	Reimbursements	(89,775,379)	(257,591,138)	(225,576,192)	(263,137,237)	(5,546,099)
	Total Expenditures	\$1,837,576,470	\$1,842,444,518	\$1,466,646,608	1,837,311,624	(5,132,895)

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 \$829,000 under budget due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, partially offset by uniform overtime expenses in DPD (\$13,022,000), DFR (\$4,669,000), and non-uniform overtime expenses.

2 Supplies. Supplies are projected to be \$6,738,000 over budget due to DFR expenses for fleet maintenance, repair, and medical supplies; reimbursed utility costs associated with Fair Park First; increased animal food, medical, and cleaning supplies for Dallas Animal Services; street light maintenance and signage; and increased building material costs in Facilities & Real Estate Management.

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 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, and by \$2,072,000 on September 11, 2024 by resolution #24-1312 for costs related to the November 2024 Charter Review election.

4 Capital Outlay. Capital Outlay is projected to be \$3,443,000 under budget due to reduced scheduled maintenance in Park & Recreation facilities and utilization of grant funding to purchase DPD camera trailers.

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 DFR 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	\$3,089,399	\$4,311,844	(\$108,266)
2	City Attorney's Office	23,799,058	23,799,058	17,772,190	23,391,035	(408,023)
3	City Auditor's Office	3,266,138	3,266,138	2,353,914	3,094,791	(171,347)
4	City Controller's Office	9,162,430	9,162,430	7,264,816	8,746,810	(415,620)
5	Independent Audit	767,071	767,071	757,500	767,071	0
6	City Manager's Office	3,389,700	3,809,497	3,037,654	4,108,393	298,896
7	City Marshal's Office	21,905,930	21,905,930	17,268,934	21,984,594	78,664
8	Jail Contract	8,594,776	8,594,776	6,446,082	8,594,776	0
9	City Secretary's Office	3,509,388	3,509,388	2,960,549	3,537,243	27,855
10	Elections	1,946,292	4,018,340	997,846	4,018,340	0
11	Civil Service	2,762,162	2,762,162	2,209,633	2,740,169	(21,993)
12	Code Compliance	45,562,455	45,562,455	32,854,035	44,231,227	(1,331,228)
13	Dallas Animal Services	19,180,051	19,180,051	18,398,436	20,571,986	1,391,935
14	Dallas Fire-Rescue	413,381,222	413,381,222	179,294,083	415,731,698	2,350,476
15	Dallas Municipal Court	8,370,958	8,370,958	6,413,333	7,836,885	(534,073)
16	Dallas Police Department	656,936,353	656,936,353	532,876,234	662,161,049	5,224,696
17	Data Analytics & Business Intelligence	6,108,162	6,108,162	4,447,136	6,075,284	(32,878)
18	Facilities & Real Estate Management	31,078,791	31,448,243	26,061,614	31,078,994	(369,249)
19	Housing & Neighborhood Revitalization	6,920,100	6,920,100	3,200,242	6,747,694	(172,406)
20	Human Resources	9,186,760	9,249,903	7,795,019	9,604,221	354,318
21*	Judiciary	4,397,241	4,397,241	3,396,075	4,443,114	45,873
22	Library	43,489,755	43,489,755	31,869,548	42,905,214	(584,541)
	Management Services					
23	311 Customer Service Center	6,331,204	0	0	0	0
24	Communications, Outreach, & Marketing	3,777,588	0	0	0	0
25	Communications & Customer Experience/311	0	10,108,792	7,290,132	8,847,439	(1,261,353)
26	Office of Community Care	10,114,699	10,150,076	7,658,398	9,621,595	(528,481)
27	Office of Community Development	754,620	754,620	371,610	605,201	(149,419)
28	Office of Community Police Oversight	784,565	784,565	424,215	594,278	(190,287)
29	Office of Emergency Management	1,251,963	0	0	0	0
30	Office of Emergency Management & Crisis Response	0	7,074,850	4,522,854	6,112,034	(962,816)
31	Office of Environmental Quality & Sustainability	6,244,743	6,244,743	5,705,856	5,545,320	(699,423)
32	Office of Equity & Inclusion	3,785,554	3,785,554	2,705,322	3,346,772	(438,782)
33	Office of Government Affairs	1,112,725	1,132,407	794,723	1,029,685	(102,722)
34	Office of Homeless Solutions	17,850,149	17,850,149	15,535,012	17,773,142	(77,007)
35	Office of Integrated Public Safety Solutions	5,822,887	0	0	0	0
36	Small Business Center	4,354,640	4,073,373	1,806,254	2,252,026	(1,821,347)
37	Mayor & City Council	7,399,447	7,399,447	5,053,241	7,362,956	(36,491)
38	Non-Departmental	128,443,112	128,443,112	118,756,318	126,972,764	(1,470,348)
39*	Office of Arts & Culture	23,180,773	23,180,773	24,633,203	23,180,773	0
40	Office of Economic Development	3,679,042	3,731,044	3,751,427	3,679,042	(52,002)
41	Park & Recreation	120,076,933	122,236,933	115,254,580	123,643,966	1,407,033
42	Planning & Development	8,024,033	8,024,033	4,958,459	6,865,936	(1,158,097)
43	Procurement Services	3,500,823	3,611,886	2,248,436	3,252,101	(359,785)
44	Public Works	88,552,090	88,818,638	74,584,651	88,788,090	(30,548)
45	Transportation	59,125,541	59,125,541	44,980,692	57,768,129	(1,357,412)
	Total Departments	\$1,832,302,034	\$1,837,589,879	\$1,463,258,667	\$1,833,923,683	(\$3,666,196)
46	Liability/Claims Fund Transfer	3,387,941	3,387,941	3,387,941	3,387,941	0
47	Salary & Benefit Stabilization	1,886,495	1,466,698	0	0	(1,466,698)
	Total Expenditures	\$1,837,576,470	\$1,842,444,518	\$1,466,646,608	\$1,837,311,624	(\$5,132,895)

*BMS did not receive a department update for the July 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.

3 City Auditor's Office. AUD is projected to be \$171,000 under budget due to salary savings associated with three vacant positions and a decrease in spending related to co-sourcing services.

6 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 \$299,000 over budget due to salary expenses related to position classification actions to better meet department operations and executive support functions and termination payments for retiring employees, partially offset by salary savings associated with four vacant positions.

7 City Marshal's Office. MSH is projected to be \$79,000 over budget due to psychological testing for new hires and electric repairs on equipment.

9 City Secretary's Office. SEC is projected to be \$28,000 over budget due to temporary help needed to assist with DPD open record requests, partially offset by salary savings associated with one vacant position.

10 Elections. City Council increased the Elections budget by \$2,072,048 on September 11, 2024 by resolution #24-1312 for costs associated with the November 2024 Charter Review election.

12 Code Compliance. CCS is projected to be \$1,331,000 under budget due to salary savings associated with 65 vacant positions, partially offset by temporary staffing expenses and increased demolitions.

13 Dallas Animal Services. DAS is projected to be \$1,392,000 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 28 vacant positions.

14 Dallas Fire-Rescue. DFR is projected to be \$2,350,000 over budget due to uniform overtime expenses, civilian overtime expenses due to shortages in fleet maintenance division, medical supplies, the high cost of repairs to fire engines damaged in accidents, and costs of parts and labor for routine maintenance expenses.

15 Dallas Municipal Court. CTS is projected to be \$534,000 under budget due to salary savings associated with 13 vacant positions.

16 Dallas Police Department. DPD is projected to be \$5,225,000 over budget due to uniform overtime expenses related to increased Priority 1 calls, helicopter maintenance and repair, an increase in the volume of drug testing for suspected fentanyl exposure, and an increase in the number of cell phones issued to patrol officers for e-citations in traffic and other app-based reporting.

18 Facilities & Real Estate Management. As part of a Citywide realignment, City Council transferred Real Estate services from Public Works to Building Services and renamed the department as Facilities & Real Estate Management (FRM) on August 14, 2024, by ordinance #32790.

20 Human Resources. As part of a Citywide realignment, City Council increased HR's budget by \$63,000 on June 26, 2024 by ordinance #32759 to transfer workforce functions from Small Business Center. HR is projected to be \$354,000 over budget due to temporary staffing expenses associated with Workday system expansion.

21 Judiciary. CTJ is projected to be \$46,000 over budget due to interpreter services, partially offset by salary savings associated from 14 vacant positions.

VARIANCE NOTES

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

23311 Customer Service Center. As part of a Citywide realignment, City Council consolidated 311 Customer Service Center and Communications, Outreach, & Marketing into one department called Communications and Customer Experience/311 (CCX) on August 14, 2024, by ordinance #32790.

24 Communications, Outreach, & Marketing. As part of a Citywide realignment, City Council consolidated 311 Customer Service Center and Communications, Outreach, & Marketing into one department called Communications and Customer Experience/311 (CCX) on August 14, 2024, by ordinance #32790.

24 Communications & Customer Experience/311. As part of a Citywide realignment, City Council consolidated 311 Customer Service Center and Communications, Outreach, & Marketing into one department called Communications and Customer Experience/311 (CCX) on August 14, 2024, by ordinance #32790. CCX is projected to be \$1,261,000 under budget due to salary savings associated with 27 vacant positions and contractual savings related to LSAP funding.

26 Office of Community Care. As part of a Citywide realignment, City Council increased OCC's budget by \$35,000 on June 26, 2024 by ordinance #32759 to transfer small business inclusion and day labor outreach functions from Small Business Center. OCC is projected to be \$528,000 under budget due to salary savings associated with six vacant positions and reduced expenses in Financial Empowerment programming.

27 Office of Community Development. CDV is projected to be \$149,000 under budget due to salary savings associated with three vacant positions.

28 Office of Community Police Oversight. OCPO is projected to be \$190,000 under budget due to salary savings associated with three vacant positions.

29 Office of Emergency Management. As part of a Citywide realignment, City Council consolidated the Office of Emergency Management and the Office of Integrated Public Safety Solutions into one department called the Office of Emergency Management and Crisis Response (ECR) on August 14, 2024, by ordinance #32790.

30 Office of Emergency Management & Crisis Response. As part of a Citywide realignment, City Council consolidated the Office of Emergency Management and the Office of Integrated Public Safety Solutions into one department called the Office of Emergency Management and Crisis Response (ECR) on August 14, 2024, by ordinance #32790. ECR is projected to be \$963,000 under budget due to salary savings associated with four vacant positions and decreased contractual services expenses for violence intervention and blight remediation contracts, partially offset by termination payouts for retiring employees and a new contract for a Deaf Link Accessible Hazard Alert System.

31 Office of Environmental Quality & Sustainability. OEQS is projected to be \$699,000 under budget due to salary savings associated with 12 vacant positions and decreased utilization of funding related to water conservation and CECAP.

32 Office of Equity & Inclusion. OEI is projected to be \$439,000 under budget due to salary savings associated with one vacant position and an unbudgeted grant reimbursement for one position, partially offset by temporary staffing expenses for executive assistance.

33 Office of Government Affairs. As part of a Citywide realignment, City Council increased OGA's budget by \$20,000 on June 26, 2024 by ordinance #32759 to transfer entrepreneurship functions from Small Business Center. OGA is projected to be \$103,000 under budget due to salary savings associated with two vacant positions.

VARIANCE NOTES

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

35 Office of Integrated Public Safety Solutions. As part of a Citywide realignment, City Council consolidated the Office of Emergency Management and the Office of Integrated Public Safety Solutions into one department called the Office of Emergency Management and Crisis Response (ECR) on August 14, 2024, by ordinance #32790.

36 Small Business Center. As part of a Citywide realignment, City Council decreased SBC's budget by \$281,000 on June 26, 2024 by ordinance #32759 to transfer SBC functions to Human Resources, the Office of Community Care, the Office of Government Affairs, the Office of Economic Development, and Procurement Services. SBC is projected to be \$1,821,000 under budget due to salary savings associated with three vacant positions decreased utilization of contractual services.

40 Office of Economic Development. As part of a Citywide realignment, City Council increased ECO's budget by \$52,000 on June 26, 2024 by ordinance #32759 to transfer small business center development functions from Small Business Center.

41 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. PKR is projected to be \$1,407,000 over budget primarily related increased personnel expenses and unplanned maintenance and repairs related to the May storm.

42 Planning & Development. As part of a Citywide realignment, City Council consolidated Planning & Urban Design and Development Services into one department called Planning & Development (PDV) on June 26, 2024 by ordinance #32759. PDV is projected to be \$1,158,000 under budget due to salary savings associated with 21 vacant positions.

43 Procurement Services. City Council increased OPS' budget by \$111,000 on June 26, 2024 by ordinance #32759 to transfer Minority/Women Business Enterprise (M/WBE) functions from Small Business Center. OPS is projected to be \$360,000 under budget due to salary savings associated with eight vacant positions.

44 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. As part of a Citywide realignment, City Council transferred Real Estate services from Public Works to Building Services and renamed the department as Facilities & Real Estate Management (FRM) on August 14, 2024, by ordinance #32790.

45 Transportation. TRN is projected to be \$1,357,000 under budget due to salary savings associated with 39 vacant positions, partially offset by increased costs for materials and traffic signals.

47 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
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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	170,608,007	197,764,744	15,172,300
Total Expenditures	184,832,684	184,832,684	143,241,152	184,612,824	(219,860)
Ending Fund Balance	\$84,863,950	\$84,863,950		\$121,966,398	\$37,102,448

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	111,771,756	\$147,628,286	10,482,288
Total Expenditures	137,145,998	152,931,223	83,555,225	\$152,931,223	0
Ending Fund Balance	\$56,656,767	\$40,871,542		\$64,551,394	\$23,679,852

3 MUNICIPAL RADIO*

Beginning Fund Balance	\$337,211	\$337,211		\$176,692	(\$160,519)
Total Revenues	636,398	636,398	400,804	818,235	181,837
Total Expenditures	636,398	636,398	343,403	560,092	(76,306)
Ending Fund Balance	\$337,211	\$337,211		\$434,835	\$97,624

4 PLANNING & DEVELOPMENT

Beginning Fund Balance	\$20,815,859	\$20,815,859		\$19,390,635	(\$1,425,224)
Total Revenues	45,465,884	45,465,884	29,493,273	38,196,037	(7,269,847)
Total Expenditures	53,952,347	53,952,347	38,596,116	52,192,856	(1,759,491)
Ending Fund Balance	\$12,329,396	\$12,329,396		\$5,393,816	(\$6,935,580)

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	140,090,861	168,247,421	15,537,886
Total Expenditures	153,689,531	153,689,531	109,588,553	166,458,555	12,769,024
Ending Fund Balance	\$22,397,693	\$22,397,693		\$22,699,797	\$302,104

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	66,528,247	80,093,972	0
Total Expenditures	80,093,972	89,089,948	52,723,186	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	668,233,468	817,966,277	26,690,144
Total Expenditures	791,275,376	865,275,376	643,213,431	891,965,520	26,690,144
Ending Fund Balance	\$97,248,169	\$23,248,169		\$83,545,366	\$60,297,197

*BMS did not receive a department update Municipal radio for the July 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
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8 BOND & CONSTRUCTION MANAGEMENT

Beginning Fund Balance	\$64,982	\$64,982	\$0	(\$243,843)	(\$308,825)
Total Revenues	22,043,477	22,043,477	10,725,067	20,675,120	(1,368,357)
Total Expenditures	22,043,477	22,043,477	15,822,874	20,431,277	(1,612,200)
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	46,722,015	72,335,411	1,245,718
Total Expenditures	71,794,210	74,105,122	51,106,539	73,817,129	(287,993)
Ending Fund Balance	\$3,384,097	\$3,384,097		\$4,029,480	\$645,383

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	2,200,711	2,709,710	(159,080)
Total Expenditures	2,152,280	2,152,280	1,560,221	1,878,613	(273,667)
Ending Fund Balance	\$7,928,674	\$7,928,674		\$7,099,671	(\$829,003)

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	99,745,602	122,560,457	920,590
Total Expenditures	131,784,124	131,784,124	99,839,749	127,222,077	(4,562,047)
Ending Fund Balance	\$9,184,666	\$9,184,666		\$17,030,206	\$7,845,540

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	19,109,439	22,741,029	477,011
Total Expenditures	18,873,781	18,873,781	9,026,634	18,142,461	(731,320)
Ending Fund Balance	\$6,216,191	\$6,216,191		\$10,882,360	\$4,666,169

FY 2023-24 Financial Forecast Report

OTHER FUNDS

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
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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	10,422,041	13,212,271	315,195
Total Expenditures	12,866,761	12,866,761	6,878,137	10,381,654	(2,485,107)
Ending Fund Balance	\$4,841,810	\$4,841,810		\$12,281,875	\$7,440,065

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	419,326,645	429,620,612	(14,251,130)
Total Expenditures	420,687,511	420,687,511	323,709,457	403,076,490	(17,611,021)
Ending Fund Balance	\$137,246,228	\$137,246,228		\$127,516,130	(\$9,730,098)

15 EMPLOYEE BENEFITS

City Contributions	\$134,878,640	\$134,878,640	\$65,930,552	\$134,947,865	\$69,225
Employee Contributions	46,665,178	46,665,178	40,794,893	46,665,178	0
Retiree	25,583,019	25,583,019	17,124,193	25,583,019	0
Other	0	0	137,732	137,732	137,732
Total Revenues	207,126,836	207,126,836	123,987,370	207,333,794	206,958
Total Expenditures	\$205,942,598	\$205,942,598	\$166,516,390	\$213,055,372	\$7,112,774

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.

16 RISK MANAGEMENT

Worker's Compensation	\$18,362,599	\$18,362,599	\$19,140,044	\$19,140,044	\$777,445
Third Party Liability	10,033,670	10,033,670	10,572,623	10,572,623	538,953
Purchased Insurance	18,139,030	18,139,030	18,128,146	18,128,146	(10,884)
Interest and Other	0	0	1,455,746	1,455,746	1,455,746
Total Revenues	46,535,299	46,535,299	49,296,559	49,296,559	2,761,260
Total Expenditures	\$60,094,967	\$60,094,967	\$43,190,271	\$48,335,480	(\$11,759,487)

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 April 30, 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 \$15,172,000 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, 2024 by ordinance #32723 for a capital construction transfer. CCT revenues are projected to be over budget \$10,482,000 due to increased tourism-related revenues, specifically Hotel Occupancy Tax (HOT) and Alcohol Beverage Tax (ABT).

3 Municipal Radio. WRR revenues are projected to be \$181,000 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 \$76,000 under budget due to Pension Obligation Bond Debt Service costs lower than initially budgeted to reflect updated staffing.

4 Planning & Development. As part of a Citywide realignment, City Council consolidated Planning & Urban Design and Development Services into one department called Planning & Development (PDV) on June 26, 2024 by ordinance #32759. PDV revenues are projected to be \$7,270,000 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. PDV expenses are projected to be \$1,759,000 under budget due to salary savings associated with vacant positions.

5 Sanitation Services. SAN revenues are projected to be \$15,538,000 over budget due to higher volume of disposal business from commercial haulers. SAN expenses are projected to be \$12,769,000 over budget due to costs associated with the May 2024 storms.

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 and expenses are projected to be \$26,690,000 over budget due to price increases and higher water consumption.

8 Bond & Construction Management. BCM revenues are projected to be \$1,368,000 under budget due to lower expenses. BCM expenses are projected to be \$1,612,000 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 vehicle parts and outside labor. EFM revenues are projected to be \$1,246,000 over budget due to higher-than-expected revenue from auction sales. EFM expenses are projected to be \$288,000 under budget due to a decrease in the cost of fuel.

10 Express Business Center. EBC revenues are projected to be \$159,000 under budget due to lower postage sales. EBC expenses are projected to be \$274,000 under budget due to lower postage sales.

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of April 30, 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.

11 Information Technology. ITS revenues are projected to be \$921,000 over budget due to interest earnings. ITS expenses are projected to be \$4,562,000 under budget due to a delay in the Master Lease program.

12 Radio Services. Radio Services revenues are projected to be \$477,000 over budget due to interest earnings. Radio Services expenses are projected to be \$731,000 under budget due to a delay in the Master Lease program.

13 9-1-1 System Operations. 9-1-1 System Operations revenues are projected to be \$315,000 over budget due to increased 9-1-1 fee collections for residential and commercial wireline services based on year-to-date receipts. 9-1-1 System Operations expenses are projected to be \$2,485,000 under budget due to the use of grant funds to pay for 9-1-1 circuit changes as well as a delay in the Master Lease program.

14 Debt Service. Debt Service revenues are projected to be \$14,251,000 under budget due reduced property tax revenues, partially offset by higher interest earnings. Debt Service expenses are projected to be \$17,611,000 below budget primarily due to the postponement of the 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 judgment, and General Obligation Refunding Bonds Series 2024A.

15 Employee Benefits. Employee Benefits revenues are projected to be \$207,000 over budget due to interest earnings and City Contributions based on forecast usage. Employee Benefits expenses are projected to be \$7,113,000 over budget due to the increased cost of inpatient, outpatient, and pharmacy claims from October 2023 to July 2024. The 2024 health plan enrollment also increased 3.7 percent, with 434 new participants joining in 2024 compared to last fiscal year. The FY 2023-24 overage will be absorbed with fund balance. The FY 2022-23 ending fund balance was \$7.8 million.

16 Risk Management. Risk Management revenues are projected to be \$2,761,000 over budget due to interest earnings and higher-than-budgeted Worker's Compensation subrogation recovery. Risk Management expenses are projected to be \$11,759,000 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	\$366,864,785	\$118,974,338	\$48,141,877
B*	Park and Recreation Facilities	261,807,000	255,807,000	186,304,740	7,073,555	62,428,705
C	Fair Park	50,000,000	50,000,000	43,441,461	1,108,815	5,449,724
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	23,157,273	15,250,978	10,341,749
E	Library Facilities	15,589,000	15,589,000	14,943,765	5,081	640,153
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	13,230,820	32,201	971,979
G	Public Safety Facilities	32,081,000	32,081,000	27,471,620	153,320	4,456,059
H	City Facilities	18,157,000	18,157,000	4,295,653	191,416	13,669,931
I	Economic Development	55,400,000	55,400,000	23,135,502	7,918,177	24,346,321
J	Homeless Assistance Facilities	20,000,000	20,000,000	17,455,025	34,137	2,510,838
Total		\$1,050,000,000	\$1,044,000,000	\$720,300,645	\$150,742,019	\$172,957,336

*Inception-to-date appropriations were reduced \$6,000,000 because the Midtown Project required matching funds, which were not secured by the time the City Council scheduled the 2024 bond program election.

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	\$261,010,262	\$2,206,098	\$3,722,528
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	258,311,997	56,031,977	12,031,027
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	\$558,434,113	\$63,263,256	\$26,616,519

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	\$393,873,601	\$9,257,310	\$8,892,590
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	308,078,112	9,441,046	19,618,915
3	Park and Recreation Facilities	343,230,000	353,343,060	350,368,865	1,103,682	2,116,430
4	Library Facilities	46,200,000	52,148,600	47,730,031	96,927	4,406,657
5	Cultural Arts Facilities	60,855,000	63,821,447	63,197,616	46,127	623,831
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	33,498,592	314,104	2,584,310
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	42,826,230	2,075,221	278,602
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	11,820,315	22,150	10,892,631
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	65,405,081	411,256	277,206
Total		\$1,353,520,000	\$1,405,218,107	\$1,332,726,385	\$22,767,822	\$50,343,588

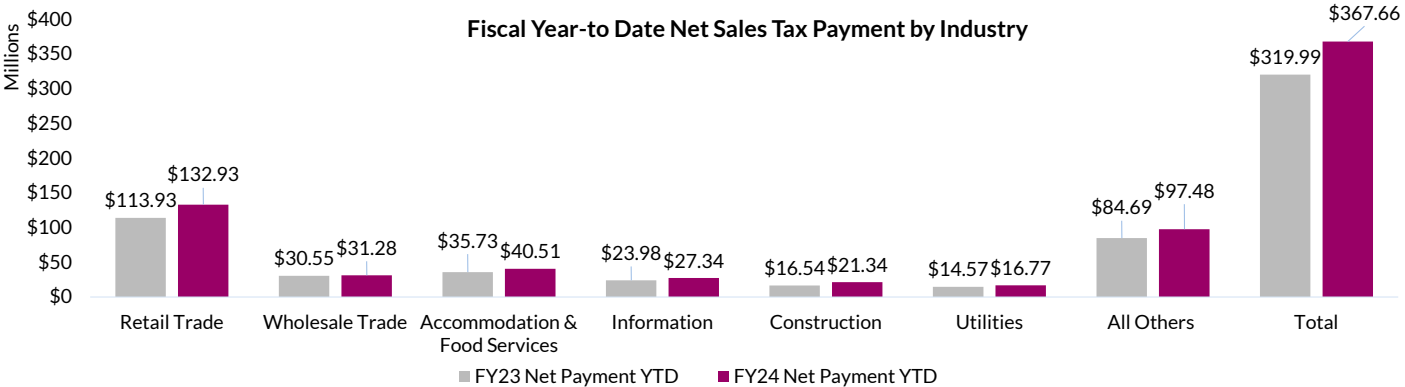
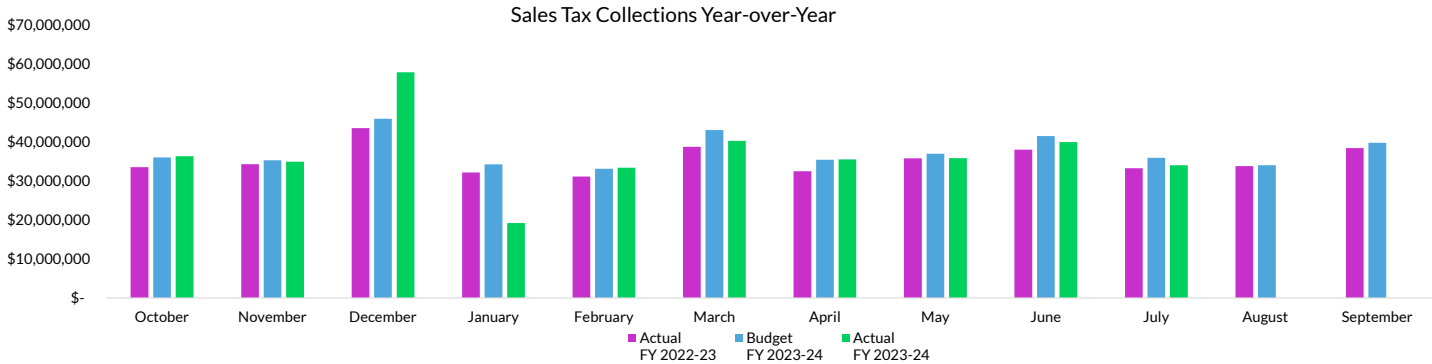
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.



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 \$442,411,947 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.



FY 2023-24 Financial Forecast Report

ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	July FY24 over July FY23	FYTD24 over FYTD23
Retail Trade	4%	17%
Wholesale Trade	8%	2%
Accommodation and Food Services	2%	13%
Information	-37%	14%
Construction	20%	29%
Utilities	14%	15%
All Others	6%	15%
Total Collections	2%	15%

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.

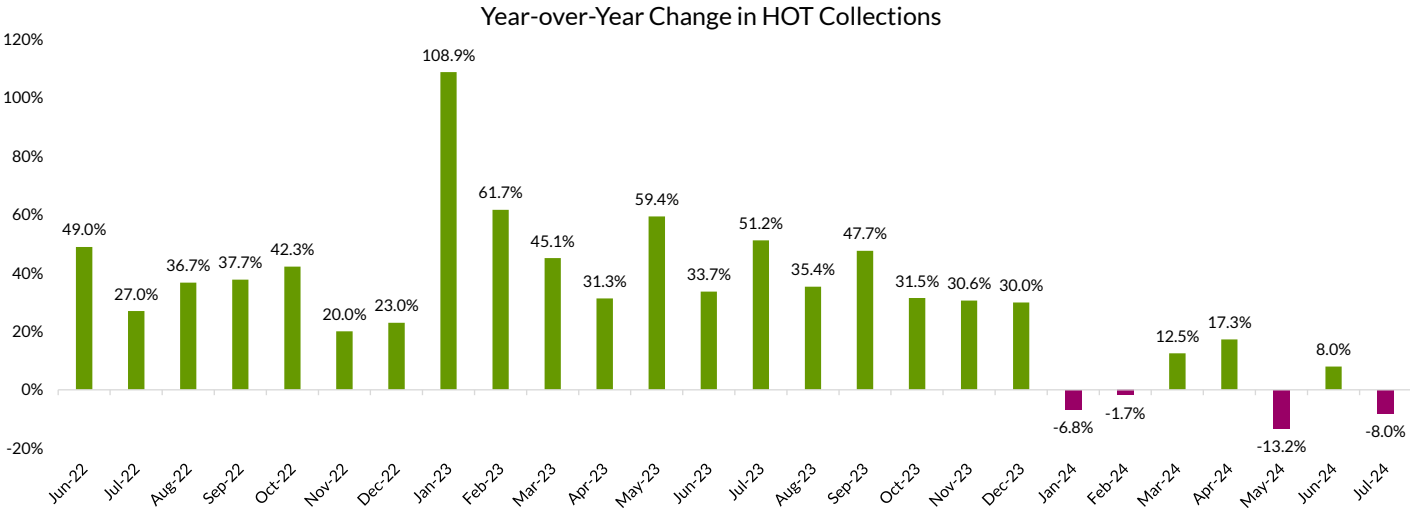
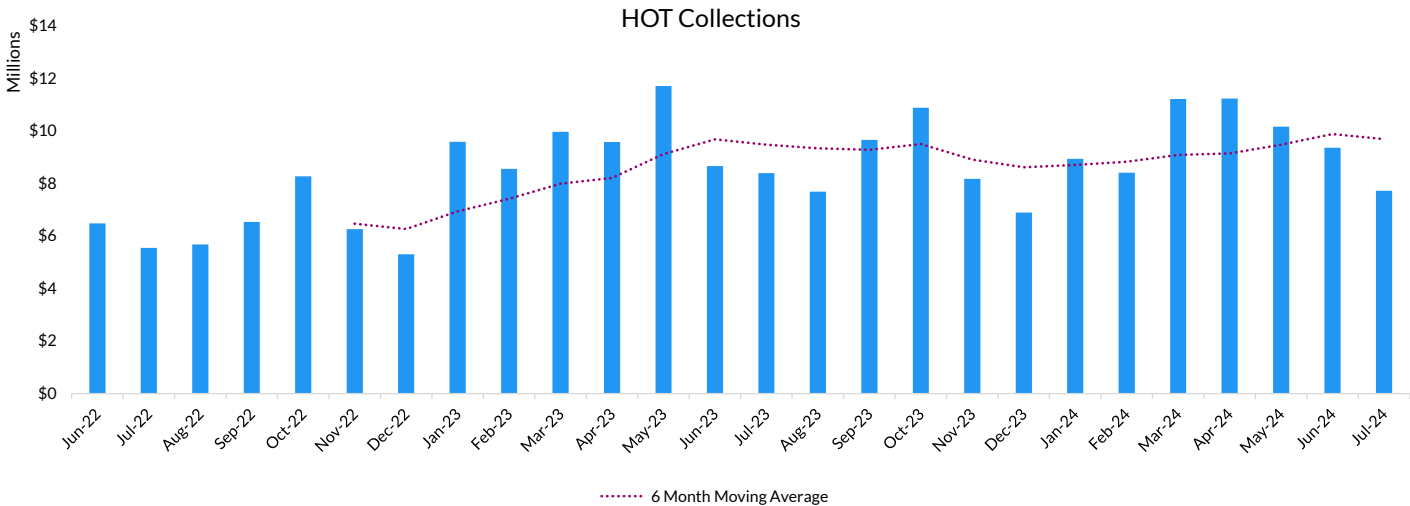
FY 2023-24 Financial Forecast Report

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.

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.



FY 2023-24 Financial Forecast Report

ECONOMIC INDICATORS

Convention Center Event Bookings

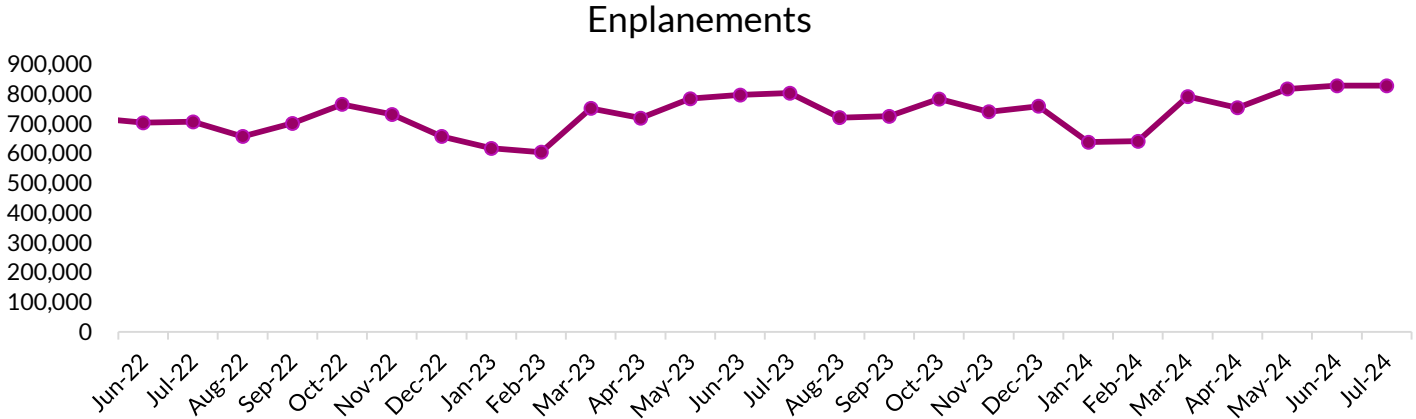
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	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	4
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	94

* 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.

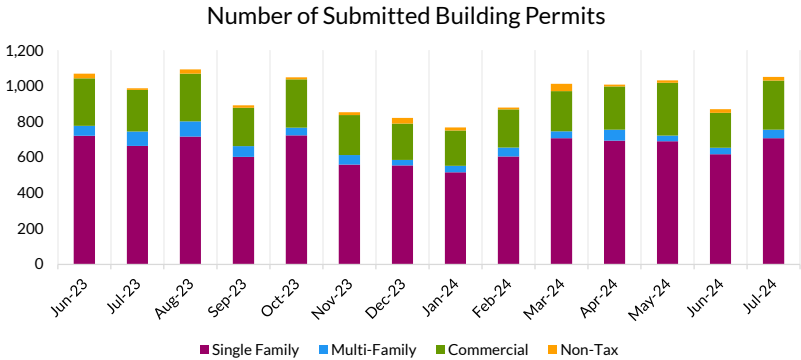


FY 2023-24 Financial Forecast Report

ECONOMIC INDICATORS

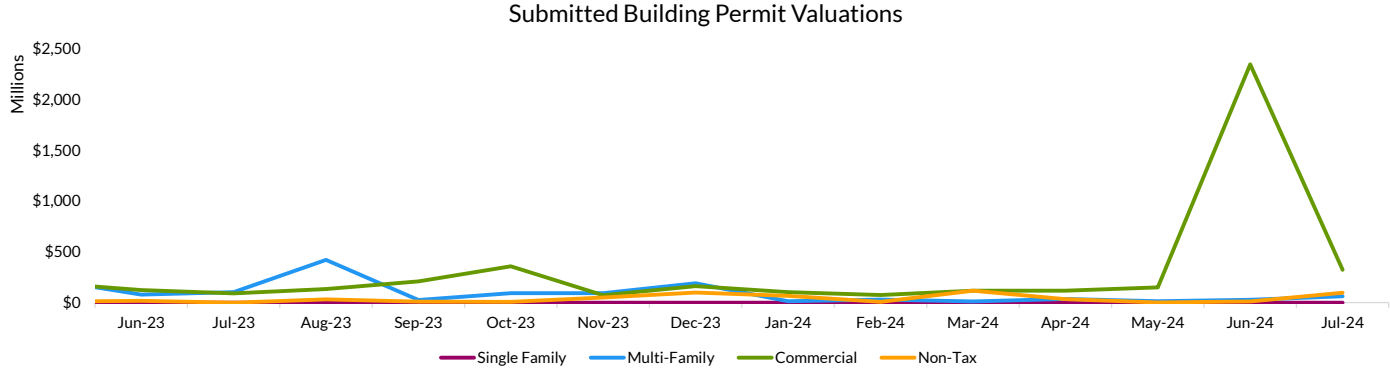
Building Permits

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.



Source: Data from POSSE Land Management software (Development Services)

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



Source: Data from POSSE Land Management software (Development Services)

*Single-family home valuations are estimations only.
 **October 2023 to December 2023 were revised to reflect submitted building permit data.
 ***June 2024 data includes three major permit submissions.



DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our Foundational Structure. 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.

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
Safe						
1	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.4%	90.0%	85.3%	90.0%	85.2%
2	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.0%	90.0%	89.3%	90.0%	89.3%
3*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	1,936	1,660	1,623	2,000	1,623
4	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	61.5%	60.0%	50.8%	60.0%	50.8%
5	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	93.3%	90.0%	91.8%	90.0%	91.8%
6	Monthly complaint resolution rate (DPD and OCPO) (Office of Community Police Oversight)	78.3%	70.0%	84.6%	70.0%	84.6%
7	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	59.8%	60.0%	54.3%	60.0%	53.4%



FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Vibrant						
8	Number of cases resolved by community prosecution (City Attorney's Office)	211	380	795	450	795
9	Percentage of users who reported learning a new skill through adult learning or career development programs (Library)	94.0%	92.0%	89.2%	92.0%	92.0%
10	Satisfaction rate with library programs (Library)	98.1%	95.0%	100.0%	95.0%	98.3%
11	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	32.8%	35.0%	37.4%	35.0%	37.4%
12	Percentage of annual Racial Equity Plan department progress measures completed (Office of Equity & Inclusion)	N/A	55.0%	68.3%	75.0%	75.0%
13	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	3,269	2,300	4,383	2,300	4,383
Growing						
14	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	89.7%	60.0%	79.0%	60.0%	79.0%
15*	Average number of business days to complete first review of residential permit application (Planning & Development)	8	10	1	10	8
16*	Average number of business days to complete first review of commercial permit application (Planning & Development)	2	15	10	15	15
17	Percentage of attracted private investment documented by contract that occurs in Target Areas (Office of Economic Development)	N/A	40.0%	94.1%	40.0%	48.0%
Livable						
18	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	98.4%	85.0%	95.2%	85.0%	95.2%
19	Percentage increase in dogs and cats transferred to rescue partners (Dallas Animal Services)	41.9%	5.0%	12.0%	5.0%	12.0%
20	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	100.0%	90.0%	128.8%	90.0%	128.8%
21	"Percentage of service requests resolved within 21 days (Office of Homeless Solutions)"	87.0%	85.0%	91.7%	85.0%	91.7%
22	"Percentage of garbage and recycling routes completed on time (Sanitation Services)"	99.9%	95.0%	99.8%	95.0%	99.8%
23	Residential recycling diversion rate (Sanitation Services)	18.2%	20.5%	17.6%	20.5%	17.6%

FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Sustainable						
24	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	75.3%	77.3%	75.3%	75.3%	77.3%
25	Planned lane miles improved (792 of 11,770 miles) (Transportation & Public Works)	98.4%	70.0%	92.4%	100.0%	100.0%
26	Percentage of planned sidewalk projects completed (Transportation & Public Works)	N/A	77.0%	50.0%	100.0%	100.0%
27	Percentage of potholes repaired within three days (Transportation & Public Works)	97.7%	98.0%	96.1%	98.0%	96.1%
28	Percentage of signal malfunction responses within 120 minutes (Transportation & Public Works)	90.4%	80.0%	79.7%	80.0%	79.7%
29	Percentage of long line pavement marking miles restriped (611 of 1,223 miles) (Transportation & Public Works)	50.0%	39.4%	27.6%	50.0%	50.0%
Fiscally Sound						
30	Percentage of invoices paid within 30 days (City Controller's Office)	79.7%	85.0%	85.0%	85.0%	85.0%
Core						
31	Percentage of vehicles receiving preventive maintenance on schedule (Compliance I) (Equipment & Fleet Management)	N/A	65.0%	71.8%	65.0%	65.0%
32	Percentage of customers satisfied with call experience (Office of Communications & Customer Experience/311)	89.1%	88.0%	92.7%	88.0%	92.7%
33	Completion rate for informal solicitations (Procurement Services)	22.2%	80.0%	92.7%	80.0%	92.7%
34	Percentage of dollars spent with local M/WBE businesses (Procurement Services)	80.9%	70.0%	75.8%	70.0%	75.0%
35	Percentage spent with local businesses (Procurement Services)	59.0%	40.0%	43.6%	40.0%	40.0%

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

FY 2023-24 Dallas 365

VARIANCE NOTES

1 DFR continues to experience increased EMS response times due to several factors: emergency response volume remains high (typical for this time of year) 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. However, DFR continues to see an overall improvement in EMS response times since the beginning of the fiscal year. This is due, in part, to improved operational efficiency through additional resources and new response programs aimed at directly addressing high frequency/low acuity incident types. DFR remains confident that these improvements to our emergency response model will continue this positive trend.

4 DPD continues to strategize to achieve the goal of hiring 250 police officers, which will increase the percentage of calls answered within eight minutes. To date, 187 recruits have begun the academy for FY 2023-24, and the referral incentive program is in development and funding to support the program is included in the FY 2024-25 budget. For the September academy class, 60 recruits are projected which will provide an increase in police personnel.

7 There has been continued improvement in the number of incoming behavioral health calls responded to by RIGHT Care. The proportion of calls initially dispatched as non-behavioral health-related but later handled by the unit has remained high, primarily due to increased patrol requests for assistance. The continued use of partner response teams is assisting with the increase rate of response to behavioral health calls, and we are addressing recent staffing and vehicle limitations within the RIGHT Care Unit to improve response rates. Despite these challenges, the unit is on pace to answer more than 12,000 calls for service in FY2024, suggesting we are on pace to meet our annual target.

23 While recycling tonnage remains consistent each month at 17 to 18 percent, collection depends on residents' behavior and participation in the program. The Sanitation Outreach Team is actively educating and informing the public about the City's recycling program to encourage participation. As of July 2024, the Sanitation Outreach Team has hosted 197 events across various Sanitation and Council districts.

26 PBW is currently at 65 percent completion for total miles of sidewalk improvements completed, slightly below the target due to unforeseen staff shortages by contractor. Performance is expected to increase as the contractor hires more staff to assist with the workload. The YTD Actual anticipates improvement for September 2024.

29 TRN is under the target due to rain delays in April, May, and June of 2024. Performance has increased and all remaining faded long line miles are expected to be completed on target this year.

BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker (BIT) 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). We have organized the BITs by the seven pillars of our Foundational Structure. The BIT numbers remain the same.

 16 Complete	 10 On Track	 1 On Hold	 8 At Risk	 0 Canceled
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In the Spotlight

Composting: Zero Waste Plan

The City of Dallas generates around 2.8 million tons of waste annually and is working to achieve its Zero Waste Plan goals by increasing education on waste reduction, especially in the commercial sector. This effort includes a focus on equity, tailoring recycling campaigns to different communities, and promoting market development in southern Dallas. In support of these goals, the City has conducted a feasibility study for a composting site at the McCommas Bluff recycling location, funded by a grant from the North Central Texas Council of Governments, with completion expected by August 2025.



FY 2023-24 Budget Initiative Tracker

SAFE**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 Through July, DPD has hired 187 personnel, which includes laterals, rehires, and trainees. One class remains with a target of 50 or more officers graduating for an end of year total of 237 recruits. 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.

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 July, DFR has filled 24 Single Function Paramedics positions of the allocated 32 positions. The vacant Single Function Paramedic shifts are being covered by Fire-Rescue Officers. In July, DFR expanded from six to eight units to increase operational efficiency.

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 for the new Forensic Lab and positions have been reclassified and posted. Interviews are scheduled for August through September.

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 Through July, DFR has hired 269 personnel, which includes laterals, rehires, trainees, Fire-Rescue Officers (FRO), Single Function Paramedics, and Fire Prevention Officers. The October, January, April, and July academy classes had 60 FRO recruits enrolled. As of July, DFR has 2,202 uniform personnel achieving its headcount goal. DFR expects to end FY 2023-24 with 2,187 sworn employees after anticipated attrition.

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. DPD currently has 225 Flock cameras deployed across the city, with 363 additional cameras estimated to be deployed in FY 2024-25.

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 DPD reassigned 20 non-uniform positions to investigations and operations from other areas in DPD. There are 17 positions that have been filled. Interviews are being coordinated for the remaining three positions.

FY 2023-24 Budget Initiative Tracker

VIBRANT**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 in the process of recruiting and interviewing for the eight City Marshal positions with three positions expected to be sent to Parks after training. All Park Ranger positions are currently filled. For park security, 20 cameras are currently being installed by the end of FY 2023-24 in 17 different parks, trails, and tennis court locations. Camera trailers have been delivered to the Marshal's office with ITS working with the vendor to connect to the servers. The Marshals transport trailer has been purchased and received with the Marshals allocation of one Drone, one UTV and patrol Bikes in their possession. PKR has their allocation of bikes and UTVs as well.

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 The Library expanded hours to six days per week on January 30, 2024 and has hired sufficient positions to allow for the additional hours to be covered with non-overtime shifts.

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 scope of services for community partners who can support the Day Labor Center Program. SBC met with Equipment & Fleet Management and First Class Auto to do a walk through of the Mobile RV unit (Class A) to discuss interior and exterior modifications in June 2024. Anticipated quote will be sent to the new lead department for final approval.

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 began with the City on June 17, 2024. The position will provide leadership to the Office of Community Care's Senior Services division and is dedicated to enhancing the lives of older adults within the city of Dallas. The responsibilities as the City's first Age Friendly Officer include providing strategic leadership and coordinating efforts across 43 city departments. Specifically, they will focus on developing and implementing programs tailored to the needs of older adults, improving outreach, and recommending enhancements to city-wide initiatives that support the well-being of the aging community.

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 is in the final phase of the updated Analysis of Impediments (Ai) with the plan to be completed by September 2024. The (Ai) is one critical component of the comprehensive Fair Housing Equity Plan expected to be completed in FY 2024-25.

FY 2023-24 Budget Initiative Tracker

GROWING**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 approved by City Council on April 10, 2024. The consultant began assisting with zoning case reviews in January 2023, handling about 65 applications, which represents 18% of the annual total. Currently, around 25 cases are still under review, with new applications continuously assigned. For recent submissions, the rezoning timeline has returned to the usual four-month period from application to City Council approval.

2 Community Development Team

INITIATIVE Launch a Community Development Team to advance community-oriented real estate projects with catalytic potential. In FY 2023-24, CDV 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) (CDV).

STATUS As of July, CDV has attended introductory meetings with seven departments, participated in 65 collaborative community and public engagements, and has initiated notable catalytic projects (such as the Martin Luther King Jr. Dart Station Projects and the Icehouse Building - Deep Ellum) to fulfill the department mission in partnering with stakeholders, local emerging developers, and business owners to advance real estate projects in priority areas. In FY 2024-25, CDV will be absorbed into the Department of Housing and Neighborhood Revitalization along with their five community development managers. The new department will be called the Department of Housing and Community Development (HOU).

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 July, 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, with the goal of potentially making incentive offers involving infrastructure investment funds in FY 2024-25.

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. All fee changes have since been fully enacted. The new fees are aimed to align 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.

FY 2023-24 Budget Initiative Tracker

GROWING**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 City Council approved a contract with Inspire Dallas to be the KBHCCD Component 1 Project Manager on September 13, 2023. CES staff are conducting procurements for Architecture and Engineering design and Construction Manager at Risk firms. It is not anticipated that procurement will be complete in FY 2023-24.

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 Housing has put forth an 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. HOU is accepting applications from August 19-30, 2024 and will award grants in September 2024.

FY 2023-24 Budget Initiative Tracker

LIVABLE**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 The initial DRTRR initiative was an investment by the City, County, and partners to re-house 2,700 individuals. That goal was met in October 2023. The DRTRR contributed to substantial progress which allowed the system to secure new private and CoC funds. The Real Time Rehousing Initiative was expanded, to include two additional pathways out of homelessness (Diversion and Permanent Supportive Housing). Since the launch of the expansion in May 2023, the Real Time Rehousing Initiative (Rapid Rehousing, Diversion, and Permanent Supportive Housing) has provided over 12,000 housing placements as of July 2024.

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 authorized the acceptance of a grant and execution of a grant agreement from the North Central Texas Council of Governments (NCTCOG) to fund a feasibility study on April 10, 2024. SAN is in the process of securing the services of a solid waste engineering firm to conduct this study and finalize a composting site location. SAN anticipates completion by grant period ending August 2025.

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 continues to halt CCS enforcement and registration for the Short-Term rental program with trial remaining delayed. CCS staff is working to ensure prompt resumption of the program after the court decision. Temporary assignments while awaiting direction include inspecting and upholding standards for boarding home facilities, single-family rentals, multi-tenant registrations, and investigating calls for service. This serves as additional training for the transition into short-term rental enforcement and as of July, these inspectors have collectively completed 9,227 comprehensive inspections.

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 July, demolition has been completed at 27 properties and 10 properties are in queue to be demolished with court orders expected to be received in the coming months.

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 all three positions allocated for FY 2023-24. As of July, the Volunteer Community Clean-Up program has completed 105 community cleanups and anticipates completing an additional 10 by September 2024. Additionally, the Community Clean Trash-Off program has completed 17 events and anticipates another two to be completed by September 2024.

23 Night Entertainment 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 filled all five positions and staff are actively operating the designated overnight shift and addressing entertainment venues-related ordinance.

FY 2023-24 Budget Initiative Tracker

LIVABLE

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 continues to host 2-3 spay and neuter events each month in targeted areas. As of July, DAS has completed 1,599 surgeries and anticipates completing over 2,000 surgeries by the end of FY 2023-24. These additional surgeries will help reduce the animal population, bolster the spay/neuter capacity, enhance compliance with violations and citations, and diminish the loose animal population in Dallas.

FY 2023-24 Budget Initiative Tracker

SUSTAINABLE**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 On August 5, the OEQS Urban Agriculture Division announced its partnership with Dallas County Health and Human Services (DCHHS) on the implementation of an Urban Agriculture Infrastructure Support Program to develop and manage the distribution of grants. DCHHS will be tracking metrics and reports on evaluations of recipients to OEQS monthly, and will have one year to implement the program and distribute the funds. The purpose of the grant funds is to assist farmers and food growers in the planning, design, installation, and renovation of eligible infrastructure such as community gardens, rooftop farms, and hydroponic. While the application period will be open from August 5 to September 2, the grant may not be fully awarded until October 2024.

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 July, PBW has spent \$3,841,415 to continue to work on the sidewalk improvements for the Sidewalk Master Plan FY 2023-24. PBW is on track to complete 6 sidewalk projects which equates to approximately 6.28 miles of sidewalk improvements by September 2024.

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 and the implementation schedule is in progress to be completed September 2024.

13 Solar Installation 

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

STATUS A Approximately \$200,000 has been spent to upgrade the electrical switchgear equipment at the Bachman Recreation Center to support the new solar and battery system to be installed at that facility. The remaining balance of the \$500,000 will be used for maintenance and repair of existing failed solar equipment installed on City facilities to ensure that our current solar systems are operating at their full potential. The solicitation for maintenance and repair of existing solar equipment installed on City facilities was advertised from June 6-13, 2024 and final vendor bids received on July 19, 2024, with an estimated Council approval date of October 23, 2024.

27 Street Maintenance 

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

STATUS As of July, PBW completed 304.37 lane miles of streets maintenance work and spent \$77,797,177 in funding.

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. Bids were due by April 26, 2024, and the design award was approved by City Council on August 28.

FY 2023-24 Budget Initiative Tracker

SUSTAINABLE

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 July 2024, SDM has spent \$21.0 million citywide on the completion of one project, two projects under construction, 11 projects in design, and 17 that are in development.

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 worked with the Small Business Center (SBC) to contribute Green Job Skills funding to SBC's interlocal agreement with Dallas College to offer two Electric Vehicle (EV) related trainings. OEQS staff will meet with Human Resources and Equipment & Fleet Management to determine next steps for developing an agreement with Dallas College.

FY 2023-24 Budget Initiative Tracker

CORE**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 July, ITS has spent \$4,866,952 for the following technology projects: The rehosting of 911 CAD and call recording servers will be completed in December, and the Code Compliance Inventory project is complete.

The remaining projects status are as following: The AdvantageDallas project to upgrade the financial and budget systems are in the testing phase of the project and on schedule for October 2024 implementation. For Salesforce expansions, the Office of Community Care's Online Grant Management and the CMO's Enterprise Community & Employee Engagement are in the configuration phase with tentative completion dates by September 2024. The Dallas Police's Procurement Automation - Phase 1 projects is pending final approval for go live in August 2024 (moved from June). Finally, the Office of Procurement Services' Solicitation Management project for phase 2 is still in the discovery phase. The RFCSP for the DFR's Station Alerting System is pending procurement completion and contract award. Updates are ongoing for Dallas Police's body worn camera infrastructure.

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 As of July, OPS has onboarded all five positions. Through staffing and process improvements, OPS is actively working to track and monitor the decrease of contract development by 45 days before the end of the fiscal year. Additionally, OPS is reviewing staffing structure for FY 2024-25 Budget to maximize the contract development process.

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 The Black Chamber of Commerce has a graduation planned for August 7, 2024 for 26 students. The application deadline for the second Dallas Accelerators Pilot Program (DAP) has been extended until July 15, 2024. The Black Chamber of Commerce received 15 applications and Cen-Tex received 14 applications. Accepted applicants are expected to begin courses in August. This project has transitioned to the Office of Procurement Services effective August 1, 2024. The new department is reviewing existing project plans and commitments to determine a path forward.

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.



5
Complete



3
On Track



0
On Hold



6
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 CEO was hired in July. The three year work plan is now in development. EDC began work on addendum 1 related to 7800 N Stemmons. A budget submitted to City of Dallas and the remainder of funds for FY 2023-24 approved to be transferred to the EDC.

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. This project is set to close in September 2024. On August 24, 2022, City approved authorizing \$4,100,000 to be allocated to Cypress Creek at Montfort, a mixed-income multifamily development in District 11. 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 July 2024, \$5,500,000 has been spent or encumbered for 17 homes under construction and 23 that have been completed. By end of summer 2024, \$4,500,000 will be encumbered for infrastructure improvements including water, wastewater, and sewer utilities.

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, four in February 2024, five in April 2024, one in June, and one in July for a total of 25 sites. The remaining 38 Wi-Fi sites have received Access Point equipment and the vendor will provide an installation timeline by the end of September.

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 million over three years will be completed in FY 2024-25. As of July, TRN has spent and encumbered \$12.8 million on the design of 92 signals and construction of 77 signals associated with both the FY 2021-22 and FY 2022-23 initiatives.

32 Bike Lanes 

INITIATIVE The project to improve the bike lane network is a multi-year effort and multi-year 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 July 2024, TRN has spent \$2,700,000 of the \$4,500,000 in available funding on design, study, or completion of 16.9 lane miles. TRN is presenting two Bike lane engineering contracts to City Council for approval in the Fall.

34 Accessibility 

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

STATUS Through July 2024, ITS and OEI have continued with software acquisition efforts. Due to new city security standards, vendors must now meet additional state registration requirements for City software purchases. The team is actively working with vendors to ensure compliance with these requirements. The acquisition team has now moved software purchasing and licensing to SHI, a City-approved vendor, for software support. 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 Through March 2024, 30 identified, occupied unserved areas, including 84,616 feet of new pipelines have been awarded for construction to receive water and wastewater infrastructure improvements. Thirteen additional locations, including 15,203 feet of new pipelines, have been bid and construction award is planned in FY 2024-25. One additional location will be delivered in coordination with private development planned to begin in FY 2024-25.

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 that includes cataloging the current code standards, benchmarking the code per best practices, GIS analysis, and outline of the website content. A working document has been reviewed by staff; the consultant is currently adjusting draft based on staff's input. Public engagement will begin after the completion of ForwardDallas.

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 drafted plan was approved by City Council in May and submitted to the state in compliance with the Water Conservation and Drought Contingency regulatory requirements.

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 3,900 radios being issued and the remainder are being stored for new staff or replacements. ITS and DPD have migrated the existing Records Management System (RMS) to updated servers to address Criminal Justice Information Services (CJIS) compliancy issues. Taser 7 is currently being issued during training academy, with about 2,400 devices deployed.

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 Through July 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 security systems include but are not limited to the integration of access controls, cameras, intercoms, panic buttons and intrusion alarms to be installed and upgraded in the City buildings and facilities. As of July 2024, \$2.8 million will be encumbered to provide and install equipment at the central library and branch libraries, Moody Auditorium, 4 Code Enforcement Buildings, City Hall, Dallas Animal Shelter, at the Oak Cliff and South Dallas Cultural Center.

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 April 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 July, TRN has spent or encumbered \$2,600,000 of \$5,000,000 allocated in FY 2021-22 through FY 2023-24, with 536 flashing beacons installed. The FY 2022-23 objective to install 500 school zone flashing beacons is complete.


PROCESS IMPROVEMENT

The Process Improvement Team aims to create a cultural shift within the City by encouraging issue identification and interdepartmental collaboration to effectively analyze and address problems. Using data, strong business skills, and proven best practices, we strive to increase productivity, improve customer satisfaction, and reduce waste.




The following table summarizes current Process Improvement projects for FY 2023-24. Projects are reported as Complete, On Track, Delayed, or Pre-Kickoff. A key component of continuous improvement is using baseline measures, which serve as a reference point for evaluating progress and effectiveness. These measures capture the current performance level before any changes are implemented, allowing for clear comparisons as improvements are made. This data-driven approach fosters a culture of continuous evaluation and refinement, ultimately driving operational excellence. Most projects will utilize baseline measures, however not all projects will have a baseline measure provided.

Project Status




3

Complete




2

On Track





0

Delayed







0

Pre-Kickoff

#	Project	Status	Timeline	Measure	Baseline
1	<p><u>DPD Workload Optimization</u></p> <p>Assess current operational demands to identify process improvement opportunities for workload management</p>		<p>January 2022 - December 2023</p>	<p>% Accurately Reported Hours</p>	<p>Unknown</p>
		<p>Status Update: <i>The review protocols, dashboard, and reports that will trigger leadership action have been identified. The project is complete and the technology option implemented.</i></p>			
2	<p><u>DWU/PDV/DFR</u></p> <p>Map water and wastewater permitting process, from start to finish including installation of items. Cross training and provide understanding of entire process for stake holders</p>		<p>April 2023 - November 2023</p>	<p>Reduce Errors, Breakdown Silos, Improving Communication</p>	<p>N/A</p>
		<p>Status Update: <i>The four main improvement items are as follows: 1) Prioritizing New Fire Hydrants with DWU, a joint memo from DFR and DWU addressing the issue was released in March 2024 detailing an implementation outline in the next few months; 2) Transitioning the City to Utilize 811 for DWU utility line locations; 3) Eliminating the "City" option to purchase utility connections; 4) Creating a permitting team within DWU and incorporating the inspection process with Building Inspection. 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.</i></p>			



#	Project	Status	Timeline	Measure	Baseline
3	<p>Low Sterrett Prisoner Intake Reduce the amount of time DPD officers spend processing prisoners at Low Sterrett</p>		July 2023 - January 2024	Cycle Time/Arrest	228 mins/ arrest
<p>Status Update: The project was relaunched in July 2023, initially connected with the 'Low 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 for warrants, family violence assaults, and Driving While Intoxicated (DWI) have all been sent to ITS. Once implemented, these customized reports are expected to save DPD officers 19,000 labor hours annually. While the project is complete from a Process Improvement Team (PIT) standpoint, the PIT continues to support the implementation of improvements.</p>					
4	<p>DPD Sworn Hiring Process Reduce unnecessary attrition and decrease the number of days it takes to hire an applicant.</p>		February 2024 - April 2024	Calendar days between application and hire	134
<p>Status Update: The Executive Report-Out was held in April 2024, including four recommendations for Civil Service (CVS) and seven recommendations for Dallas Police Department (DPD). These recommendations could reduce the hiring process from 11.5 weeks to 7.8 weeks. While the project is complete from a Process Improvement Team (PIT) standpoint, the PIT continues to support the implementation of improvements. The class that started in July saw a reduction in average calendar days of 22.2, or 19%, from baseline. Civil Service recommendations include: 1) Send Civil Service exam test exam link immediately after application submission; 2) Only review applications where the applicant has passed Civil Service Exam (~30% reduction in manual review); 3) Reduce the amount of time allowed to take exam from 2 weeks to 1 week; and 4) Integrate Civil Service Exam with Workday. Dallas Police Department recommendations include: 1) Coordinate with CVS to reduce redundant documentation request; 2) Drive the process, once applicant completes CVS review email applicant with scheduled date of test; 3) Evaluate the use of the polygraph; 4) Eliminate redundant and unnecessary steps/paperwork, mail for transcripts, military documents, candidate withdrawal, etc.; 5) Use "National Student Clearinghouse to obtain transcripts; 6) Make conditional offer following successful completion of Phase 1 and allowing Psychological evaluation to be used during background investigation; 7) Provide web-based test platform for psychological evaluation, scantrons are used currently; and 8) Digitize process workflow (Workday).</p>					

#	Project	Status	Timeline	Measure	Baseline
	<u>DFR Sworn Hiring Process</u> Reduce unnecessary attrition and decrease the number of days it takes to hire an applicant.		May 2024 - September 2024	Calendar days between application and hire	214
			Status Update: As a result of the DPD Sworn Hiring Process Improvement project, the City Manager's Office has asked the PI team to look at DFR hiring. This project kicked-off in May. The team has been assembled, issues are being evaluated, data has been collected and analyzed, and an action plan is being prepared.		
5	<u>311/Water Customer Service</u> Increase speed-of-answer, and reduce abandonment rate.		April 2024- October 2024	Speed-of-Answer (SoA) and Abandonment Rate (AR)	SoA = 15:30 AR = 30%
			Status Update: The team has finished data collection and call observations. Data analysis has identified the top call volume types and call center staffing requirements. The team is working on recommendations for improvements and plans the report out for next month.		



Memorandum



CITY OF DALLAS

DATE September 13, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – August 2024**

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

Service First, Now!

A handwritten signature in cursive script that reads "Donzell Gipson".

Donzell Gipson
Assistant City Manager (I)

[Attachment]

c: Kimberly Bizer-Tolbert, City Manager (I)
Tammy Palomino, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Dominique Artis, Chief of Public Safety (I)
Dev Rastogi, Assistant City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Alina Ciocan, Assistant City Manager
Robin Bentley, Assistant City Manager (I)
Jack Ireland, Chief Financial Officer
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors



TECHNOLOGY AND ACCOUNTABILITY REPORT

INFORMATION AND TECHNOLOGY SERVICES

1500 Marilla St., 4DS
Dallas, TX 75201
(214) 671-9868

As of August 30, 2024

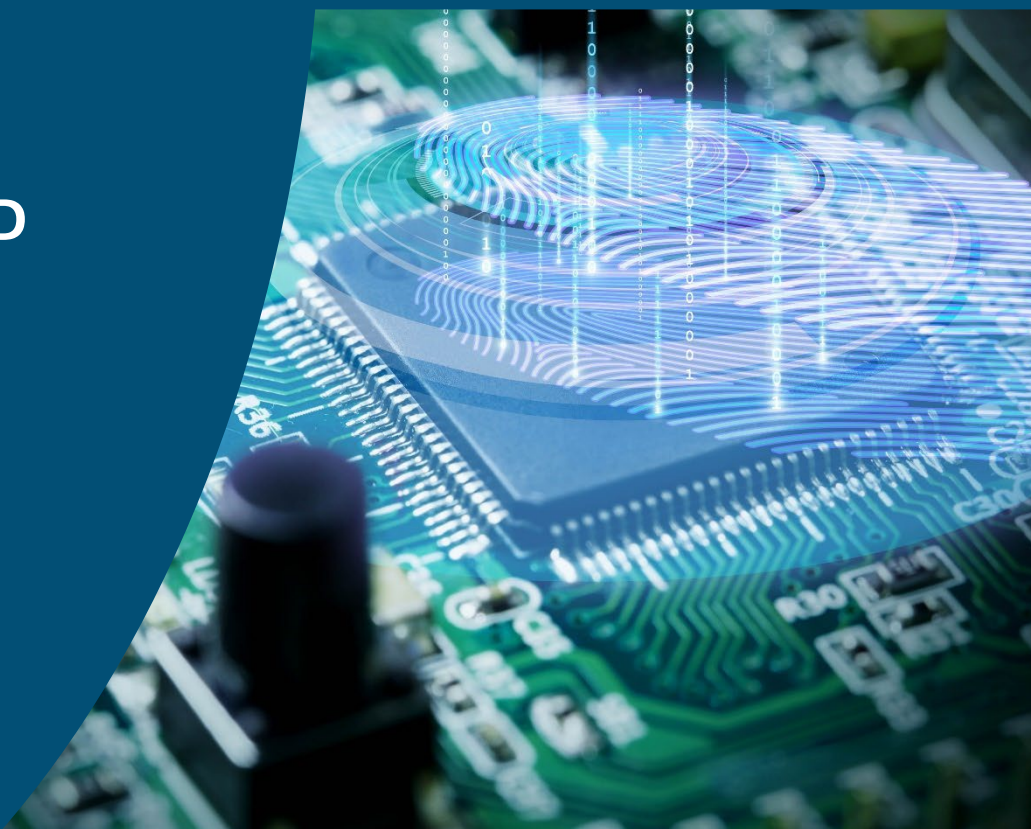


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Vision | To become a municipal leading IT organization for innovation by operating in excellence with service delivery.

Mission | To deliver dependable, secure, and innovative IT solutions that empower the City of Dallas Departments to meet ITS strategic goals and effectively service ITS residents.

Executive Summary

The highlight of accomplishments achieved in August include:

- Section 1: IT Programs & Projects – One project was completed and implemented:
 - Office of Community Care - Emergency Rental Assistance Enhancements: This project expands the functionality of the current housing assistance program for Housing Opportunity for People with AIDS (HOPWA) applicants seeking emergency rental and utility assistance.
- ITS integrated the 911 Computer Aided Dispatch System (CAD) and the NICE Recording systems. This integration will enhance Quality Assurance (QA) and Open Records Request (ORR) processes by increasing efficiency and flexibility in researching 911 emergency calls. They now have the capability to search by agent name, position, or CAD incident, making it easier and quicker to retrieve calls for monitoring, investigative, or ORR purposes. Additionally, the new functionality will allow QA and ORR personnel to capture screen prints of calls when requested or necessary.
- On August 21st, the City Council was briefed on the 2024 Dallas Bond Program website and given the acknowledgment to go-live. The website will provide the public with daily progress updates, user-friendly visualizations, and resources for the 2024 Bond Program. It builds on the transparency and features from the 2017 Bond Program while adding improved modern design (UI/UX) and accessibility standards. Users may drill down from highlights about the program, get information on the 10 Propositions, obtain details and updates on individual projects. This website also integrates with an updated interactive map, which provides an additional visualization layer. These resources highlight a collaboration between several teams: ITS Web Services for the web design and development, ITS Applications (Tririga), Public Works, Enterprise GIS, and the Office of Bond and Construction Management.



Executive Summary continued...

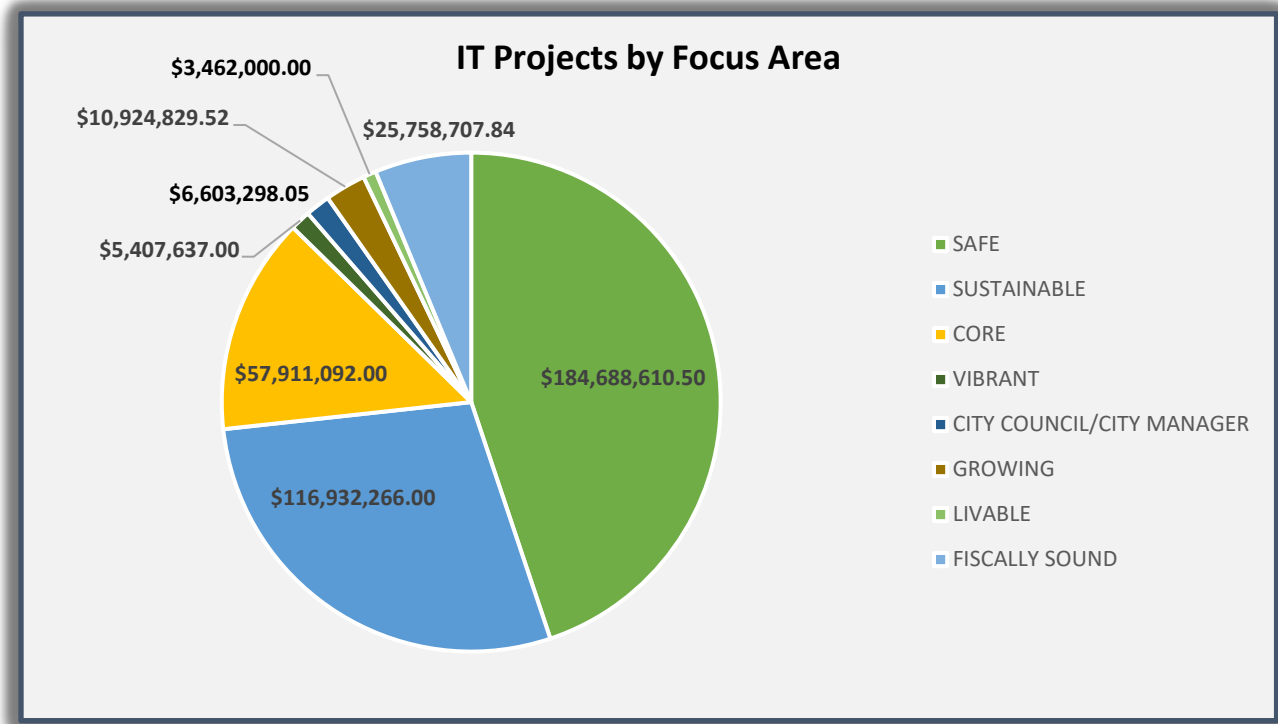
- On August 22nd, ITS integrated ProQA with the city's Computer Aided Dispatch System (CAD). ProQA Paramount enhances emergency dispatch by analyzing information to determine the correct dispatch code and allowing immediate responder deployment, with additional contextual hints and instructions provided throughout the call. Integrated with CAD and Locution, ProQA receives initial call data and aids Dallas Fire-Rescue Dispatchers in using standardized protocols, ensuring efficient resource dispatch and consistent guidance for all dispatchers. It also facilitates team coordination through detailed case summaries and supports real-time adaptation to evolving situations.
- Dr. Brian Gardner, (I) CIO, met and participated in a taping with Route Fifty's Innovation Spotlight in Washington, DC to present and discuss the cyber-grant programs. There was also discussion surrounding the administration of the grant programs and distribution to local municipalities.
- August 14th, Dr. Brian Gardner sat on a White House Virtual Cybersecurity panel to discuss current cybersecurity issues and complexities that local and municipal governments are challenged by.
- August 15th, Dr. Brian Gardner participated on a panel discussion with Congressman Veasey and FCC Commissioner, Geoffrey Starks to discuss the digital divide and the complexities facing the underserved, as well as the reintroduction of the Affordable Connectivity Program and how it benefits residents.
- Dr. Brian Gardner, participated in a virtual roundtable discussion with StateScoop around the use of cloud, migration, and value using the cloud for government. In addition, Newsroom 42 conducted an interview with Dr. Gardner surrounding software management in government. The discussion touched on software management, technical debt, cost of total ownership and how it impacts the overall organization as a whole.

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Section 1: IT Programs & Projects

A. Project Pipeline

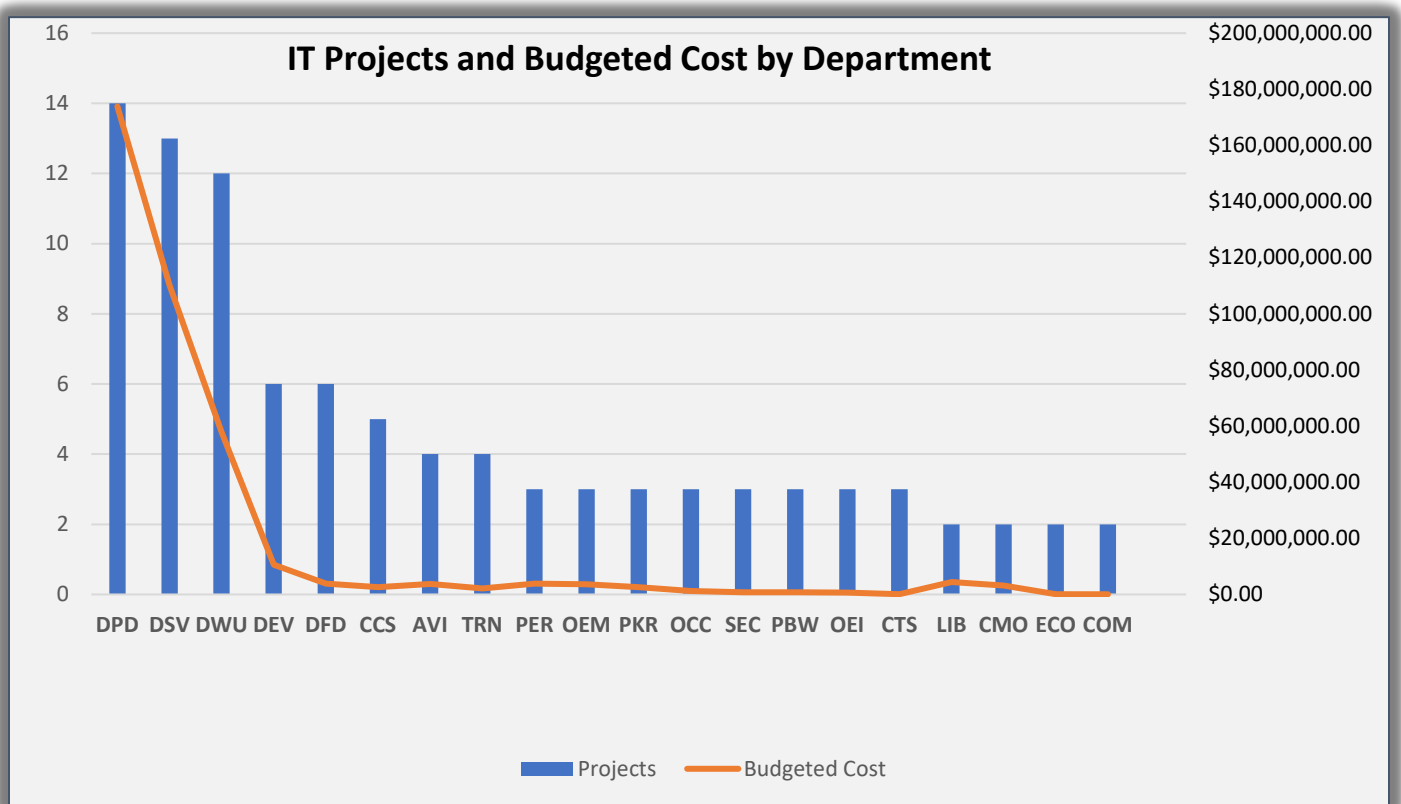
IT Projects by Strategic Priority



NOTES:

1. As of August 31, 2024, ITS has 105 approved IT projects in the pipeline.
2. The total budgeted costs for the 105 projects are \$411,688,440.
3. Project pipeline includes at least one project in each of the 8 focus areas.
4. The highest number of active IT projects are aligned to the SAFE focus area with 25 projects at a total budgeted cost of \$184.7M, the SUSTAINABLE focus area with 24 projects at a total budgeted cost of \$116.9M, the CORE focus area with 15 projects at a total budgeted cost of \$57.9M, the VIBRANT focus area with 11 projects at a total budgeted cost of \$5.4M, the CITY COUNCIL/CITY MANAGER focus area with 11 projects with a budgeted cost of \$6.6M, the GROWING focus area with 9 projects with a budgeted cost of \$10.9M and followed by the LIVABLE focus area with 6 projects at a total budgeted cost of \$3.5M, and FISCALLY SOUND with 4 projects at a total budgeted cost of \$25.7M.

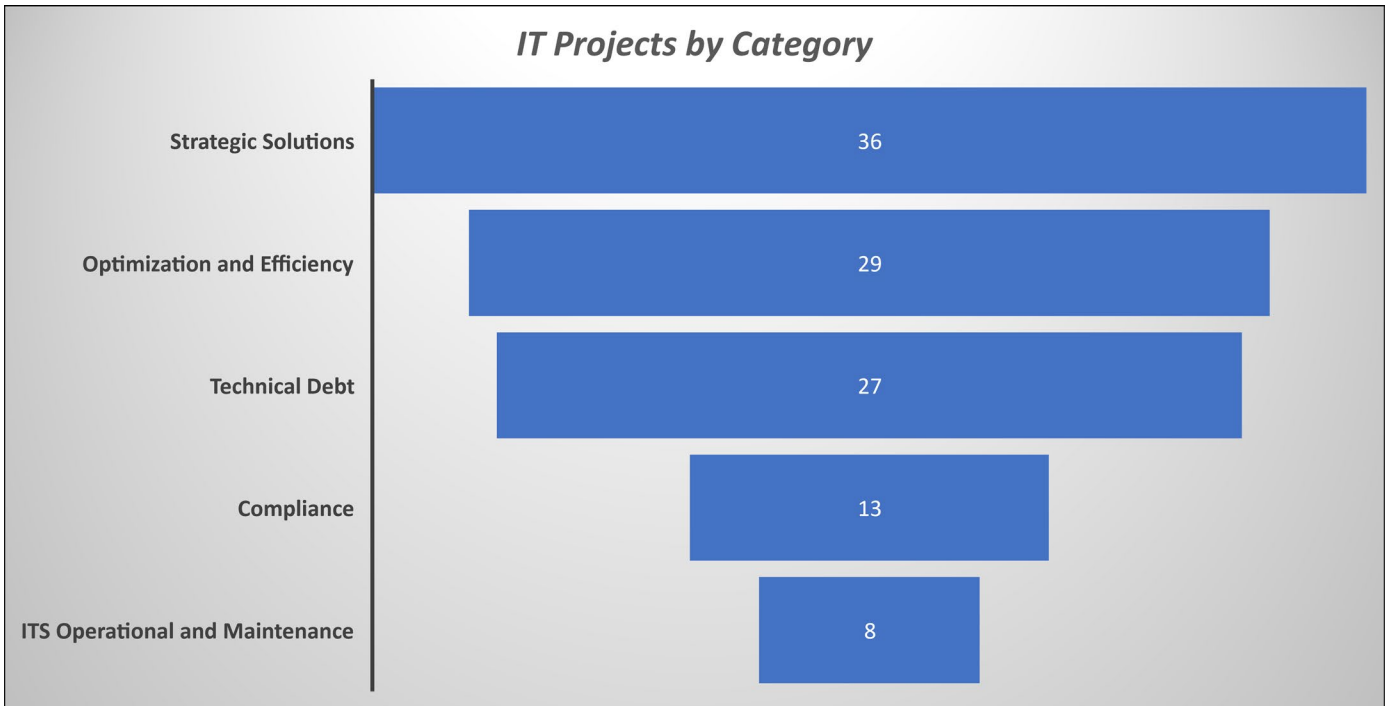
1. IT Projects and Budgeted Cost by City Department



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 \$173.9M, followed by Dallas Water Utilities with 14 active projects at a total budgeted cost of \$110.2M, Information & Technology Services with 14 projects at a total budgeted cost of \$58.3M, Code Compliance with 6 projects at a total budgeted cost of \$3.01M, and Planning & Development with 6 active projects at a total budgeted cost of \$10.5M 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.

2. IT Projects and Budgeted Cost by Category



NOTES:

1. Thirty-six projects implement Strategic Solutions of new products or services with a budgeted cost of \$78.9M.
2. Twenty-nine projects aim to increase Optimization and Efficiency of City processes and systems with a budgeted cost of \$284.83M.
3. Twenty-seven projects focus on reducing Technical Debt with a budgeted cost of \$120.66M.
4. Thirteen projects address Compliance Standards to meet industry regulations, government policies, or security frameworks with a budgeted cost of \$99.23M.
5. Eight projects are internal Operations and Maintenance projects with a budgeted cost of \$4.57M.

*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.	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)	FISCALLY SOUND	CCO	Oct-24	In Process	
2.	Belleview Data Center	The program includes obtaining funding, creating several vendor relationships and the subsequent migration of all Infrastructure and applications to 1000 Belleview, the new City of Dallas Data Center. (TBD)	CORE	DSV	Planning	In Process	
3.	Consumer Protection Online Salesforce Application/ Permitting System	This system will allow the department to implement an online permit process for seven applications (wood vendor, motor vehicle repairs, credit access, electronic repairs, home repair, and scrap tire). It will allow business owners to access complete, submit, and track their business permit applications online. (\$318,050)	LIVABLE	CCS	Sep -24	In Process	
4.	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. (\$9,746,788)	GROWING	DEV	Sep-25	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
5.	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)	SAFE	DPD	Dec-24	In Process	
6.	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 conducts job safety hazard analysis.	LIVABLE	CCS	Sep-24	In Process	
7.	RFCSP for Court Case Management System	The current Court Case Management System (Tyler Technologies) contract has been extended to June 2025. Courts 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)	SAFE	CTS	Planning	In Process	
8.	Telestaff-Workday Integration Phase 2	Telestaff automated scheduling and staffing system for the City of Dallas Fire Department 24-hr employees' integration with Workday Payroll System. (\$731,238)	SAFE	DFD	Planning	In Process	
9.	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 to procure and implement a new, modern station alerting system for Dallas Fire Rescue. (\$1,860,000)	SAFE	DFD	Planning	In Process	
10.	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 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.	SAFE	DPD	Oct-26	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
11.	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)	SAFE	DPD	Dec-26	In Process	
12.	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.	SUSTAINABLE	DWU	Nov-24	In Process	
13.	Stormwater Compliance Information Management System	OEQ staff currently manages mission-critical and legally sensitive environmental management consent decree (EMCD) /permit-required tasks through a 20-year-old “homemade” information system built on MS Access 2002 and InfoPath. This project will procure and implement a new, modern system which provides timely information through dashboards and reports. (\$49,900)	SUSTAINABLE	OEQ	Oct-24	In Process	
14.	PKR Asset Inventory, Amenity, and Maintenance Management System	This project will implement an integrated park asset, work order, operations, maintenance, and resource management for the Park and Recreation Department.	VIBRANT	PKR	Nov-24	In Process	
15.	DWU Billing CIS and Customer Portal Replacement	DWU's current CIS system, SAP, will reach its end of life in 2025. DWU must replace SAP by 2025 to ensure continuity of our billing. (\$0)	SUSTAINABLE	SAP	Jul-28	In Process	

NOTES:

- 1 Advantage Dallas Financial Upgrade.** This project is scheduled for go-live October 2024. User Acceptance Testing is underway with end user training scheduled to begin late August and continue to go-live.
- 7. RFCSP for Court Case Management System.** The RFCSP is pending and has been released by Procurement. Evaluation of the responses are currently in progress.
- 8. Telestaff-Workday Integration Phase 2.** Telestaff-Workday Integration for Fire uniform Go live date paused. New dates are being developed. The implementation of this Integration(s) will automate the passing of data from Telestaff to Workday, reducing Business Partner manual work.
- 9. Fire Station Alerting System.** Contract negotiation pending. Discussion between the city team and vendor is in process.

C. Changes to Major Project Status List

1. Project implemented or closed since last report:
 - a. **Office of Community Care - Emergency Rental Assistance Enhancements:** This project expands the functionality of the current housing assistance program for Housing Opportunity for People with AIDS (HOPWA) applicants seeking emergency rental and utility assistance.



Section 2: IT Operations

A. Outage Report

1. Monthly Service Desk Report

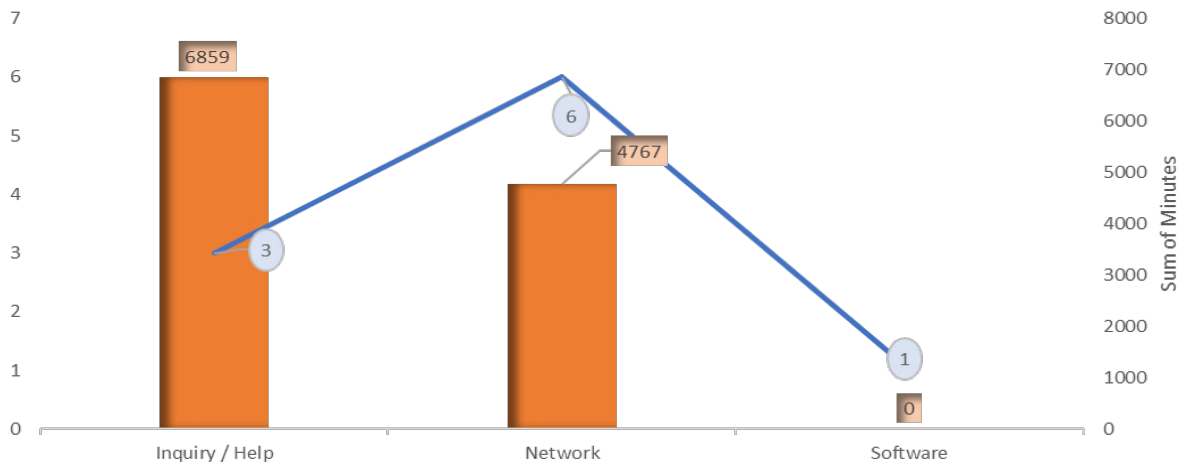
The IT Service Desk functions as the single point of contact (SPOC) between the City’s IT organization and its end users. The Service Desk handles a variety of requests that include distribution to support, setting user passwords, and troubleshooting issues. It assists customers with incident resolution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

Service Desk Call Metrics

Category	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Total Calls	6344	6228	5836	3034	3719	4108	5720	6419	6621	5388	6116	5955
Answered	6056	6143	5759	3006	3693	4070	5628	6315	6480	5319	5965	5878
Abandoned	288	85	77	28	26	38	92	104	141	69	151	77
Abandoned (<10sec)	122	55	57	12	19	18	52	23	22	41	73	53
Abandoned %(<10sec)	2.0	1.0	1.0	1	1	0	1	1	1	1	1	1

Metric	Metric	Current Month	Trend
Average Speed to Answer – Voice	Average Speed to Answer - Voice	00:11	
Password Related Incidents	Password Related Incidents	69%	
First Contact Resolution - Incident	First Contact Resolution - Incident	90.57%	
Average Duration – Service Desk	Average Duration - Service Desk	0.29 Days* 417 Minutes	
Average Duration – Field Services	Average Duration - Field Services	2.43 Days 3510 Minutes	
Average Duration - PD Field Services	Average Duration - PD Field Services	1.79 Days 2585 Minutes	

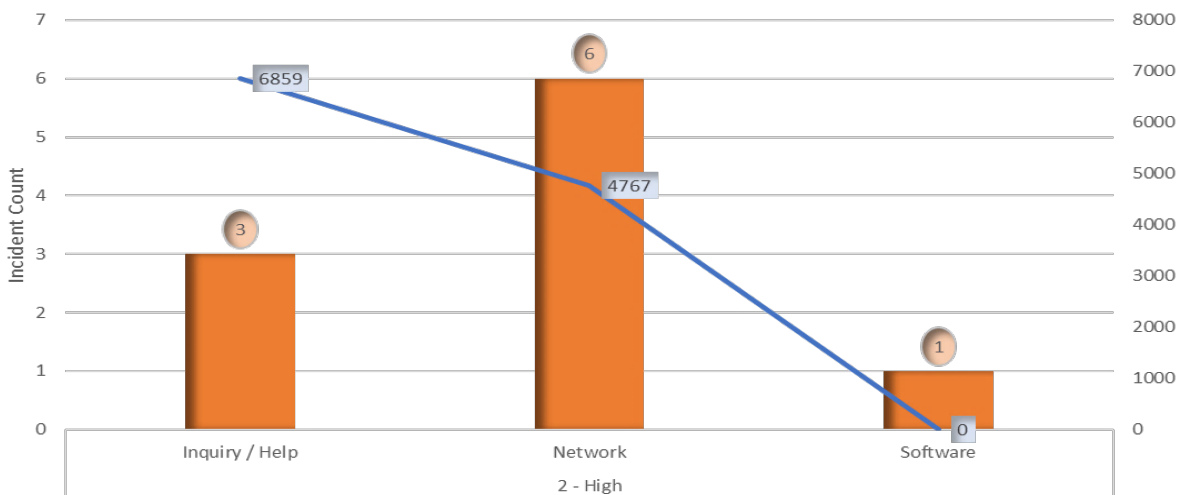
Impact Minutes by Issue Category
Severity 1 and Severity 2

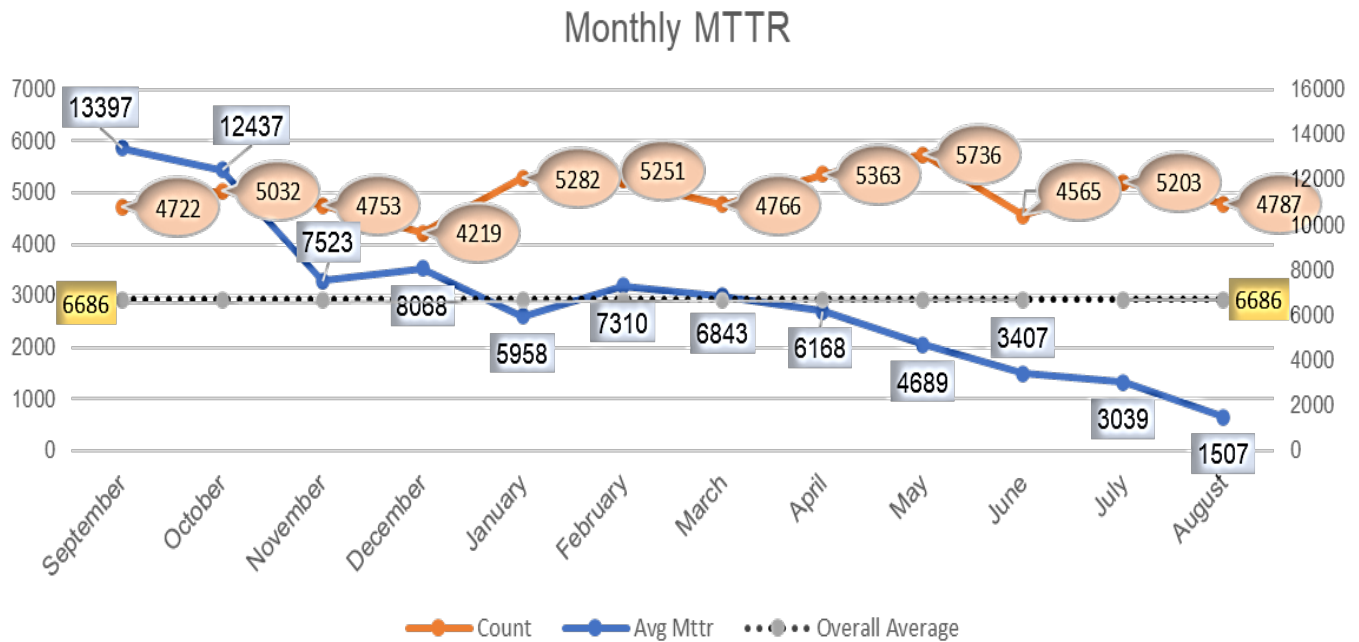


NOTES:

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 services and minutes of impact delineated by Critical and High severity.

Severity 1 and 2 by Issue Category
Impact in total minutes





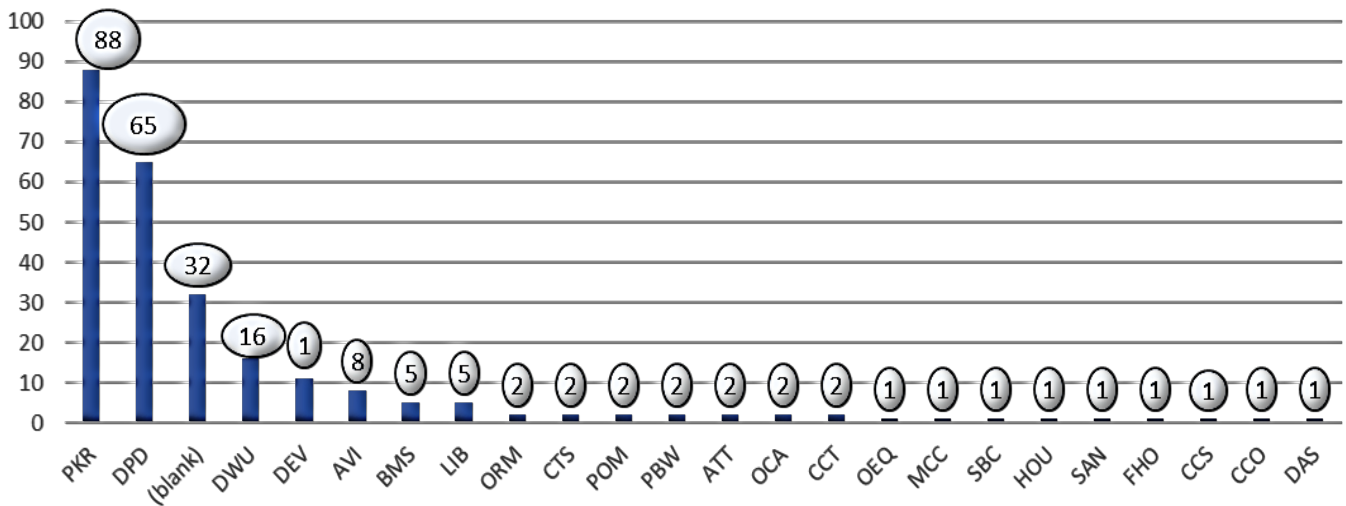
NOTES:

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. August numbers do not include 367 tickets which remain “in-progress” and as of the reporting date not yet resolved.
4. Previous months MTTR figures have been adjusted to reflect 54 incidents from previous months that were closed in this reporting cycle.
5. Previous months MTTR numbers updated to reflect post reporting month closure validation. August numbers will be updated in September reporting cycle to reflect tickets closed post data compilation.

B. Service Requests (including new employee onboarding)

1. New Hire Report

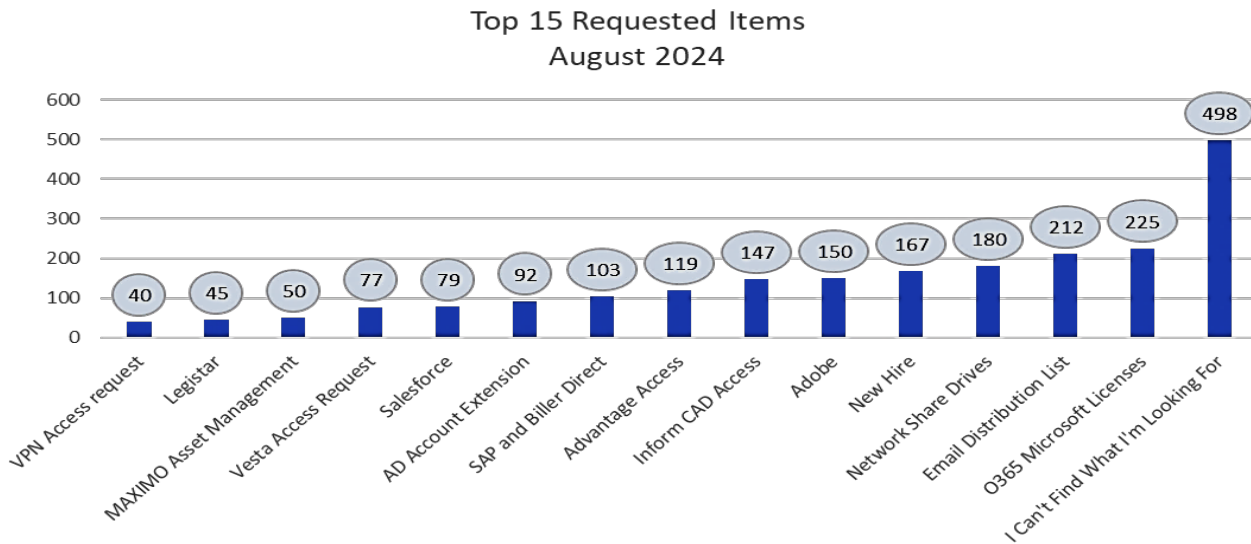
New Hire Requests by Department
August 2024 New Hire Requests = 253



NOTES:

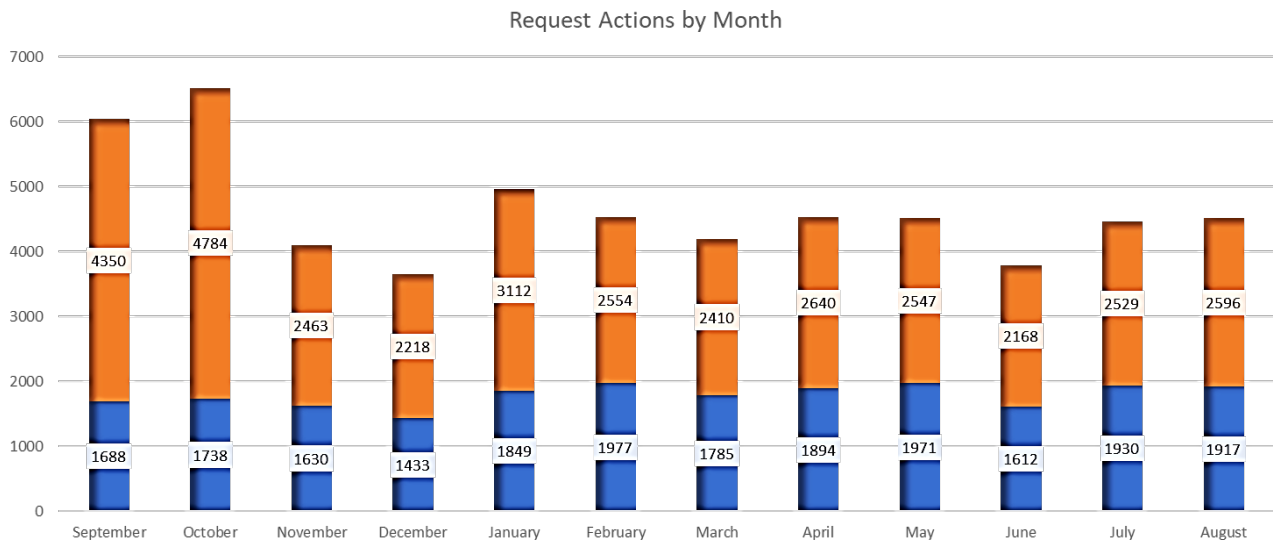
1. In the month of August, a total of 253 request tickets were generated for new employees.
2. PKR, DPD, and DWU were the top 3 New Hire Request departments. *Excluding blanks
3. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

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



NOTES:

1. August Service Requests totaled 2596, an increase of ~70 over July which totaled 2529. 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.
3. The chart below illustrates that 1917 Requested Tickets generated 2596 Requested Actions. Frequently, one request generates multiple actions to be completed by one or more teams to fulfill the ask.



C. Radio Site – Generator Status

The ITS Radio/Mobile Technology team maintains twenty-nine (29) tower sites in operation of the P25 radio system. The P25 system provides radio coverage for the City and several surrounding agencies for Public Safety and the City’s Public Works departments. To maintain constant and emergency availability of the radio network, many of the tower locations are supported by generators. The table below provides information pertaining to each location.

Site Name	Type
Broadway	Site
Cedar Hill	Site
Cedardale	Site
Crowley Courts	Building & Dispatch
Crown Park	Site
Desoto	Site
Dolphin	Site
Evelyn	Site
Fire Station 37/Greenville	Site
Florina	Site
Forest	Site
Garland/Costa Mesa	Site
Gun Range	Site
Highland	Site
Holcomb	Site
Illinois	Site
Irving Civic Center	Site
Irving Northwest	Site
McKenzie	Site
Mesquite Service Center	Site
Northwest/Harry Hines	Site
Oak Lane	Site
Parkland Hospital	Building & Dispatch
Rosehill	Site
Sachse	Site
Southeast	Site
Southside	Site
TI	Site
Wilmer	Site
Dawson Radio Shop	Radio Shop

D. IT Applications Availability

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.

For the month of August, We had no outages for the top ten tier one critical applications.

Application	Support Team	PS/NonPS	Target	July Hours	July Uptime	August Hours	August Uptime
Computer Aided Dispatch (CAD)	ITS CAD and RMS	Public Safety	99.99%	740	99.99%	740	100.00%
Fire Station Alerting System (Locution)	ITS DFR	Public Safety	99.99%	740	100.00%	740	100.00%
inPursuit Records Mgmt System (RMS)	ITS CAD and RMS	Public Safety	99.99%	740	100.00%	740	100.00%
POSSE	ITS Land and Permit	Non-Public Safety	99.98%	740	100.00%	740	100.00%
Salesforce CRMS	ITS 311 Salesforce CRMS	Non-Public Safety	99.98%	740	100.00%	740	100.00%
CGI/AMS Advantage Financial	ITS Financial	Non-Public Safety	99.99%	740	100.00%	740	100.00%
DPD Camera System	ITS DPD	Public Safety	99.98%	740	100.00%	740	100.00%
911 Vesta System	ITS Vesta	Public Safety	99.99%	740	100.00%	740	100.00%
Highland Onbase	ITS Land and Permit	Non-Public Safety	99.98%	740	100.00%	740	100.00%
Maximo	ITS	Non-Public Safety	99.98%	740	100.00%	740	100.00%

NOTES:

1. The table lists ten Tier 1 applications and the performance indicators for the month of July and August 2024.
2. 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. If a reporting period has 744 hours and an application has 4 maintenance hours allocated in the reporting period, the reporting period hours are 740.
3. 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.

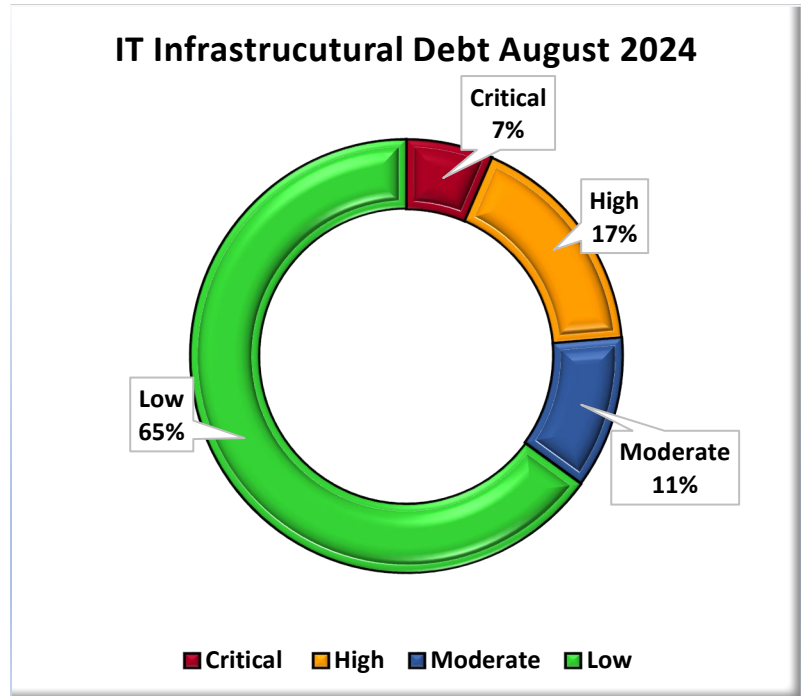
E. Standard Enterprise Software Inventory (SESI)

Technical debt refers to the accumulation of design or implementation compromises made during the development of software, applications, or systems. The City’s systems environment has grown over time, where technical debt accumulates and incurs a cost in the form of increased maintenance and development time, reduced quality, and decreased productivity.

The City of Dallas has a volume of technical debt present in its technology environment. To address the debt and consolidate systems ITS has begun to frame a program, better manage, and provide exceptional services.

As a part of the Interim City Manager’s 100-day plan and IT strategic direction, a proactive approach has been taken that identifies, tracks, and communicates the potential risks and costs associated with technical debt system duplications to City departments.

ITS is working to build a technical debt remediation and Standard Enterprise System Inventory (SESI) consolidation program for managing IT systems 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.



Below is a snapshot of four applications that we consider technical debt. These four applications were identified by the application rationalization team for the month of August to show the efforts to keep these legacy applications functional. ITS has spent over hrs. supporting numerous tickets on the follow systems. All four of these applications are in flight for upgrade or replacement, this month we have added a status column to show status of replacement or upgrade.

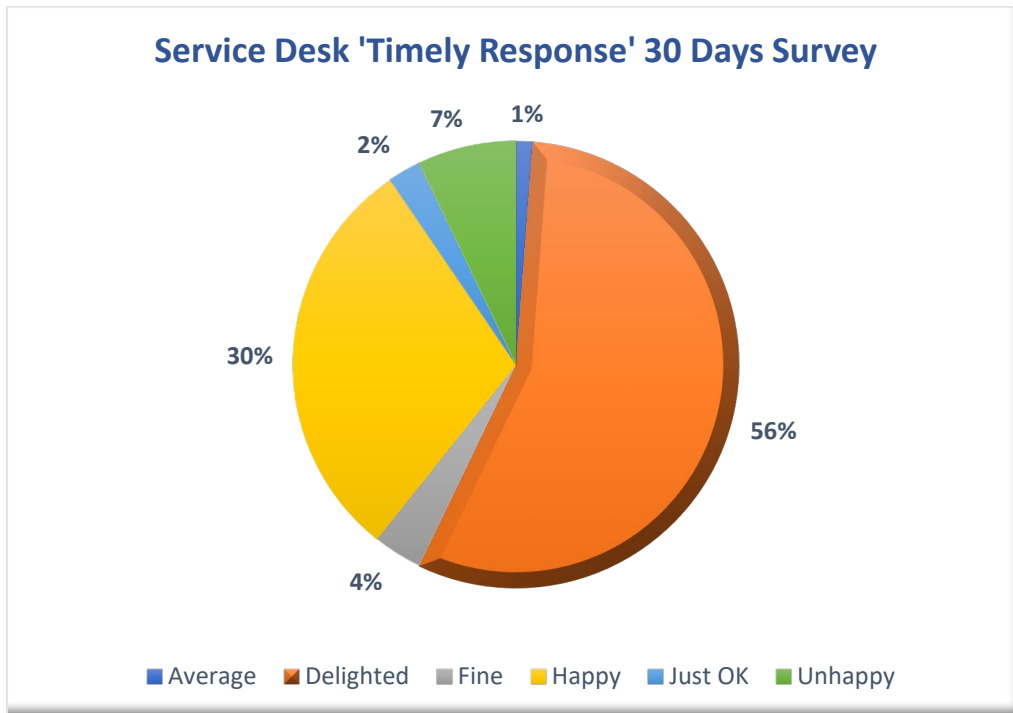
Application	IT Support Team	Hours Spent	Status
DFR IDS	ITS DFR Apps Support	72 hrs	In progress Multiple modules Completion Dec 2025
POSSE Permitting	ITS Land and Permitting Apps Support	154 hrs	Dallas Now Summer 2025
AMS Advantage	ITS Financial Apps Support	112 hrs	AMS Upgrade Oct 2024
Locution	ITS DFR Apps Support	32 hrs	In Contract in Redline Discussions

F. IT Service Desk Satisfaction Surveys

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



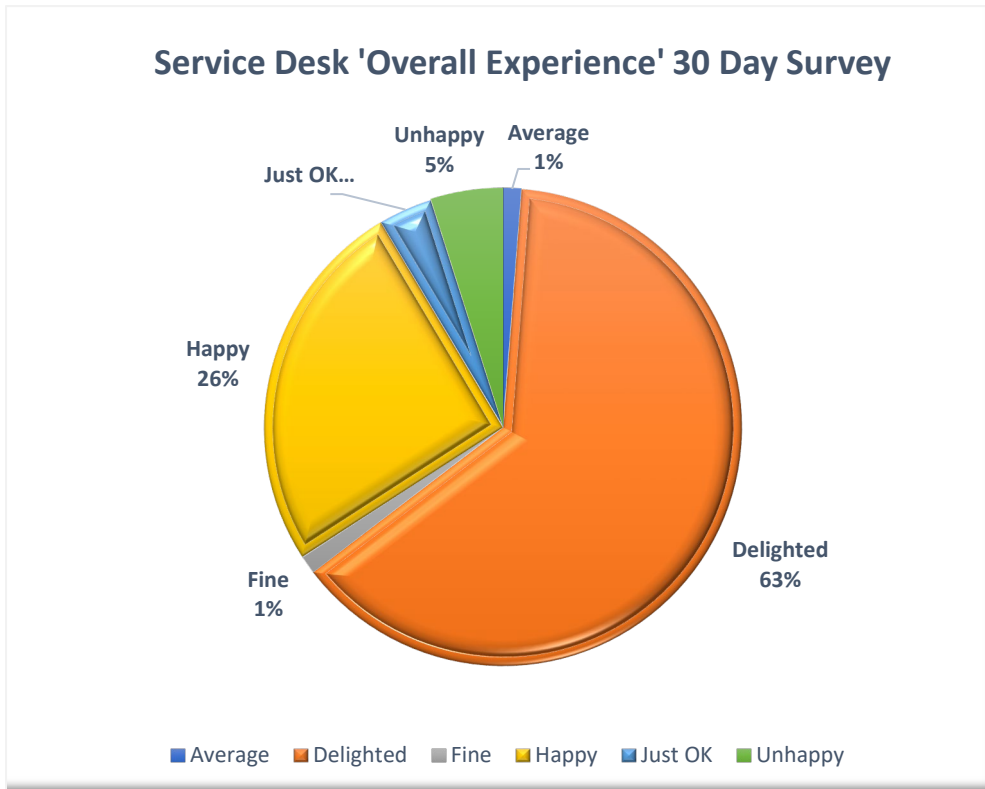
1. IT Service Desk Timeliness Report



NOTES:

1. This chart illustrates the overall survey responses to the question of Service Desk timeliness for requests submitted in August 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 August 2024 survey, 90% of respondents rated their perception of timeliness of the service to be either Fine, Happy, or Delighted.

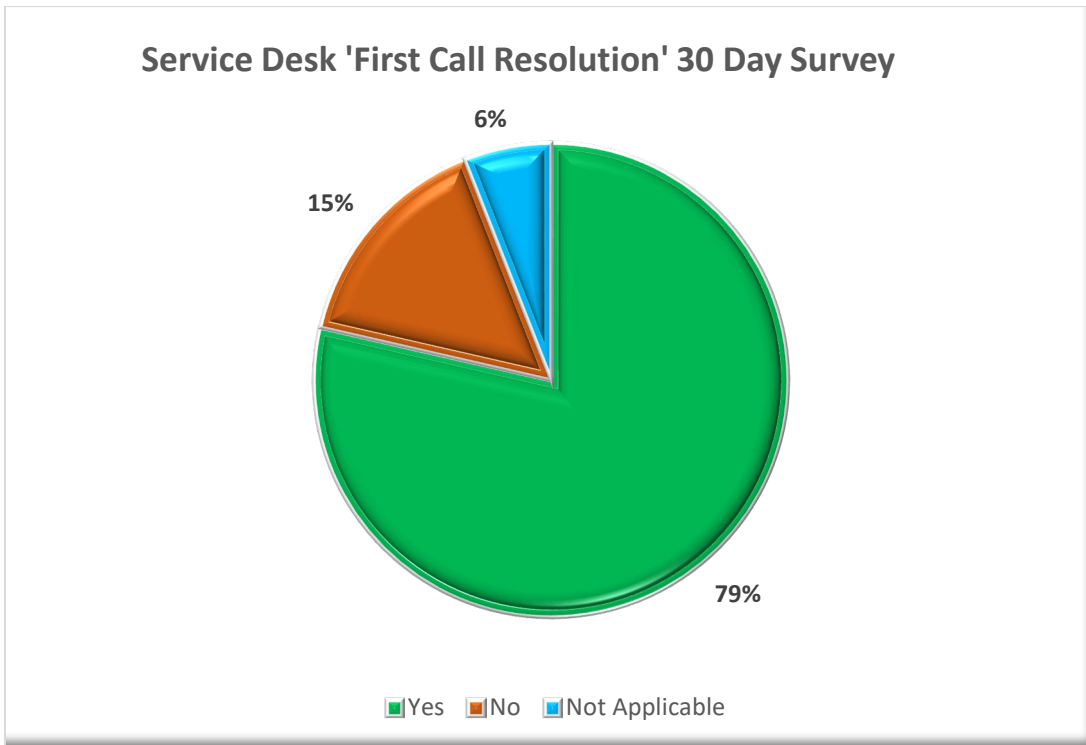
2. IT Service Desk Overall Experience Report



NOTES:

1. This chart illustrates the overall survey responses to the question of Service Desk experience for requests submitted in August 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 August 2024 survey, 90% 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 August 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 August 2024 survey, 79% 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 September 11 Agenda

Carahsoft Technology Corp - Authorize a cooperative purchasing agreement for ServiceNow, a cloud-based workflow automation platform which functions as ITS' Service Desk

- 1-year agreement through Texas Department of Information Resources
- Contract amount - \$1,974,299

Carahsoft Technology Corp – Authorize an increase to the cooperative purchasing agreement for the software upgrade and infrastructure migration for the City's existing financial system software

- Supplemental Agreement No. 1
- Amount - \$1,708,376, from \$22,095,745 to \$23,804,121



B. Budget Performance & Execution – July 2024

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

Expenditure Category	FY 2032-24 Adopted Budget	FY 2032-24 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	661,024	661,024	497,597	612,715	(48,309)
Pension	95,983	95,983	76,164	95,983	-
Health Benefits	67,550	67,550	37,768	66,050	(1,500)
Worker's Compensation	1,712	1,712	1,712	1,712	-
Other Personnel Services	14,899	14,899	36,565	39,303	24,404
Total Personnel Services	841,168	841,168	649,805	815,763	(25,405)
Supplies	201,464	201,464	20,858	125,764	(75,700)
Contractual Services	11,824,129	11,824,129	6,207,474	9,438,627	(2,385,502)
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	12,866,761	12,866,761	6,878,137	10,380,154	(2,486,607)

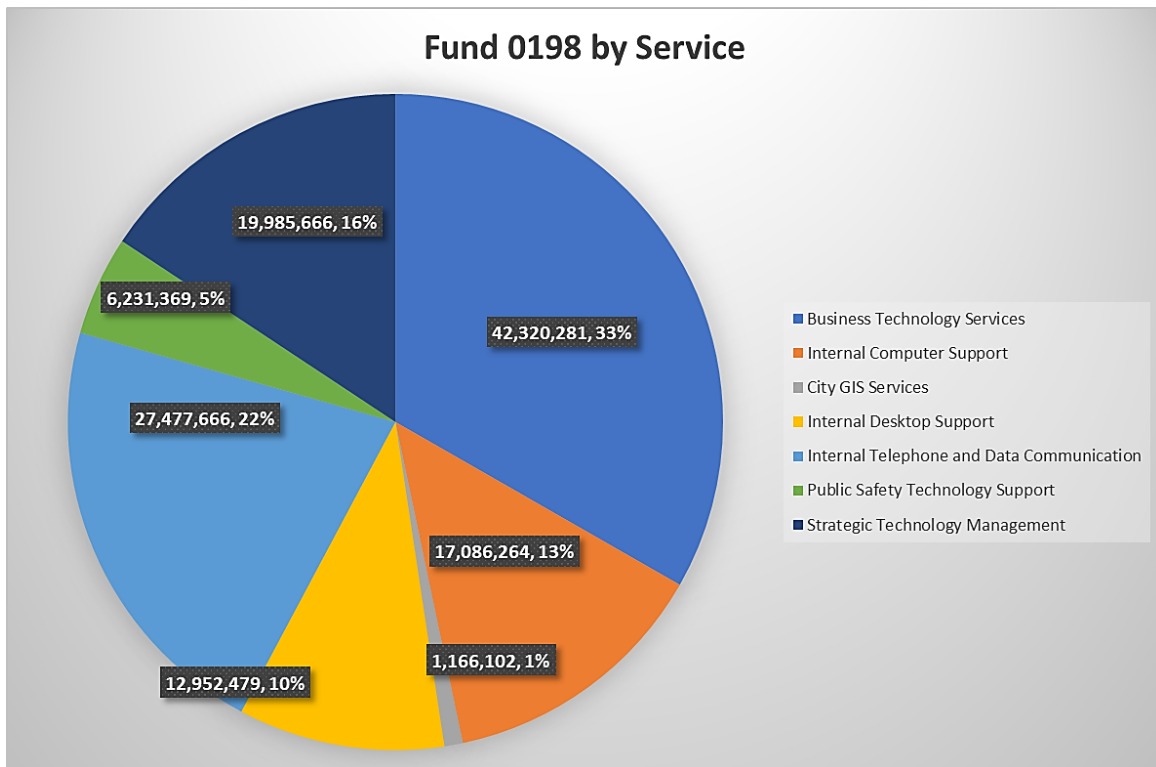
Fund 0197 – Communication Services (Radio Network) July 2024

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	1,475,423	1,726,215	(269,024)
Overtime Pay	96,632	96,632	172,790	199,328	102,696
Pension	303,582	303,582	248,674	303,582	-
Health Benefits	289,500	289,500	140,913	289,500	-
Worker's Compensation	8,059	8,059	8,059	8,059	-
Other Personnel Services	35,196	35,196	97,863	102,917	67,721
Total Personnel Services	2,728,208	2,728,208	2,143,721	2,629,601	(98,607)
Supplies	1,433,876	1,433,876	321,122	1,192,422	(241,454)
Contractual Services	14,711,697	14,711,697	6,561,791	14,285,015	(426,682)
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	18,873,781	18,873,781	9,026,634	18,107,037	(766,744)

Budget Performance & Execution (continued)

Fund 0198 – Data Services July 2024

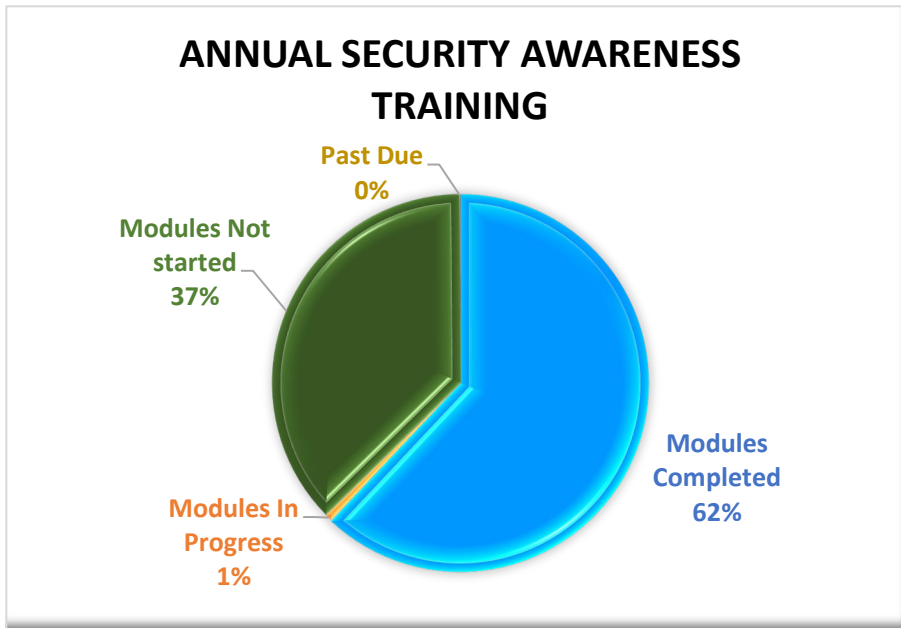
Expenditure Category	FY 2032-24 Adopted Budget	FY 2032-24 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	20,914,938	20,914,938	13,934,455	16,987,764	(3,927,174)
Overtime Pay	31,612	31,612	31,430	39,532	7,920
Pension	3,027,737	3,027,737	2,069,756	3,027,737	-
Health Benefits	2,036,150	2,036,150	856,201	2,033,900	(2,250)
Worker's Compensation	53,893	53,893	53,893	53,893	-
Other Personnel Services	1,028,754	1,028,754	663,617	822,236	(206,518)
Total Personnel Services	27,093,084	27,093,084	17,609,352	22,965,061	(4,128,023)
Supplies	764,420	764,420	668,779	955,922	191,502
Contractual Services	103,926,620	103,926,620	81,561,507	103,298,734	(627,886)
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	131,784,124	131,784,124	99,839,638	127,219,717	(4,564,407)



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

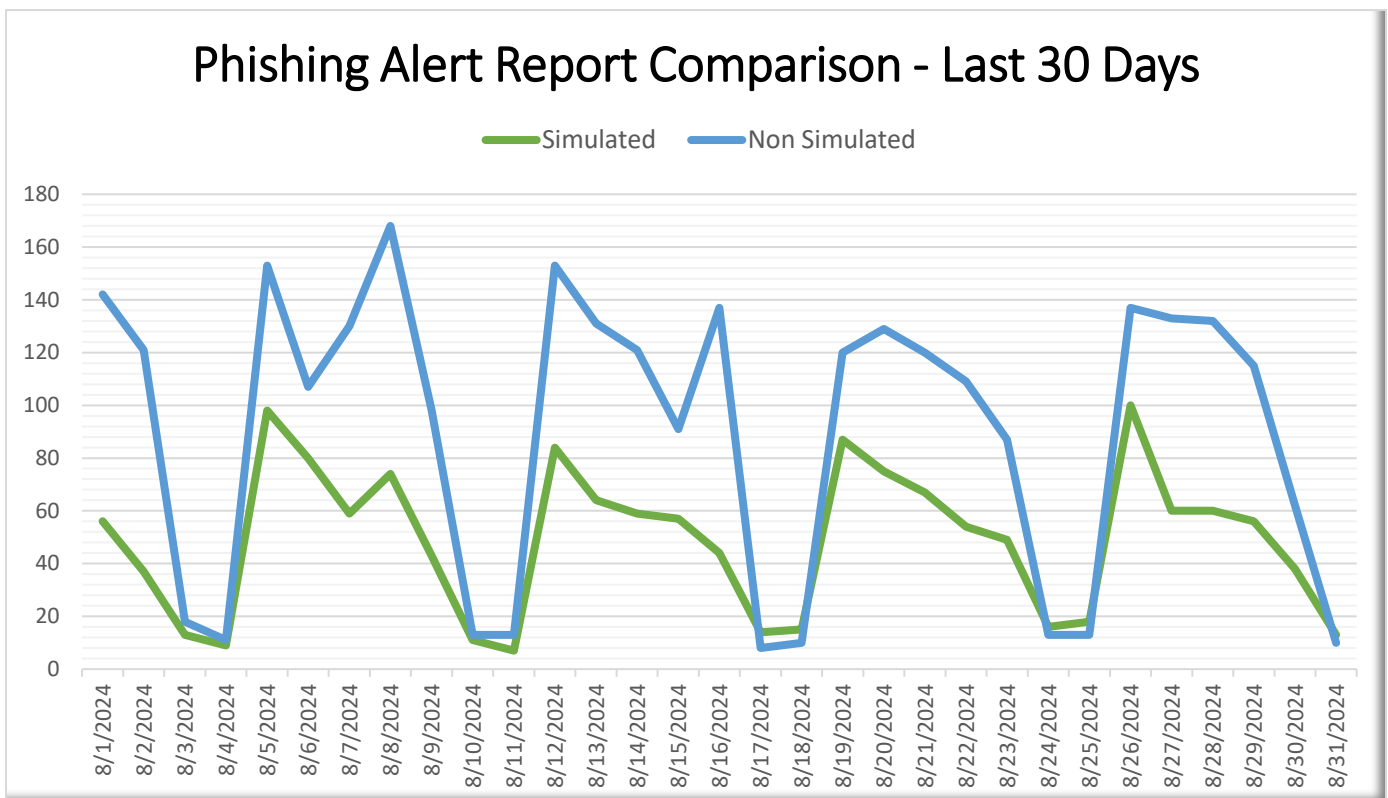
that the security awareness training is completed each year. The graph illustrates the enrollment and completion efforts of employee training over the course of the year. For Fiscal Year 2023-24 security awareness training campaigns are currently being implemented and completed by City staff and management, ITS is tracking progress and work with City employees to ensure timely completion.

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



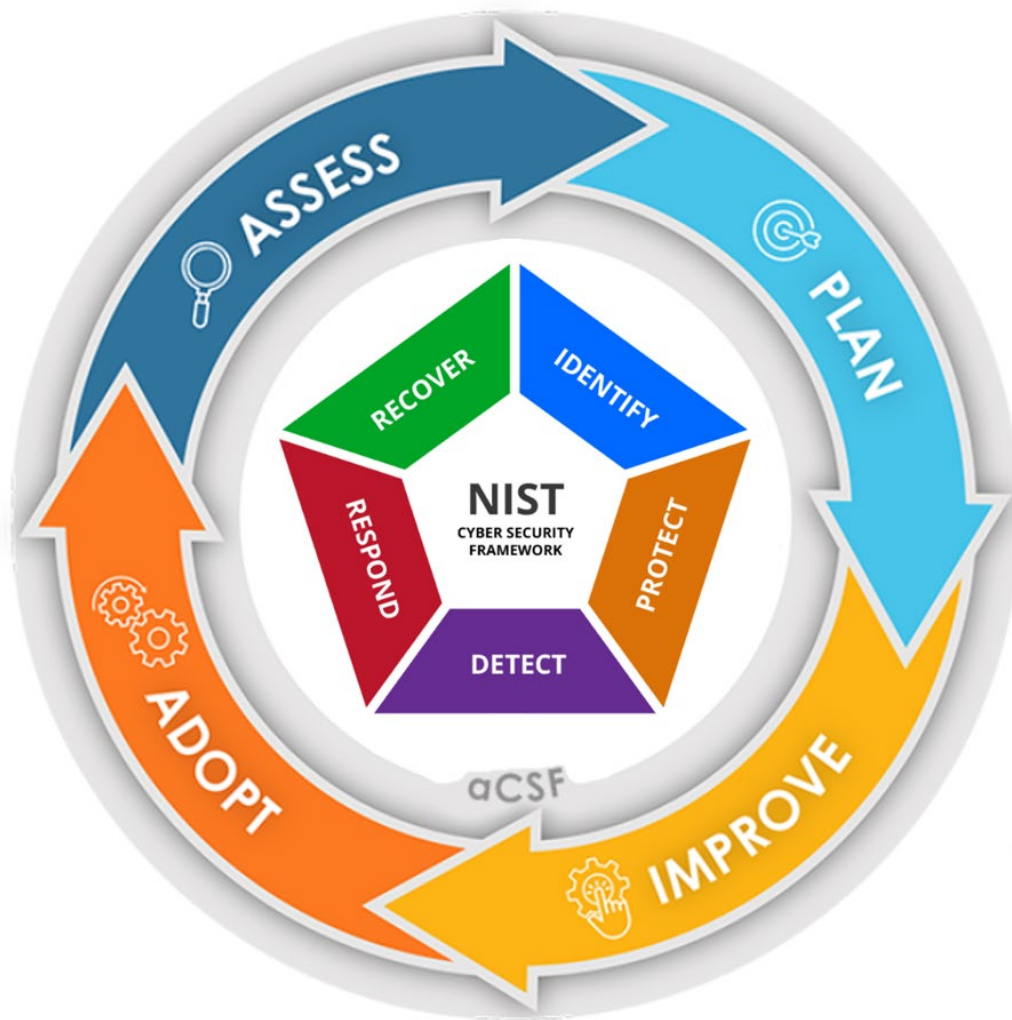
In addition, ITS continuously applies best practices to the employees around phishing and their ability to recognize and appropriately handle phishing incidents. Campaigns designed given real world scenarios, typically taken from recent events are sent out to the employee population to test their ability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

“Report phishing” button added to user’s Outlook has increased both the numbers of test phish and actual phishing emails.



B. Situational Awareness

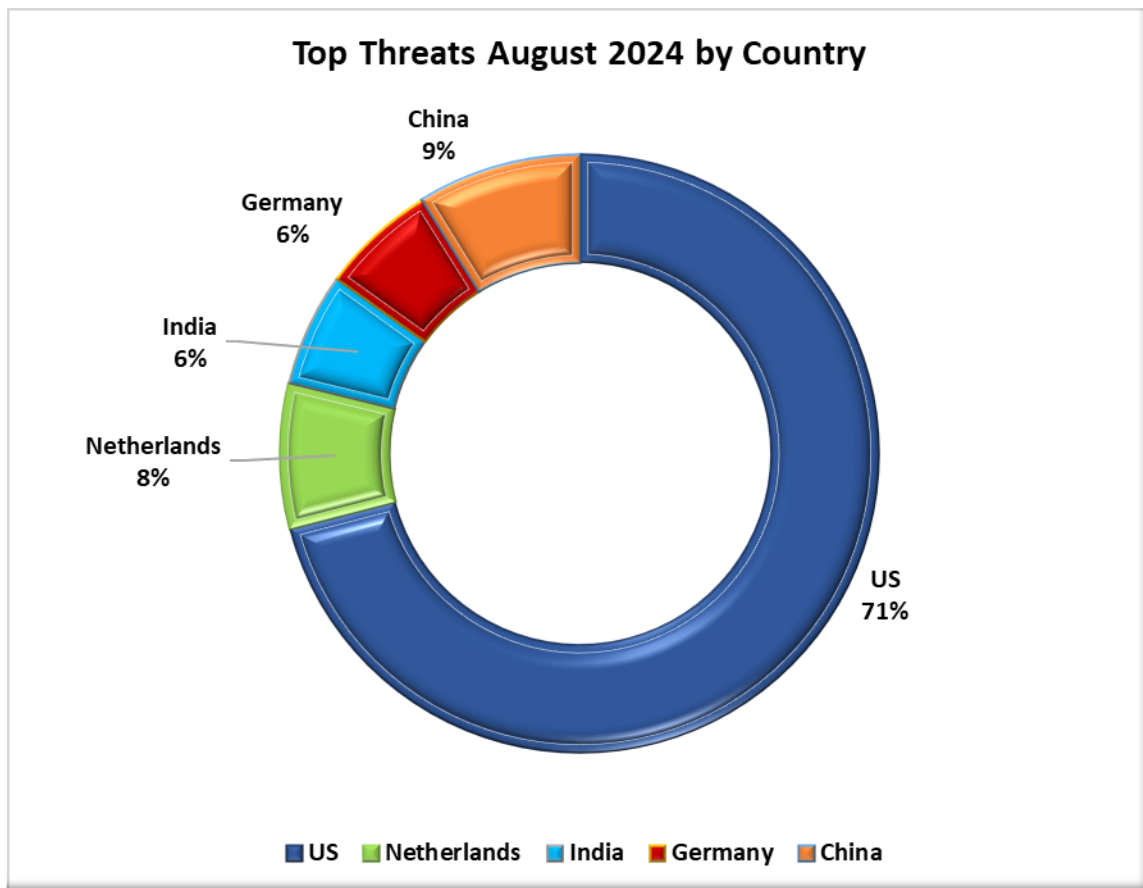
Annually, ITS assess the overall Security posture of the organization based upon the NIST Cybersecurity Framework (CSF). Each category within the NIST CSF is evaluated for the current level of maturity and expectant maturity level. This process uses current and projected technologies and documented standards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



C. Cyber Threats

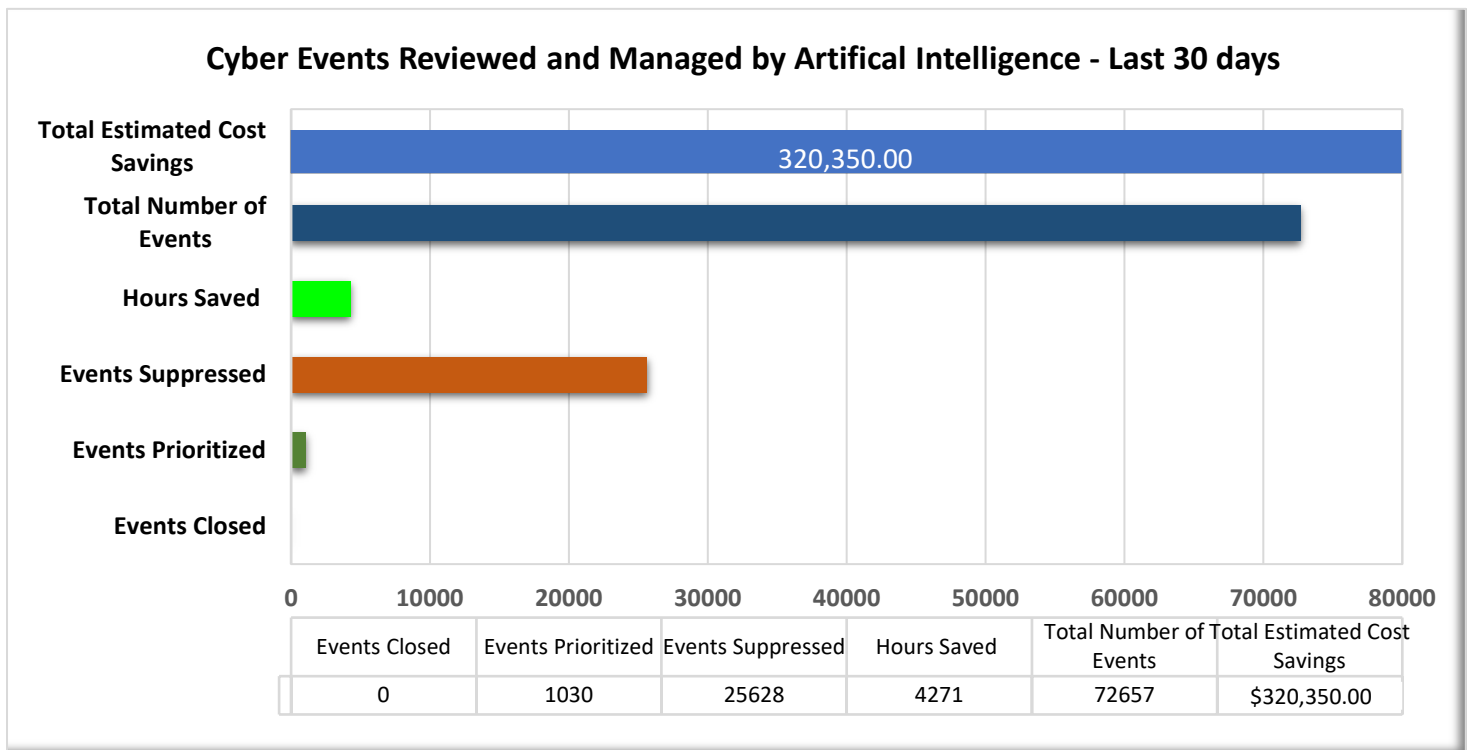
1. Global

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 is 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.

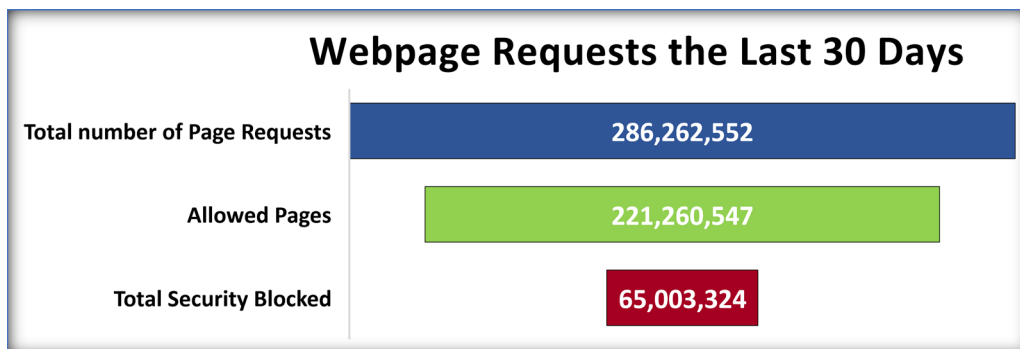


2. AI Reviewed Cyber Events

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.

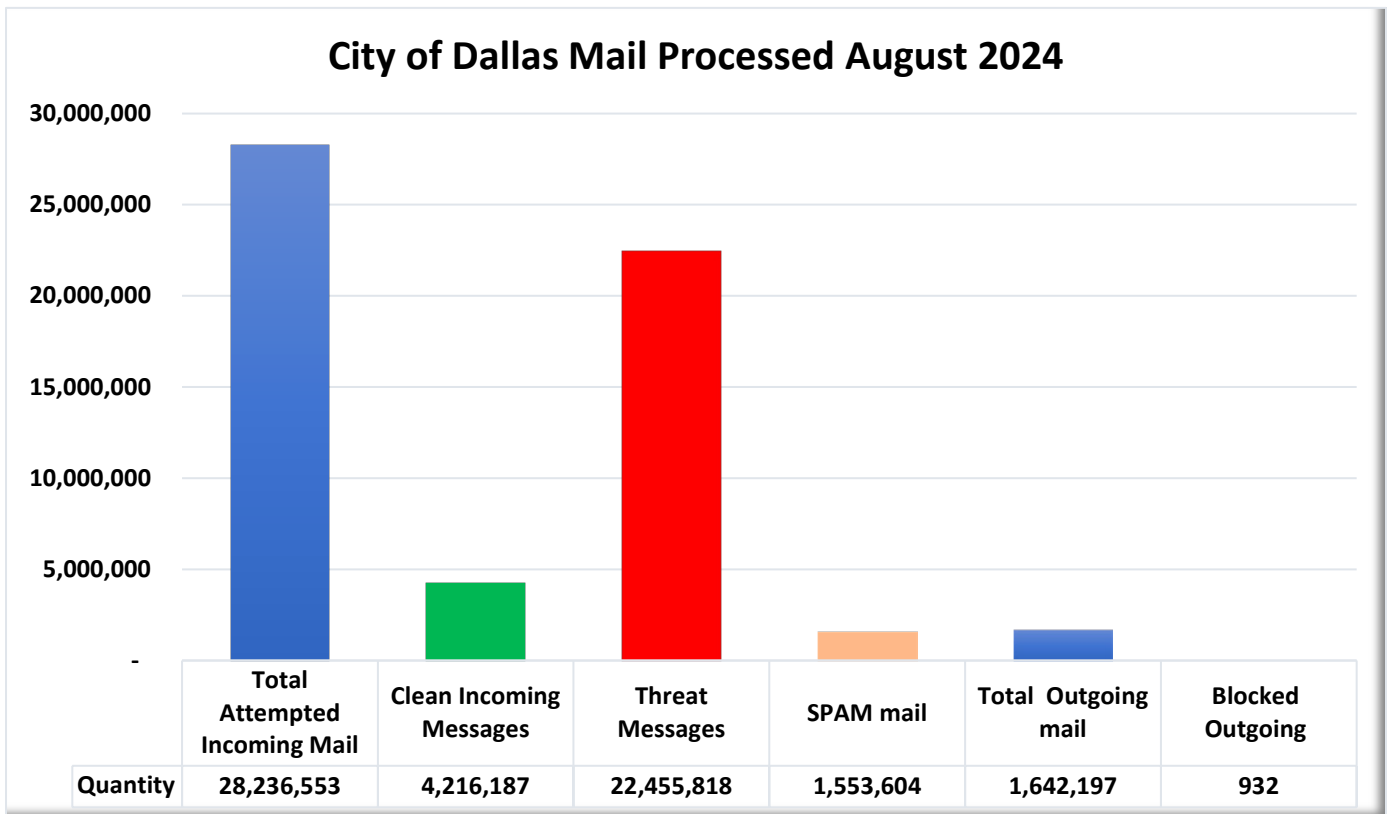


By continuously learning from past incidents and adapting to evolving attack techniques, AI has enhanced the speed and accuracy of threat detection, enabling the city to respond swiftly to emerging risks and mitigate potential damages. Moreover, AI's ability allows for automated routine tasks, such as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



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.



Section 5: IT Infrastructure

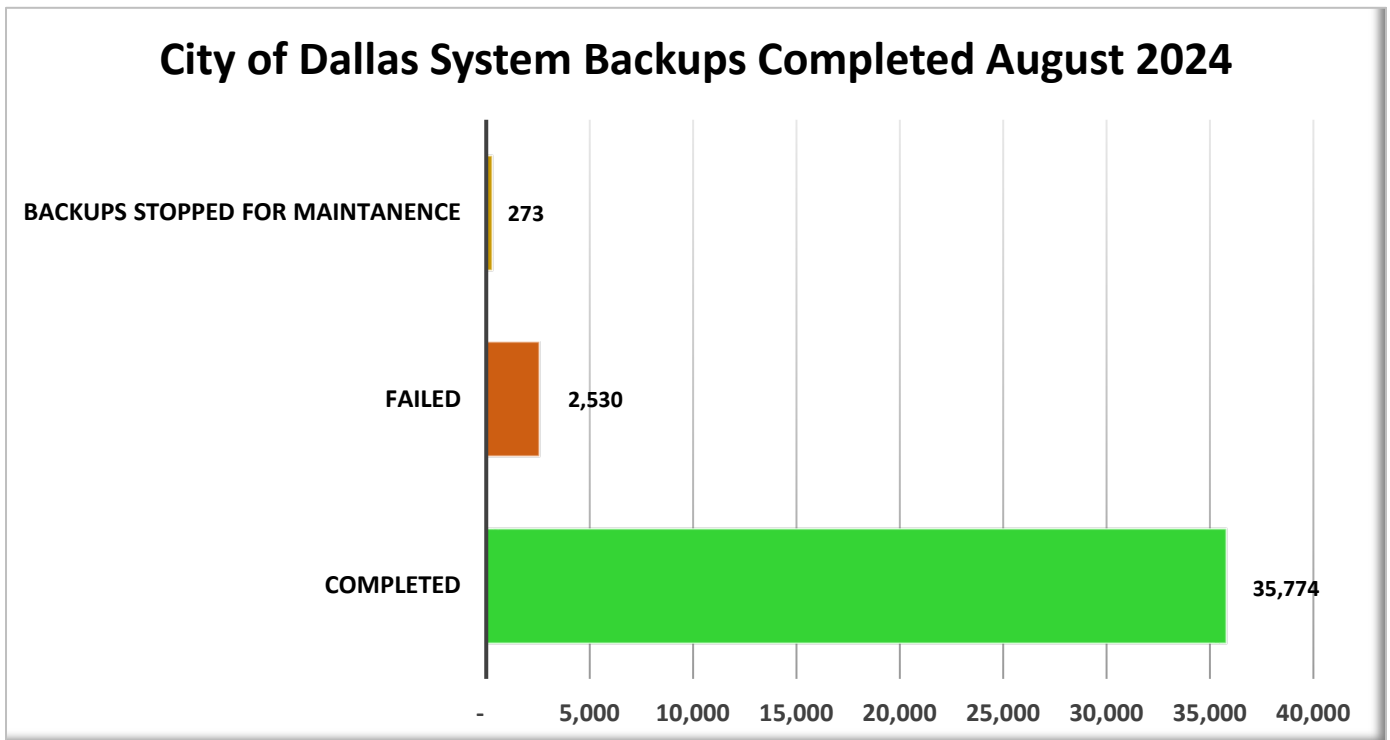
IT Infrastructure information and status updates on efforts to upgrade and improve the IT infrastructure used by the city to reduce technical debt, better meet current needs, and build for future service needs.



A. Resiliency - Disaster Recovery and Business Continuity

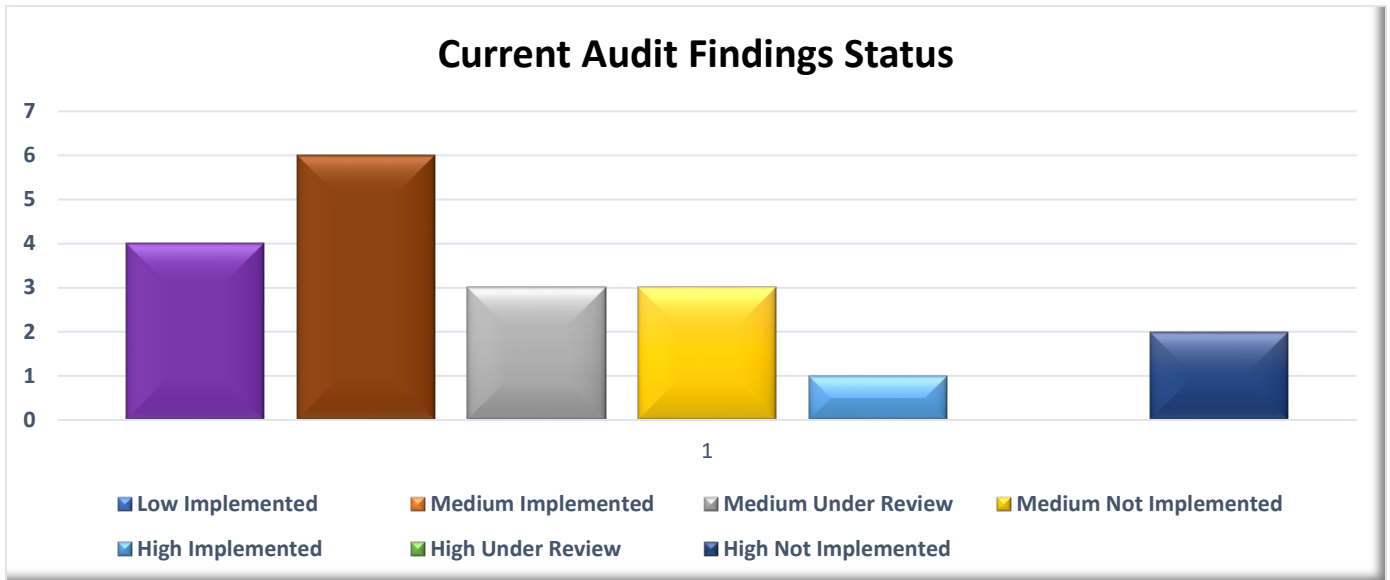
Resilience is essential in the City’s IT environment because it ensures that the system can continue to function effectively and efficiently even when unexpected events occur. This can include things like hardware or software failures, power outages, natural disasters, and cyber-attacks. Lack of resiliency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

Resiliency can be achieved through a combination of redundancy, fault tolerance, disaster recovery planning, and proactive monitoring and maintenance. By designing and implementing resilient IT systems, the city can minimize the impact of disruptions and maintain business continuity, ensuring that critical applications and services remain available. ITS has begun evaluating on opportunities to design the City’s IT environment to improve resilience. A critical component of Disaster Recovery and Business Continuity practices is backing up critical data, testing data backups, and conducting exercises to ensure that data backups can be successfully utilized to restore business services.



B. Audit

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



Memorandum



DATE: September 23, 2024

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

SUBJECT: Internal Audit Reports Released Between August 17, 2024, and September 13, 2024

Attached for your review are the Office of the City Auditor audit reports released between August 17, 2024, and September 13, 2024. The full reports are included in [Attachment 1. Exhibit 1](#) summarizes the number of report recommendations accepted by city management.

Exhibit 1:

Summary of Audit Reports Recommendations Accepted

Audit Report Title	Report Recommendations		
	Accepted	Total	Percentage
Audit of Land Management Software Implementation – Interim Report	3	3	100%
Audit of Proposed Budget Revenues Included in the Fiscal Year 2024-25 Proposed Annual Budget for the City of Dallas	Not Applicable	0	Not Applicable

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

Sincerely,

Mark S. Swann
City Auditor

Attachment

C: Kimberly Bizer Tolbert, City Manager (I)
Tammy Palomino, City Attorney
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Dominique Artis, Chief of Public Safety (I)
Dev Rastogi, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Alina Ciocan, Assistant City Manager
Donzell Gipson, Assistant City Manager (I)
Robin Bently, Assistant City Manager (I)
Jack Ireland, Chief Financial Officer
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment
Sheri Kowalski, City Controller
Directors and Assistant Directors
Alpha Jalloh, Assistant Director – Financial Compliance, Auditing & Monitoring
Jeffrey Brill, Manager – Financial Compliance, Auditing & Monitoring

Attachment 1 – Internal Audit Reports Released Between August 17, 2024, and September 13, 2024



Reports Released:

1. Audit of Land Management Software Implementation – Interim Report (August 30, 2024)
2. Audit of Proposed Budget Revenues Included in the Fiscal Year 2024-25 Proposed Annual Budget for the City of Dallas (September 3, 2024)

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Audit of Land Management Software Implementation -Interim Report

August 30, 2024

Mark S. Swann, City Auditor

Mayor

Eric L. Johnson

Mayor Pro Tem

Tennell Atkins

Deputy Mayor Pro Tem

Carolyn King Arnold

Council Members

Adam Bazaldua

Paula Blackmon

Zarin D. Gracey

Cara Mendelsohn

Jesse Moreno

Omar Narvaez

Jaime Resendez

Paul E. Ridley

Jaynie Schultz

Kathy Stewart

Chad West

Gay Donnell Willis



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Executive Summary

Objective and Scope

The objectives of this audit were to determine whether:

- A system development life cycle methodology has been adopted and executed.
- Project planning activities have been completed.
- Business requirements, security risks, and data flows were identified and incorporated.
- Continuous project evaluation performed.

The audit covered conditions as of May 31, 2024.

Recommendations

Certain project activities and steps if addressed immediately will improve the success rate of the land management software.

- Review and complete the Information and Technology Services mandatory project management steps and obtain approvals for the phases completed to date.
- Review project areas and gaps that need attention and minimize the gaps with an appropriate corrective plan.
- Review upcoming challenges and work with vendors and internal project managers to mitigate identified project risks as applicable.

Background

The Planning and Development Department and Information and Technology Services are in the process of implementing land management software (DallasNow) for building and permit services. The software implementation was initiated in May 2023 and is scheduled for completion July 28, 2025.

The city contracted with Accela for software implementation and Gartner Consulting for program assurance services totaling \$8.25 million. The paid to date total for implementation services is \$4.25 million. Refer to [Background](#) for additional details.

The Planning and Development Department and Information & Technology Services are approximately halfway into software implementation.

Observed Conditions

As the software implementation moves into the next phases of user acceptance testing, migration, deployment, and closure, certain challenges need careful attention. Refer to [Observation A](#).

Objectives and Conclusions

1. Has a system development life cycle methodology been adopted and executed?

Generally, yes. The City requires software implementation projects to follow the *Just Enough Project Management* concept. This process is in practice but has not been formally identified and communicated to the Planning and Development Department, to Accela for collaboration, or within Information & Technology Services. (See [Observation A](#).)

2. Have the project planning process and activities been completed?

Generally, yes. Mandatory documents required by the City's project management methodology to support the project implementation, regardless of which approach is applied are incomplete. Various versions are available. (See [Observation A](#) and [Exhibit 2](#).)

3. Are business requirements, security risks, and data flows identified and managed?

Generally, yes. Business requirements, data flows, security elements, and technical architecture were not leveraged before implementation. Vendor tailoring sessions, however, do incorporate basic process requirements. (See [Observation A](#) and [Exhibit 1](#).)

4. Are continuous project evaluations performed to ensure project progress meets the established timeline and budget?

Generally, yes. Management places reliance on vendors to communicate and track weekly meetings and changes. However, there are certain internal activities to support collaborative efforts that are not being performed, such as compliance reviews.

Audit Results

As the city continues with this critical implementation, an audit on the pre-planning, planning, requirement analysis, configuration, project management, and related artifacts of the software implementation identified the following.

Accomplishments

The Planning and Development Department and Information & Technology Services software implementation of land management software (DallasNow) key accomplishments include:

- **Project Initiation:** The Planning and Development Department and Information & Technology Services completed initial planning steps toward procuring the product, deciding on tailoring instead of customization, identifying project managers, and establishing regular communication with vendors. This groundwork has laid a foundation for the subsequent stages of the implementation process.
- **Tailoring of Software:** The Planning and Development Department and Accela completed tailoring Civic Platform for ten of the twelve solution groups (May 15, 2024).
- **Subject Matter Expertise:** The city has contracted with Accela and Gartner Consulting, subject matter expertise for software implementation. This has provided a degree of assurance over the project's success and identification of project risks for timely mitigation.

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

Observation A: Project Implementation – Interim Status

The Planning and Development Department and Information & Technology Services with assistance from Accela (software vendor) and Gartner Consulting (program assurance services) are approximately halfway into the land management software implementation (Dallas Now). The software implementation was initiated in May 2023 and is scheduled for completion on July 28, 2025.

Upcoming Challenges

As the software implementation moves into the next phases of user acceptance testing, migration, deployment, and closure, certain challenges need careful attention.

- **Integration Complexity:** The integration process has presented some unforeseen challenges resulting in potential project delays.

- **Skilled Resources:** Insufficient knowledge and guidance from internal project management for user acceptance phase testing may result in developing inadequate user testing scripts. Gartner Consulting risk profile for the project cites city resource capacity and skill set constraints.
- **User Training and Adoption:** The training plans may need to be tailored to meet the City's needs.
- **Timeline & Cost Adjustments:** Due to the challenges noted above, the timeline for project completion and estimated project cost may need to be updated.

Needs Attention

While progress has been steady and continuous, certain steps and activities need immediate attention to ensure continuing success. Refer to [Exhibit 1](#) for further details.

- **Governance Structure:** Several leadership changes in the City have left a void in the DallasNow Governance Committee. The void impacts decision-making, direction, clarity, and expectations of and from the vendor for the remaining phases of the implementation.
- **Requirement Analysis:** The vendor-developed statement of work may not completely address the city's business requirements, security risks, technical architecture, and desired improvements to the POSSE replacement system. A thorough requirement analysis to re-evaluate and incorporate various needs identified from different sources is necessary. Refer to [Exhibit 1, Number 7](#), for additional details.
- **Project Management:** The *Just Enough Project Management* concept has not been formally defined for this project's implementation. Subsequently, mandatory project artifacts are incomplete. Refer to [Exhibit 2](#) for additional details.
- **Continuous Evaluations:** The City is not actively performing due diligence on project changes and resource monitoring. Compliance reviews are not performed to provide project barrier information to the Information and Technology Services director. Phase acceptance approvals and evaluation are not completed.

Criteria

- ❖ *Information and Technology Project Management Methodology*
- ❖ Standards for Internal Control in the Federal Government:
 - *Principle 10 – Control Activities*
 - *Principle 16 – Perform Monitoring Activities*

Assessed Risk Rating:

Moderate

We recommend the **Directors of Information and Technology Services and Planning and Development Department:**

A.1: Review project artifacts and complete the Information and Technology Services mandatory project management steps and obtain approvals for the phases completed to date. Refer to [Exhibit 2](#).

A.2: Review project areas and gaps that need attention and minimize the gaps with an appropriate corrective plan. Refer to [Exhibit 1](#).

A.3: Review upcoming challenges and work with vendors and internal project managers to mitigate identified project risks as applicable.

Exhibit 1:

Project Areas and Identified Gaps Needing Attention and Associated Recommendations

No.	Area	Identified Project Risk/Gap	Recommendation
1	Governance Structure	Key decision-makers on the governance committee are no longer with the city.	Reestablish the governance committee with current personnel with the authority to make key decisions.
2	Governance Structure	Insufficient clarity between the Information & Technology Project Management Office and their role relative to Gartner Consulting to perform similar project management activities.	Determine how the project management office should utilize Gartner Consulting to continue progress, avoid duplication, and lead the next steps in user acceptance testing.
3	Governance Structure	Gartner has identified several ongoing medium risks that are trending toward high risk which are not being addressed by the City (integration, user acceptance test plans, technical infrastructure, guidance from the internal project management office).	Consider possible changes to the project management team between Gartner Consulting and the project management office and give appropriate authority to make decisions.
4	Governance Structure	An internal memorandum of understanding that established department-specific roles to avoid misunderstandings is not in place.	Develop a memorandum of understanding for the remaining aspects of the project to avoid misunderstandings and set clear expectations on activities, deliverables, and results.
5	Project Management	The <i>Just Enough Project Management</i> concept has not been defined for this project's implementation.	Define the <i>Just Enough Project Management</i> for the project implementation and communicate the variances and adopted process steps and activities for upcoming phases.
6	Project Management	The information & Technology Project Management Methodology states, " <i>All projects require a common set of process steps and documentation regardless of the type of project or unique characteristics of the project.</i> " Of the 9 process steps required for interim project phases, several project activities were not available. Refer to Exhibit 2 for details.	Adhere to the project methodology and complete the required mandatory documents. Refer to Exhibit 2 .

No.	Area	Identified Project Risk/Gap	Recommendation
7	Business Requirements	Previously identified process improvements may be overlooked because a gap analysis of the City's prior evaluation of business process areas, data flows, and desired POSSE improvements to the Accela Civic Platform solution has not been completed.	<p>Perform a detailed gap analysis (not compliance) using the information from the completed tailoring sessions to the previously accumulated potential identified improvement areas. The minimum documents for review are:</p> <ul style="list-style-type: none"> – POSSE System Overview – February 1, 2018. – Current POSSE Interface – November 13, 2018. – POSSE Centric High-Level Architecture Diagram – September 20, 2018. – 2020 Information & Technology Services developed business process descriptions and data flows. – 2022 Matrix Consulting Report that identifies areas for business process improvement, and technology improvement. – 2022 Gartner developed business process flows before onboarding of vendor.
8	Continuous Project Assessment	Compliance reviews are not performed to provide adequate project barrier information to Information & Technology Services director.	Perform compliance reviews and communicate project barriers timely to Information & Technology Services executive.
9	Continuous Project Assessment	Phase acceptance approvals and evaluation are not completed.	A purposeful implementation phase analysis that focuses on the current project status (time, scope, cost, resource validation) without the intervention of vendors should be performed between the business department and Information & Technology Services.

Exhibit 2:

Information and Technology Services Project Management Methodology
Project Artifacts and Required Approvals from Project Initiation Through Project Planning

Project Phase	Phase Description	Mandatory and Conditional Documents and Required Approvals
Phase I – Project Initiation	Receive formal project authorization.	<p><u>Mandatory</u></p> <ul style="list-style-type: none"> – Business Technology Request – Project Charter – Project Resources Planning Estimate* – Project Management Methodology Checklist – Phase Acceptance – Phase – Project Status Report* <p><u>Conditional</u></p> <ul style="list-style-type: none"> – Project Scope and Definition Document <p><u>Required Customer and CIS Approvals</u></p> <ul style="list-style-type: none"> – Business Technology Request – Project Charter – Phase Acceptance – Phase 1
Phase 2 – Scope & Requirements	Define and document the project’s scope, Customer’s business requirements, and technical infrastructure.	<p><u>Mandatory</u></p> <ul style="list-style-type: none"> – Project Communication Plan – Meeting Agenda / Meeting minutes* – Infrastructure Requirements and Technical Specifications – Project Status Report* <p><u>Conditional</u></p> <ul style="list-style-type: none"> – Business Requirements Document – Project Scope and Definition Document – Requirements Traceability Matrix – Phase Acceptance- Phase 2 <p><u>Required Customer and CIS Approvals</u></p> <ul style="list-style-type: none"> – Business Requirements Document

Project Phase	Phase Description	Mandatory and Conditional Documents and Required Approvals
		<ul style="list-style-type: none"> - Project Scope and Definition Document - Infrastructure Requirements and Technical Specifications - Phase Acceptance – Phase 2
Phase 3 – Solution Selection / Definition	Select and acquire project solutions.	<p><u>Mandatory</u></p> <ul style="list-style-type: none"> - Infrastructure Requirements and Technical Specifications - Project Budget and Expense* - Project Resource Planning Estimate* - Project Schedule* <p><u>Conditional</u></p> <ul style="list-style-type: none"> - Requestion for Competitive Sealed Proposal* - Functional Specifications in Business Requirements Document - Project Scope and Definition - Business Requirements Document - Vendor Statement of Work* - Requirements Traceability Matrix - Phase Acceptance – Phase 3 <p><u>Required Customer and CIS Approvals</u></p> <ul style="list-style-type: none"> - Project Scope and Definition - Business Requirements Document - Project Budget - Phase Acceptance - Phase 3
Phase 4 – Planning	Define and develop a set of comprehensive plans.	<p><u>Mandatory</u></p> <ul style="list-style-type: none"> - Infrastructure Requirements and Technical Specification - Projects Test Requirements and Plan - Project Resource Planning Estimate*

Project Phase	Phase Description	Mandatory and Conditional Documents and Required Approvals
		<ul style="list-style-type: none"> - Project Schedule* - Phase Acceptance – Phase 4 - Project Status Report* <p><u>Conditional Documents</u></p> <ul style="list-style-type: none"> - Configuration and Set-up Specifications (provided by vendor)* - Programming Technical Specifications - Data Migration / Conversion Requirements and Plan - Training Requirements and Plan - Security Administration Requirements and Plan - Quality Assurance Requirements and Plan - Projects Risks and Risk Mitigation Plan. - Change Request <p><u>Required Customer and CIS Approvals</u></p> <ul style="list-style-type: none"> - Change Request - Project Resource Planning Estimate - Phase Acceptance – Phase 4

Source: Information and Technology Services Project Management Methodology.

Note: "*" indicates project artifacts that were available as of June 10, 2024

Appendix A: Background and Methodology

Background

The Planning and Development Department uses POSSE, iNovah, and Project Dox to provide its services. The Planning and Development Department is now implementing a comprehensive land management software application to support building permitting issuance and payment collection. POSSE has been in place for 12 years, is not supported by the vendor, and cannot be updated. The new application will also assist in integrating several other applications that are used in the permit process.

The new application is Accela Civic Platform, and the vendor's name is Accela. The DallasNow project is led by the Planning and Development Department and Information & Technology Services. The Planning and Development Department is relying on vendor Accela to guide the implementation and Information & Technology Services has employed the services of Gartner Consulting Inc. for project management advisory services. The Planning and Development Department has identified an internal team of nine personnel and established that the application will be tailored to meet the business needs.

Contracts

There are two contracts involved in the implementation, Council Resolution (CR) 23-0317 approved on February 22, 2023, with Accela to implement the software for \$5,700,508. The implementation's goals are to develop:

- An automated workflow engine for enforcing data and business rules to respond to future ordinance changes and business process changes.
- Enhanced reporting capabilities for management decision-making.
- A broader range of public access and improved offerings for mobile devices.

Information & Technology Services entered into an agreement with Gartner Consulting to obtain assurance and support services in the implementation of land management software for \$2,548,000 for 26 months.

Exhibit 3:

*Land Management Software Implementation Project Cost
As of June 19, 2024*

Vendor	Type of Service	Procurement Type	Budget	Paid as of audit date (May 31, 2024)
Gartner Consulting Inc.	Program Assurance and Readiness Assessments	DIR COOP	\$2,548,000	\$348,600
Accela	Software Implementation	CR 23-0317	\$5,700,508	\$3,909,161
Velosimo	Gateway Integration	In Process	\$17,200*	N/A
Hyland Software	OnBase Integration	In Process	\$87,580*	N/A
			\$8,248,508	\$4,257,761

Source: Information & Technology Services

“**” indicates estimates of project cost

Methodology

The audit methodology included: (1) interviewing personnel from the Planning and Development Department, Communication and Information Technology Services, Gartner Consulting, and Accela; (2) reviewing internal policies and procedures, and (3) verifying execution of and obtaining evidence of management activities and their execution. In addition, all five components of *Standards for Internal Control in the Federal Government* were considered.

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

Major Contributors to the Report

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

Appendix B: Management's Response

See following pages for *Audit Acknowledgement Letter* and *Management Responses*.

Memorandum



DATE: August 27, 2024
TO: Mark S. Swann – City Auditor
SUBJECT: Response to Audit of Land Management Software Implementation - Interim Report

This letter acknowledges the City Manager's Office received the *Audit of Land Management Software Implementation - Interim Report* and submitted responses to the recommendations in consultation with Information & Technology Services and the Planning and Development Department.

Management is committed to the successful implementation of the DallasNow software and eagerly awaits the added convenience and efficiency the software will provide to residents and stakeholders in the building permitting process.

To help ensure the successful implementation of the DallasNow software, the City contracted with leading consultants Accela and Gartner Consulting to provide subject matter expertise. In addition, Information & Technology Services and the Planning and Development Department appreciate the feedback provided by the auditors in this interim report.

The diligence of the departments and supporting vendors helped to ensure audit objectives were generally met. However, Information & Technology Services and the Planning and Development Department recognize opportunities exist to improve processes going forward.

Notably, City staffing changes and the reorganization of the Planning and Development department impacted the project's governance structure. On July 17, 2024, the Executive Governance Committee agreed on the updated governance structure and will ensure frequent meetings and effective oversight as the software implementation process proceeds.

In addition, Information & Technology Services and the Planning and Development Department will implement the auditor's recommendations and incorporate the lessons learned in this process going forward. Specifically, the departments will:

- Review the project artifacts and complete the mandatory steps and obtain approvals for the phases already completed;
- Review the project areas and minimize gaps with a corrective action plan; and
- Review the upcoming challenges to mitigate identified project risks.

"Service First, Now!"
Connect – Collaborate – Communicate

Response to Audit of Land Management Software Implementation - Interim Report
August 27, 2024
Page 2 of 2

Sincerely,



Kimberly Bizer Tobert
City Manager (I)

C: Jack Ireland, Chief Financial Officer
Donzell Gipson (I), Assistant City Manager
Robin Bentley (I), Assistant City Manager
Dr. Brian Gardner, Director (I), Information & Technology Services
Emily Liu, Director, Planning and Development Department

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
We recommend the Directors of Information and Technology Services and Planning and Development Department :					
	<p>A.1: Review the project artifacts and complete the Information and Technology Services mandatory project management steps and obtain approvals for the phases completed to date. Refer to Exhibit 2.</p>	Agree	<p>Information and Technology Services (ITS) and the Planning and Development Department (PDD) will review the project artifacts and construct a matrix to identify the necessary documentation for the project. ITS and PDD will use the matrix as a guide to assess if current documentation satisfies the Mandatory and Conditional Documents and Required Approvals documented in Exhibit 2. As needed, the departments will revise draft or under-development deliverables and documentation.</p>	9/30/2024	12/31/2024
	<p>A.2: Review the project areas and gaps that need attention and minimize the gaps with an appropriate corrective plan. Refer to Exhibit 1.</p>	Agree	<p>ITS and PDD will change the Governance Committee’s meeting cadence to meet every other month, rather than quarterly, for the remainder of the project schedule. This change will provide more frequent communication with the executive stakeholders and provide more timely decision making for any projected risks.</p> <p>In addition, ITS and PDD will review and obtain approval for the project role and responsibility matrix and ongoing project schedule and activities for outstanding project activities.</p>	9/30/2024	12/31/2024

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
	A.3: Review the upcoming challenges and work with vendors and internal project managers to mitigate identified project risks as applicable.	Agree	<p>ITS and PDD have identified User Acceptance Testing (UAT) preparation and delayed integration activities as risks in project status reports. Remediation activities are in progress for the outstanding integration specifications and development.</p> <p>ITS and PDD will increase the frequency of project controls meetings to identify potential risks to the successful completion of the project.</p>	9/30/2024	12/31/2024

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Audit of Proposed Budget Revenues Included in the Fiscal Year 2024-25 Proposed Annual Budget for the City of Dallas

September 3, 2024

Mark S. Swann, City Auditor

Mayor

Eric L. Johnson

Mayor Pro Tem

Tennell Atkins

Deputy Mayor Pro Tem

Adam Bazaldua

Council Members

Carolyn King Arnold

Paula Blackmon

Zarin D. Gracey

Cara Mendelsohn

Jesse Moreno

Omar Narvaez

Jaime Resendez

Paul E. Ridley

Jaynie Schultz

Kathy Stewart

Chad West

Gay Donnell Willis



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- Audit Results 2**
- Methodology 5**
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Executive Summary

Objective and Scope

The objective of this audit was to determine whether the City of Dallas has effective processes to ensure reasonable proposed budget revenues are included in the City Manager's *Fiscal Year 2024-25 Proposed Annual Budget*.

The scope of the audit was the major revenue sources included in the *Fiscal Year 2024-25 Proposed Annual Budget* and the associated supporting documentation.

Recommendations

There are no audit recommendations associated with this report.

Background

The City Council approved the *Fiscal Year 2024 Audit Work Plan* which prescribed the City Auditor to review and verify the reasonableness of the proposed budget revenues included in the City Manager's *Fiscal Year 2024-25 Proposed Annual Budget*.

Observed Conditions

The City of Dallas has effective processes to ensure reasonable proposed budget revenues are included in the *Fiscal Year 2024-25 Proposed Annual Budget*. Further, the revenue forecast methodologies and material assumptions used in developing the proposed budget revenues are reasonable and adequately supported.

Audit Results

The Office of the City Auditor reviewed major revenue sources totaling \$3.36 billion, or 77 percent of the \$4.38 billion of the proposed budget revenues included in the *Fiscal Year 2024-25 Proposed Annual Budget*. The remaining \$1.02 billion, which is mainly derived from department reimbursements, and City of Dallas employee and retiree contributions for retirement and health benefits, was excluded from the review. The major revenue sources reviewed are identified in [Exhibit 1](#).

Exhibit 1:

Revenue Sources Included in the Office of the City Auditor's Review

Revenue Sources	Fiscal Year 2023-24 Amended Budget	Fiscal Year 2023-24 Forecast Revenues	Fiscal Year 2024-25 Revenues
General Fund			
Ad Valorem Taxes	\$1,047,595,636	\$1,026,739,017	\$1,081,975,899
Sales Tax	451,745,839	446,222,810	463,804,071
Franchise Fees	91,230,000	88,147,000	90,041,346
Enterprise Fund			
Water Utilities	791,276,133	800,302,325	826,863,664
Aviation – Concessions & Rentals	137,368,557	136,047,540	156,798,331
Sanitation Services	152,709,535	164,092,482	164,122,320
Convention and Event Services – Hotel Occupancy Tax	78,290,269	80,319,887	83,498,628
Stormwater Fees	80,093,972	80,093,972	85,852,114
Debt Service			
Ad Valorem Taxes	401,665,942	394,319,907	410,545,551
Revenue Sources Reviewed	3,231,975,883	3,216,284,940	3,363,501,924
Revenue Sources Not Included	948,653,749	976,555,361	1,016,719,931
Total Revenues	\$4,180,629,632	\$4,192,840,301	\$4,380,221,855

Source: Fiscal Year 2024-25 Proposed Budget (Unaudited)

The City of Dallas has methodologies in place for forecasting revenues. The common methodologies used by the City of Dallas consist of regression analyses and/or historical trends, professional judgements, along with expertise from external consultants. Exhibit 2 below shows the total General Fund variance budgeted revenues for Fiscal Years 2021 through 2023 were less than 6.4 percent each year.

Common methodologies and a conservative approach were used to forecast revenues for Fiscal Year 2024-25 revenues.

Exhibit 2:

Fiscal Years 2021 Through 2023 General Fund Budgeted Revenues
Compared to Actual Revenues
(in thousands)

General Fund	Fiscal Year 2020-21 Budgeted Revenue	Fiscal Year 2020-21 Actual Revenue	Variance	
			Dollar	Percent
Ad Valorem Taxes	\$825,007	\$844,970	\$19,963	2.4%
Sales Tax	296,324	354,288	57,964	19.6%
Franchise Fees and Other Tax	115,907	120,445	4,538	3.9%
License and Permits	5,024	5,007	-17	-0.3%
Intergovernmental	12,112	12,291	179	1.5%
Service to Others	117,518	121,730	4,212	3.6%
Fines and Forfeitures	23,555	25,074	1,519	6.4%
Investment Income	4,483	1,376	-3,107	-69.3%
Other Revenues	6,716	11,788	5,072	75.5%
Total Revenues	\$1,406,646	\$1,496,969	\$90,323	6.4%

General Fund	Fiscal Year 2021-22 Budgeted Revenue	Fiscal Year 2021-22 Actual Revenue	Variance	
			Dollar	Percent
Ad Valorem Taxes	\$876,484	\$880,484	\$4,000	0.5%
Sales Tax	344,283	407,309	63,026	18.3%
Franchise Fees and Other Tax	117,600	132,060	14,460	12.3%
License and Permits	5,844	11,522	5,678	97.2%
Intergovernmental	13,102	18,182	5,080	38.8%
Service to Others	120,569	119,255	-1,314	-1.1%
Fines and Forfeitures	26,391	24,083	-2,308	-8.7%
Investment Income	967	2,683	1,716	177.5%
Other Revenues	8,877	12,431	3,554	40.0%
Total Revenues	\$1,514,117	\$1,608,009	\$93,892	6.2%

General Fund	Fiscal Year 2022-23 Budgeted Revenue	Fiscal Year 2022-23 Actual Revenue	Variance	
			Dollar	Percent
Ad Valorem Taxes	\$961,503	\$957,934	\$-3,569	-0.4%
Sales Tax	417,232	425,543	8,311	2.0%
Franchise Fees and Other Tax	127,866	132,888	5,022	3.9%
License and Permits	5,617	9,079	3,462	61.6%
Intergovernmental	13,162	19,242	6,080	46.2%
Service to Others	115,554	113,661	-1,893	-1.6%
Fines and Forfeitures	23,777	21,640	-2,137	-9.0%
Investment Income	5,950	14,866	8,916	149.8%
Other Revenues	7,967	11,337	3,370	42.3%
Total Revenues	\$1,678,628	\$1,706,190	\$27,562	1.6%

Source: City of Dallas 2021-2023 Comprehensive Annual Financial Reports

In preparing the proposed budget revenues, City management develops revenue forecast methodologies, such as regression analyses and/or historical trends, documents significant assumptions used to support the methodologies. The Office of the City Auditor's assessment

considers the reasonableness of these revenue forecast methodologies; however, neither City management nor the Office of the City Auditor guarantees the achievement of the Fiscal Year 2024-25 proposed budget revenues.

Methodology

We interviewed department personnel, reviewed revenue forecast methodologies and material assumptions for reasonableness, verified consistency of the budget documents, and performed various analyses. In addition, all five components of *Standards for Internal Control in the Federal Government* were considered.

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

Major Contributors to the Report

Shino Knowles, CPA – In-Charge Auditor
Rory Galter, CPA – Engagement Manager
Zachary Goebel
Nadia Gonzalez
William Warner, CPA, CIA
Natalie Martinez, CTCM
Jennifer Phung, CIA

Appendix A: Management's Response

Memorandum



CITY OF DALLAS

DATE August 27, 2024

TO Mark S. Swann – City Auditor

SUBJECT **Response to Audit of Proposed Budget Revenues Included in the Fiscal Year 2024-25 Proposed Annual Budget for the City of Dallas**

This letter acknowledges the City Manager's Office and the Office of Budget & Management Services received the *Audit of Proposed Budget Revenues Included in the Fiscal Year 2024-25 Proposed Annual Budget for the City of Dallas*.

The City has strong internal controls in place to ensure reasonable proposed budget revenues are included in the proposed annual budgets. We are pleased, but not surprised, that the City Auditor concluded that the City's revenue forecast methodologies and material assumptions are reasonable and adequately supported.

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

Service First, Now!

A handwritten signature in blue ink, appearing to read 'Kimberly Bizer Tolbert'.

Kimberly Bizer Tolbert
City Manager (I)

C: Jack Ireland, Chief Financial Officer
Janette Weedon, Director, Office of Budget & Management Services

Memorandum



CITY OF DALLAS

DATE September 20, 2024

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

SUBJECT **October 8, 2024, Upcoming Agenda Item – 24-2991 – Authorizing a one-year
Indefinite Delivery/Indefinite Quantity (ID/IQ) service price agreement for waste
collection, disposal, and container rental services at various city facilities**

The October 8, 2024, City Council agenda includes an item to approve a one-year contract for waste collection, disposal, and container rental services for City facilities.

The existing contract with Premier Waste Services, LLC, dba Moore Waste and Recycling Services (“Moore”), is set to expire on October 12, 2024. During the process of negotiating specifics for the first one-year renewal option, the vendor submitted justification for a price adjustment per the City’s general terms and conditions included in the solicitation and attached in the contract. Justification for a price increase was found to be valid; however, due to this contract’s structure as an indefinite delivery/indefinite quantity (ID/IQ) service price agreement, a price adjustment cannot be incorporated into a renewal agreement.

A new short-term contract with Moore (acquired by, and now operating as, FCC Environmental Services Texas, LLC) is now proposed to continue services for one year while the Department of Sanitation Services undertakes a solicitation process for a new multi-year contract. This proposed contract is exempt from competitive bidding under Section 252.022(a)(2) of the Texas Local Government Code, which provides an exemption for public health and safety matters, in this case solid waste collection and disposal services. While this exemption is being utilized for this one-year agreement, Sanitation and the Office of Procurement Services will conduct a formal competitive procurement process for a subsequent multi-year agreement.

For further information, please contact me or Clifton Gillespie, Director of Sanitation, at clifton.gillespie@dallas.gov or 214-671-5345.

Service First, Now!

A handwritten signature in black ink, appearing to read 'Alina Ciocan'.

Alina Ciocan
Assistant City Manager

DATE September 20, 2024

SUBJECT October 8, 2024, Upcoming Agenda Item – 24-2991 – Authorizing a one-year Indefinite Delivery/Indefinite Quantity (ID/IQ) service price agreement for waste collection, disposal, and container rental services at various city facilities

PAGE [2](#) of [2](#)

c: Kimberly Bizer Tolbert, City Manager (I)
Tammy Palomino, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Dominique Artis, Chief of Public Safety (I)
Dev Rastogi, Assistant City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Donzell Gipson, Assistant City Manager (I)
Robin Bentley, Assistant City Manager (I)
Jack Ireland, Chief Financial Officer
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors