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**CITY SECRETARY  
DALLAS, TEXAS**

**City of Dallas**

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

**Public Notice**

**2 3 0 2 5 6**

**POSTED** CITY SECRETARY  
DALLAS, TX



**Government Performance and Financial  
Management Committee**

**March 21, 2023**

**1:00 PM**

## 2022 CITY COUNCIL APPOINTMENTS

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

(C) – Chair, (VC) – Vice Chair

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

## General Information

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## **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."*

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*"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 videoconference and in the Council Chambers, 6th Floor at City Hall.

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### Call to Order

### MINUTES

1. [23-729](#) Approval of the February 27, 2023 Government Performance and Financial Management Committee Meeting Minutes

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

### BRIEFING ITEMS

- A. [23-718](#) Development Services- Monthly Update  
[Majed Al-Ghafry, Assistant City Manager, City Manager's Office]
- B. [23-719](#) Office of the City Auditor Briefing on Internal Audit Reports Released Between February 18, 2023 and March 10, 2023  
[Mark Swann, City Auditor, Office of the City Auditor]

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

- C. [23-720](#) 2022 External Audit Presentation and Discussion  
[Sara Dempsey, Partner-in-Charge, Governmental Services, Weaver]

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

### BRIEFING BY MEMORANDUM

- D. [23-723](#) Budget Accountability Report (Information as of January 31, 2023)  
[Budget & Management Services]

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

- E. [23-724](#) Technology Accountability Report (Information as of February 28, 2023)  
[Information & Technology Services]

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

- F. [23-721](#) Dallas Fort Worth International Airport Bond Financing Package  
[DFW Airport]  
**Attachments:** [Memorandum](#)
- G. [23-725](#) FY2021-22 End of Year Budget v. Actual Report  
[Budget & Management Services]  
**Attachments:** [Report](#)
- H. [23-726](#) Appointment of the City Auditor  
[City Manager's Office]  
**Attachments:** [Memorandum](#)
- I. [23-728](#) City's Financial System Modernization and IT Services Transition to Cloud  
Services  
[Information & Technology Services]  
**Attachments:** [Memorandum](#)
- J. [23-727](#) Upcoming Agenda Item 23-492 for April 12, 2023: A Supplemental  
Agreement No. 1 to the Contract for disclosure counsel legal services with  
Norton Rose Fulbright US LLP and Kintop Smith, PLLC, to replace Kintop  
Smith, PLLC with the Hardwick Law Firm, LLC, to provide co-disclosure  
counsel legal services, such supplement approved as to form by the City  
Attorney  
[City Attorney's Office]  
**Attachments:** [Agenda Information Sheet](#)  
[Attachment A](#)
- K. [23-793](#) Approved Positions, Current Headcount, and Overtime Usage  
[City Manager's Office]  
**Attachments:** [Memorandum](#)
- L. [23-730](#) GPFM Committee Forecast  
**Attachments:** [Forecast](#)

**ADJOURNMENT**

**EXECUTIVE SESSION NOTICE**

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

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



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-729

**Item #:** 1.

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Approval of the February 27, 2023 Government Performance and Financial Management Committee Meeting Minutes

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, FEBRUARY 27, 2023

23-0012

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

PRESENT: [7] Mendelsohn, Willis, Atkins, \*Bazaldua, McGough, Ridley, \*West (\*\*1:04 p.m.)

ABSENT: [0]

The meeting was called to order at 1:03 p.m. with a quorum of the committee present.

The meeting agenda, posted in accordance with Chapter 551, "OPEN MEETINGS," of the Texas Government Code, was presented.

After all business properly brought before the committee had been considered, the meeting adjourned at 2:56 p.m.

\_\_\_\_\_  
Chair

ATTEST:

\_\_\_\_\_  
City Secretary Staff

\_\_\_\_\_  
Date Approved

The agenda is attached to the minutes of this meeting as EXHIBIT A.

The actions taken on each matter considered by the committee are attached to the minutes of this meeting as EXHIBIT B.

The briefing materials are attached to the minutes of this meeting as EXHIBIT C.

**\*Note: Members of the Committee participated in this meeting by video conference.**

**\*\* Note: Indicates arrival time after meeting called to order/reconvened.**

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, FEBRUARY 27, 2023

EXHIBIT A

**RECEIVED**

**2023 FEB 24 PM 12: 57**

**CITY SECRETARY  
DALLAS, TEXAS**

**City of Dallas**

*1500 Marilla Street,  
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**2 30 2 01**

**POSTED** CITY SECRETARY  
DALLAS, TX



**Government Performance and Financial  
Management Committee**

**February 27, 2023**

**1:00 PM**

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<b>PUBLIC SAFETY</b> McGough (C), Mendelsohn (VC), Atkins, Moreno, Resendez, Thomas, Willis	<b>QUALITY OF LIFE, ARTS, AND CULTURE</b> Bazaldua (C), West (VC), Arnold, Blackmon, Narvaez, Ridley, Thomas
<b>TRANSPORTATION AND INFRASTRUCTURE</b> Narvaez (C), Atkins (VC), Bazaldua, Mendelsohn, Moreno, Schultz, Willis	<b>WORKFORCE, EDUCATION, AND EQUITY</b> Schultz (C), Thomas (VC), Blackmon, McGough, Moreno, Narvaez, Resendez
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### Call to Order

### MINUTES

1. [23-616](#) Approval of the January 23, 2023 Government Performance and Financial Management Committee Meeting Minutes

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

### BRIEFING ITEMS

- A. [23-617](#) Development Services- Monthly Update  
[City Manager's Office]

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

- B. [23-618](#) Office of the City Auditor Briefing on Internal Audit Reports Released Between January 14, 2023 and February 17, 2023  
[Mark Swann, City Auditor, Office of the City Auditor]

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

- C. [23-619](#) Dallas Central Appraisal District 2023/2024 Proposed Budget and Reappraisal Plan  
[Ken Noland, Chief Appraiser, Dallas Central Appraisal District]

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

- D. [23-620](#) Deferred Compensation Plans: Proposed Plan Amendments for Registered Investment Advisors and Fidelity Personal Planning and Advice Accounts  
[Sheri Kowalski, City Controller, City Controller's Office]

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

### BRIEFINGS BY MEMORANDUM

- E. [23-621](#) Budget Accountability Report (Information as of December 31, 2022)  
[Budget and Management Services]  
**Attachments:** [Report](#)
- F. [23-622](#) Technology Accountability Report (Information as of January 31, 2023)  
[Information & Technology Services]  
**Attachments:** [Report](#)
- G. [23-623](#) Quarterly Investment Report (Information as of December 31, 2022)  
[City Controller's Office]  
**Attachments:** [Report](#)
- H. [23-624](#) Update on Illegal Solicitation Initiative  
[Office of Homeless Solutions]  
**Attachments:** [Memorandum](#)
- I. [23-625](#) City Internet Site Update  
[Information & Technology Services]  
**Attachments:** [Memorandum](#)
- J. [23-630](#) Status of Audit Recommendation Implementations Status (2016-2018) as of  
February 22, 2023  
[City Controller's Office]  
**Attachments:** [Memorandum](#)
- K. [23-629](#) Data Analytics and Business Intelligence - List of Major Public Facing  
Projects  
[Data Analytics and Business Intelligence]  
**Attachments:** [Memorandum](#)
- L. [23-713](#) Approved Positions, Current Headcount, and Overtime Usage  
[Budget and Management Services]  
**Attachments:** [Memorandum](#)
- M. [23-626](#) GPFM Committee Forecast  
**Attachments:** [Forecast](#)

**ADJOURNMENT**

**EXECUTIVE SESSION NOTICE**

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

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

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, FEBRUARY 27, 2023

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

FEBRUARY 27, 2023

Item 1: Approval of the January 23, 2023 Government Performance and Financial Management Committee Meeting Minutes

Councilmember Ridley moved to adopt the minutes as presented.

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

FEBRUARY 27, 2023

BRIEFING ITEMS

Item A:           Development Services - Monthly Update

The following individuals briefed the committee on the item:

- Majed Al-Ghafry, Assistant City Manager, City Manager's Office; and
- TC Broadnax, City Manager, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

FEBRUARY 27, 2023

BRIEFING ITEMS

Item B: Office of the City Auditor Briefing on Internal Audit Reports Released Between January 14, 2023 and February 17, 2023

The following individuals briefed the committee on the item:

- Mark Swann, City Auditor, Office of the City Auditor; and
- Anatoli Douditski, Auditor Manager, Office of the City Auditor;

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

FEBRUARY 27, 2023

BRIEFING ITEMS

Item C: Dallas Central Appraisal District 2023/2024 Proposed Budget and Reappraisal Plan

The following individuals briefed the committee on the item:

- Ken Noland, Chief Appraiser, Dallas Central Appraisal District;
- Janette Weedon, Director, Budget Management Services;
- Cheryl Jordan, Director – Community Relations, Dallas Central Appraisal District; and
- John Threadgill, Board member, Dallas Central Appraisal District

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

FEBRUARY 27, 2023

BRIEFING ITEMS

Item D: Deferred Compensation Plans: Proposed Plan Amendments for Registered Investment Advisors and Fidelity Personal Planning and Advice Accounts

The following individuals briefed the committee on the item:

- Sheri Kowalski, City Controller, City Controller's Office;
- Katherine Hickney, Vice President & Managing Director, Fidelity Investments;
- Richard Goldman, Vice President of Managed Accounts, Fidelity Investments; and
- Walter Johns, Relationship Manager, Fidelity Investments

Councilmember Bazaldua moved to forward the item to city council.

Motion seconded by Councilmember McGough and unanimously adopted. (Atkins absent when vote taken)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

FEBRUARY 27, 2023

BRIEFING BY MEMORANDUM

- Item E: Budget Accountability Report (Information as of December 31, 2022)
- Item F: Technology Accountability Report (Information as of January 31, 2023)
- Item G: Quarterly Investment Report (Information as of December 31, 2022)
- Item H: Update on Illegal Solicitation Initiative
- Item I: City Internet Site Update
- Item J: Status of Audit Recommendation Implementations Status (2016-2018) as of February 22, 2023
- Item K: Data Analytics and Business Intelligence - List of Major Public Facing Projects
- Item L: Approved Positions, Current Headcount, and Overtime Usage
- Item M: GPFM Committee Forecast

The committee discussed all items.

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, FEBRUARY 27, 2023

EXHIBIT C



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-617

**Item #:** A.

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Development Services- Monthly Update  
[City Manager's Office]

# Memorandum



CITY OF DALLAS

DATE February 27, 2023

Honorable Members of the Government Performance and Financial Management

TO Committee: Cara Mendelsohn (Chair), Gay Donnell Willis (Vice Chair), Tennell Atkins, Adam Bazaldua, Adam McGough, Paul Ridley, Chad West

SUBJECT **Development Services – Monthly Update**

Your February 27 Government Performance and Financial Management (GPFM) Committee agenda includes item “A” – Development Services – Monthly Update. Assistant City Manager Majed Al-Ghafry will attend the GPFM Committee meeting and will be available to answer questions from the committee.

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

Jack Ireland  
Chief Financial Officer

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

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



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-618

**Item #:** B.

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Office of the City Auditor Briefing on Internal Audit Reports Released Between January 14, 2023 and February 17, 2023

[Mark Swann, City Auditor, Office of the City Auditor]

# Office of the City Auditor

Auditor Briefing Update

Reports Released between January 14,  
2023, and February 17, 2023

February 27, 2023  
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee





# Audit of Fleet Availability and Downtime Accuracy

February 3, 2023

Mark S. Swann, City Auditor

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## Mayor

Eric Johnson

## Mayor Pro Tem

Carolyn King Arnold

## Deputy Mayor Pro Tem

Omar Narvaez

## Council Members

Tennell Atkins

Adam Bazakdua

Paula Blackmon

B. Adam McGough

Cara Mendelsohn

Jesse Moreno

Jaime Resendez

Paul E. Ridley

Jaynie Schultz

Casey Thomas, II

Chad West

Gay Donnell Willis

# Report Issued – February 3, 2023

## Audit of Fleet Availability and Downtime Accuracy

### Objective and Scope

The objectives of this audit were to determine the following:

1. Whether downtime performance and rental data is complete, accurate, monitored, and supported by evidence.
2. The extent of rental expenditures caused by downtime.

The audit scope was Equipment and Fleet Management rental, repair, and maintenance operations in fiscal years 2019 through 2021.

# Report Issued – February 3, 2023

## Audit of Fleet Availability and Downtime Accuracy

### Observed Conditions

The Equipment and Fleet Management's downtime and availability data was generally complete, accurate, and supported by evidence during Fiscal Year 2019 through Fiscal Year 2021.

Closer monitoring of the accuracy of Fleet Focus M5 entries related to work order completion and rental vehicles is needed to ensure downtime data accuracy and to calculate the extent of rental expenditures related to downtime. In addition, some Fleet Focus M5 reports need to be revised to improve the quality of reporting.

# Report Issued – February 3, 2023

## Audit of Fleet Availability and Downtime Accuracy

### Recommendations

**A.1:** Improve monitoring of work order completion in the Fleet Focus M5 system. **(Agree)**

**A.2:** Revise the format of *Unit Downtime History* reports to ensure they present accurate information on a fiscal year basis. **(Accept Risk)**

**B.1:** Make the “rental reason” a validated entry field in the Fleet Focus M5 system. **(Agree)**

**B.2:** Monitor the accuracy of rental reason and rental dates on *Rental Request Forms*. **(Agree)**

**B.3:** Ensure *Rental Request Forms* capture rental rates and total rental costs. **(Agree)**

**B.4:** Ensure Fleet Focus M5 entries match *Rental Request Forms*. **(Agree)**

**C.1:** Develop and implement written procedures for escalating notifications when repaired vehicles have not been picked up on time. **(Agree)**



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# External Quality Control Review

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of the  
City of Dallas

Conducted in accordance with guidelines of the  
**Association of Local Government  
Auditors**  
for the period May 1, 2019 through April 30, 2022

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# Report Issued – February 3, 2023

## External Quality Control Review of the City of Dallas Office of the City Auditor

### Objective and Scope

To determine whether the City of Dallas Office of the City Auditor's internal quality control system was adequately designed and operating effectively to provide reasonable assurance of compliance with Government Auditing Standards issued by the Comptroller General of the United States and applicable legal and regulatory requirements.

The scope of the review included engagements issued between May 1, 2019, and April 30, 2022 (a three-year period.)

# Report Issued – February 3, 2023

## External Quality Control Review of the City of Dallas Office of the City Auditor

### Observed Conditions

The City of Dallas – Office of the City Auditor's internal quality control system was adequately designed and operating effectively to provide reasonable assurance of compliance with Government Auditing Standards and applicable legal and regulatory requirements for audits and attestation engagements.

Also, the peer review team noted areas where this Office excels:

- Engagement workpapers are well organized and documented to reference the applicable standards.
- Staff have a diverse set of educational backgrounds and certifications
- Training and certifications are encouraged to enhance audit quality.
- Policies and procedures are clear and easy to understand.

# Report Issued – February 3, 2023

## External Quality Control Review of the City of Dallas Office of the City Auditor

### Recommendations

When providing a non-audit service that could create a threat to independence:

- Standard 3.64 (Independence) requires that auditors determine whether providing such a service would threaten independence either by itself or in aggregate with other non-audit services provided, with respect to any GAGAS engagement they conduct.

We recommend that the Office of the City Auditor use Attachment 1 from Policy 14-Section 5.1 Non-audit Services (GAGAS) to document this assessment. **(Agree)**

The Office does have additional controls in place to help ensure that the Office does not commence audit engagements where the completion of prior non-audit service engagements may impair our independence.

# Office of the City Auditor

Auditor Briefing Update

Reports Released between January 14,  
2023, and February 17, 2023

February 27, 2023  
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee



# APPENDIX – Audit Reports

Here is the final report and link for your reference.

February Update:

- [Audit of Fleet Availability and Downtime Accuracy](#)
- [External Quality Control Review of the City of Dallas Office of the City Auditor](#)



# Audit of Fleet Availability and Downtime Accuracy

February 3, 2023

Mark S. Swann, City Auditor

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## Mayor

Eric Johnson

## Mayor Pro Tem

Carolyn King Arnold

## Deputy Mayor Pro Tem

Omar Narvaez

## Council Members

Tennell Atkins

Adam Bazaldua

Paula Blackmon

B. Adam McGough

Cara Mendelsohn

Jesse Moreno

Jaime Resendez

Paul E. Ridley

Jaynie Schultz

Casey Thomas, II

Chad West

Gay Donnell Willis



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# Executive Summary

## Objectives and Scope

The objectives of this audit were to determine: (1) whether downtime performance and rental data is complete, accurate, monitored, and supported by evidence; and, (2) the extent of rental expenditures caused by downtime. The audit scope was Equipment and Fleet Management rental, repair, and maintenance operations during Fiscal Year 2019 through Fiscal Year 2021.

## Recommendations

Management should:

- Improve monitoring of work order completion in Fleet Focus M5.
- Revise the format of *Unit Downtime History* reports to ensure they present accurate information on a fiscal year basis.
- Make "rental reason" a validated entry field in Fleet Focus M5.
- Monitor the accuracy of rental reason and rental dates on *Rental Request Forms*.
- Ensure *Rental Request Forms* capture rental rates and total rental costs.
- Ensure Fleet Focus M5 entries match *Rental Request Forms*.
- Introduce a standardized process for ensuring departments pick up repaired or maintained units on a timely basis.

## Background

The Equipment and Fleet Management Department is an internal services department comprised of Fleet Management and Business Operations. As of December 1, 2022, Fleet Management is responsible for the repair and maintenance of 5,814 City vehicles and for fleet and equipment rental. As of July 14, 2022, there was a total of 6,365 units in the City's vehicle inventory (some of the vehicles are not in Fleet Management's care), of which 5,137 units (81 percent) were listed as available, and 1,228 units (19 percent) were listed as not available.

During Fiscal Years 2020 and 2021, the Equipment and Fleet Management Department records show the following numbers for workorders, units maintained and repaired, and related downtime:

<b>Fiscal Year</b>	<b>Work Orders</b>	<b>Units</b>	<b>Hours</b>
FY2020	50,212	5,373	6,975,108
FY2021	46,435	5,485	5,506,234

## Observed Conditions

The Equipment and Fleet Management's downtime and availability data was generally complete, accurate, and supported by evidence during Fiscal Year 2019 through Fiscal Year 2021.

Closer monitoring of the accuracy of Fleet Focus M5 entries related to work order completion and rental vehicles is needed to ensure downtime data accuracy and to calculate the extent of rental expenditures related to downtime. In addition, some Fleet Focus M5 reports need to be revised to improve the quality of reporting.

## Objectives and Conclusions

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1. Is downtime and vehicle availability data complete, accurate, and supported by documentation?

**Yes.** Audit recalculations of downtime and vehicle availability data and tests of supporting documentation show the data is generally complete, accurate, and supported by evidence. However, closer monitoring by Equipment and Fleet Management Department management would help keep Fleet Focus M5 downtime data complete and accurate. (See [Observation A](#)).

2. Is rental data complete, accurate, and supported by documentation?

**No.** Opportunities exist to improve the completeness, accuracy, and documentation of rental data. (See [Observation B](#)).

3. Is it possible to determine to what extent the rental expenditures are caused by vehicle downtime?

**No.** Opportunities exist to improve the completeness, accuracy, and documentation of rental data. (See [Observation B](#)).

## Audit Results

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

### **Observation A:** Monitoring of Downtime and Vehicle Availability Data

Data related to the duration of downtime and the percentage of vehicles available for use is generally complete, accurate, and supported by evidence. Better monitoring and timely correction of work order completion exceptions and revision of *Unit Downtime History* reports would help to keep the Fleet Focus M5 downtime data complete and accurate.

#### Monitoring of Work Order Completion

Monitoring of work order completion could be improved. The Equipment and Fleet Management Department tracks vehicle repairs and downtime in the Fleet Focus M5 system. The data accuracy in Fleet Focus M5 relies upon entries by service center personnel. When a vehicle repair is completed, but the work order has not been marked as “completed” in Fleet Focus M5, downtime hours accumulate. For example, a Work Order 1300450805 for unit 120109 was opened on June 23, 2020, at 11:03:30 to have a flat tire repaired. The flat tire repair was completed later that day at 13:01:08, after about two hours of downtime. However, the work order was not marked “completed” in Fleet Focus M5 until 21:01:33, nearly eight hours after the repair.

#### Unit Downtime History Reports vs. Work Order Details Reports

Fleet Focus M5 *Unit Downtime History* reports do not match *Work Order Details* reports. Of the eight units sampled:

- None of the *Work Order Details* reports had downtime hours that matched the same units' *Unit Downtime History* reports.
- Four units (50 percent) were noted as “down” (with accumulated downtime) on the *Work Order Details report*, while the *Unit Downtime History* reports showed zero downtime.

In addition, Fleet Focus M5 *Unit Downtime History* reports are not enabled to present the data on a fiscal year basis, which makes comparing the two reports challenging.

#### Criteria

- ❖ Standards for Internal Control in the Federal Government:
  - *Principle 16 – Perform Monitoring Activities*

Assessed Risk Rating:

**Low**

We recommend the **Director of Equipment and Fleet Management:**

- A.1:** Improve monitoring of work order completion in the Fleet Focus M5 system.
- A.2:** Revise the format of *Unit Downtime History* reports to ensure they present accurate information on a fiscal year basis.

## Observation B: Rental Expenditures Related to Downtime

An estimation of rental expenditures caused by vehicle downtime cannot be accurately established because the input of data is not controlled and is not supported by reliable documentation. As a result, the City's true cost of vehicle downtime may be higher than reflected in the Fleet Focus M5 system.

### Fleet Focus M5 Rental Reason Entries Are Not Reliable

While Fleet Focus M5 has a field that tracks the reason for a rental, the field is not validated.<sup>1</sup> Therefore, entries in this field are vague and cannot be relied upon when determining whether the rental expense was truly caused by downtime or some other reason.

In addition, some *Rental Request Forms* are missing, which further complicates the verification of the reasons for the rental. For example, seven out of a judgmental sample of thirty *Rental Request Forms* (23 percent) were missing, and the forms available for review did not match Fleet Focus M5 entries.

#### Internal Rentals

- Seven of eleven internal *Rental Request Forms* (64 percent) had rental reasons that did not match Fleet Focus M5 entries.
- One Fleet Focus M5 entry (9 percent) had two corresponding *Rental Request Forms* for two different vehicles.
- Five forms (45 percent) had rental return dates that did not match the dates documented in Fleet Focus M5.

#### External Rentals

- Three of twelve external *Rental Request Forms* (25 percent) had rental reasons that did not match Fleet Focus M5 entries.
- One Fleet Focus M5 entry (8 percent) had four corresponding *Rental Request Forms* for four different vehicles.
- Twelve forms (100 percent) had rental return dates that did not match those documented in Fleet Focus M5.

### Rental Expenditures Are Not Supported by Documentation

A cost comparison of 30 Fleet Focus M5 rental entries (15 internal and 15 external) to the corresponding *Rental Request Forms* showed that rental expenditures in Fleet Focus M5 are not supported by documentation because *Rental Request Forms* do not capture rental rates or total costs. In addition, *Rental Request Forms* are incomplete, and dates do not agree with the dates documented

---

<sup>1</sup> Data validation is the practice of checking the integrity, accuracy, and structure of data before it is used for a business operation.

in Fleet Focus M5.

#### Criteria

- ❖ Standards for Internal Control in the Federal Government:
  - *Principle 16 – Perform Monitoring Activities*

Assessed Risk Rating:

**Low**

We recommend the **Director of Equipment and Fleet Management**:

- B.1:** Make the “rental reason” a validated entry field in the Fleet Focus M5 system.
- B.2:** Monitor the accuracy of rental reason and rental dates on *Rental Request Forms*.
- B.3:** Ensure *Rental Request Forms* capture rental rates and total rental costs.
- B.4:** Ensure Fleet Focus M5 entries match *Rental Request Forms*.

## Observation C: Repaired Vehicles Not Picked Up

User departments sometimes do not pick up their vehicles from the Equipment and Fleet Management Department immediately after repairs have been completed. As a result, the City may accumulate rental charges due to downtime even after the vehicles have been repaired.

For example, a review of a judgmental sample of six vehicles (three from the Southwest Service Center and three from the Central Service Center) showed that these vehicles remained parked at the service centers between one week and up to seven months after the repairs had been completed, and the user departments had been notified.

While the Equipment and Fleet Management service center staff send notifications to user departments about their vehicles being ready for pick up, the Equipment and Fleet Management Department does not have a process for escalating the notifications when repaired vehicles have not been picked up on time.

### Criteria

- ❖ Standards for Internal Control in the Federal Government:
  - *Principle 16 – Perform Monitoring Activities*

Assessed Risk Rating:

**Low**

We recommend the **Director of Equipment and Fleet Management:**

- C.1:** Develop and implement written procedures for escalating notifications when repaired vehicles have not been picked up on time.

## Appendix A: Background and Methodology

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### Background

The Equipment and Fleet Management Department provides full support to a City fleet of 5,814 vehicles,<sup>2</sup> including: (1) fleet assignment and management; (2) vehicle inspections and maintenance; (3) road call assistance; (4) paint and body repairs; and, (5) outside equipment rentals. As of December 1, 2022, the City's fleet was composed of the following categories (See [Exhibit 1](#) and [Exhibit 2](#)).

#### Exhibit 1

Equipment and Fleet Management Department's Fleet by Category

Category	Count	Percent of Total
Light Truck	1,544	26.56%
Marked Squad	950	16.34%
Admin Sedan	708	12.18%
SUV	486	8.36%
Van	341	5.87%
Dump Truck	337	5.80%
Rear Loader	127	2.18%
Air Compressor	104	1.79%
Automated loader	102	1.75%
Backhoe Trailer	81	1.39%
Rotoboom	66	1.14%
Air Compressor Trailer	61	1.05%
Backhoe	61	1.05%
Brush Trailer	60	1.03%
Brush Truck	59	1.01%
Other Trailers	57	0.98%
ENP Unit	51	0.88%
Backhoe Truck	47	0.81%
Motorcycle	42	0.72%
Gang Truck	39	0.67%
Training Unit	38	0.65%
Bucket Truck	35	0.60%
Enclosed Service Truck	32	0.55%
Skid Steer Loader	31	0.53%

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<sup>2</sup> Some City departments maintain their own vehicles without Equipment and Fleet Management assistance, e.g., Dallas Fire Rescue and Dallas Water Utilities.

Category	Count	Percent of Total
Roller	27	0.46%
Transfer Trailer	23	0.40%
Crane Truck	23	0.40%
Forklift	22	0.38%
Wheel Loader	22	0.38%
Stake Bed Truck	20	0.34%
Transfer Truck	19	0.33%
Patch Truck	19	0.33%
Decoy Unit	15	0.26%
Mixer	14	0.24%
Sweeper	12	0.21%
Maintainer	12	0.21%
Concrete Truck	11	0.19%
Container Truck	9	0.15%
Flusher Truck	9	0.15%
Asphalt Truck	8	0.14%
Gradall	8	0.14%
Tractor Truck	7	0.12%
Wrecker	7	0.12%
Tug	6	0.10%
Chipper Truck	6	0.10%
Track Loader	5	0.09%
Roll-Off/Dumpster Truck	5	0.09%
Mower-Tractor	5	0.09%
Excavator	4	0.07%
Utility Service Truck	4	0.07%
Flat Bed Truck	4	0.07%
Tanker Truck	4	0.07%
Semi Automated 6cy Rear Loader	3	0.05%
Tailgate Roller / Tamper	3	0.05%
(blank)	2	0.03%
Pump	2	0.03%
Pavement Breaker	2	0.03%
Lube Truck	2	0.03%
Digger Derrick Truck	2	0.03%
Personnel Lift	2	0.03%
Delivery Truck	2	0.03%
Asphalt Paver	2	0.03%

Category	Count	Percent of Total
Aggregate Spreader	1	0.02%
Sewer Cleaner Truck	1	0.02%
Chipper	1	0.02%
<b>Grand Total</b>	<b>5,814</b>	<b>100.00%</b>

**Exhibit 2**

Fleet by Department

Department	Count
Dallas Police Department	1,776
Dallas Water Utilities	1,209
Public Works	559
Sanitation	473
Code Compliance	420
Park and Recreation	380
Equipment and Fleet Management	161
Dallas Fire Rescue	144
Transportation	129
Building Services	112
Development Services	98
Aviation	85
Dallas Animal Services	59
Management Services	53
Office of Environmental Quality	52
Courts and Detention Services	42
Housing	13
Other Departments	49
<b>Grand Total</b>	<b>5,814</b>

**Source:** Fleet Focus M5

### Fleet Maintenance Operations

Five fleet management service centers provide mechanical repairs, preventive maintenance, state inspections, vehicle emissions testing, lubrication, fueling, and 24-hour road call assistance for all City

vehicles. In addition, specialty shops such as heavy equipment maintenance and welding offer services for City vehicles and equipment.

## Other Fleet Management Operations

- Asset Management
- Vehicle Paint and Body Repair
- Fleet Operations and Assignment
- Fleet Parts Inventory
- Fleet Training
- Motor Pool
- Environmental Group

## Methodology

To accomplish our audit objectives, we interviewed key personnel at the Equipment and Fleet Management Department, observed service center repair and maintenance operations, reviewed data in the Fleet Focus M5 work order system, reviewed applicable documentation, recalculated equipment and fleet downtime and availability hours and compared recalculations to monthly performance measures reported by Equipment and Fleet Management. The risk of fraud, waste, and abuse was also considered. 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

Anatoli Douditski, MPA, CIA, CFE, ACDA – Engagement Manager  
Yzalida Hiley, MBA, LPEC – Auditor

## Appendix B: Management's Response

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### Memorandum



**DATE:** January 30, 2023  
**TO:** Mark S. Swann, City Auditor  
**SUBJECT:** Response to Audit of Fleet Availability and Downtime Accuracy

This letter acknowledges the Equipment and Fleet Management Department (EFM) received the *Audit of Fleet Availability and Downtime Accuracy* and submitted responses to the recommendations.

EFM plays a critical role in the safe, efficient, and effective maintenance and operation of City equipment, upon which numerous departments rely in order to provide residents equitable and excellent service and engagement.

Recognizing the critical role EFM plays to the City and its residents, the department has focused on ensuring transparency, strong management oversight, and other key internal controls.

We are pleased the thorough audit concluded that downtime and vehicle availability data is complete, accurate, and supported, and they did not have any moderate-risk or high-risk recommendations.

However, we recognize there are always opportunities for improvement. Management agrees to strengthen monitoring of work order completion in the system, enhance the reliability of data and transparency regarding rental expenditures, and develop procedures for escalating notifications when vehicles are not promptly picked up following service.

At this time, however, management will accept the risk related to the discrepancies noted by the auditor between the Unit Downtime History and Work Order Details report. Management will need additional time to more fully research and determine if any issue exists, the cause of any identified issue, and the cost-benefit of resolving any identified issue.

Sincerely,  
  
T.C. Broadnax  
City Manager

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

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date	
Low	We recommend the <b>Director of Equipment and Fleet Management:</b>				
	<b>A.1:</b> Improve monitoring of work order completion in the Fleet Focus M5 system.	<b>Agree:</b>	Equipment and Fleet Management (EFM) will add an audit component to the quarterly management review to monitor potential trends in the timely closing of work orders in the Fleet Focus M5 system (M5 system). The monitoring activity will be used to identify employees that may need additional reinforcement or training on EFM's existing processes.	12/31/23	6/30/24
	<b>A.2:</b> Revise the format of Unit Downtime History reports to ensure they present accurate information on a fiscal year basis.	<b>Accept Risk:</b>	Fleet Focus M5 system provides many static (i.e., "canned") reports, including the <i>Unit Downtime History</i> and <i>Work Order Details</i> reports, that EFM uses to ensure effective operations. These reports are designed for a unique purpose, and the report parameters could potentially cause variances if the reports were not designed to be reconcilable. To better understand the root cause of the auditor's observation, EFM conducted a preliminary review of the auditor's workpapers and other samples. EFM's preliminary review did not find inconsistent data.  However, EFM recognizes that additional time is needed to definitively determine whether an issue exists, the risks related to any identified issue, and the cost-benefit of resolving identified issues. At this time, EFM is unable to agree to implement the recommendation but will perform additional internal research, including contacting the vendor to better determine the intended relationship, if any, between the two reports.	N/A	N/A

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
High	<b>B.1:</b> Make the "rental reason" a validated entry field in the Fleet Focus M5 system.	<b>Agree:</b> EFM will revise and standardize the rental reason entries in the M5 system to match the Rental Request Forms. Additionally, EFM will strengthen the monitoring process to ensure accurate data entry of the rental reason from the Rental Request Forms to the M5 system.	12/31/23	6/30/24
	<b>B.2:</b> Monitor the accuracy of rental reason and rental dates on <i>Rental Request Forms</i> .	<b>Agree:</b> EFM will strengthen the monitoring process to ensure Rental Request Forms are reviewed for completeness and accuracy, including rental reasons and rental dates, prior to entry into the M5 system.	12/31/23	6/30/24
	<b>B.3:</b> Ensure <i>Rental Request Forms</i> capture rental rates and total rental costs.	<b>Agree:</b> EFM will strengthen the monitoring process to ensure Rental Request Forms are reviewed for completeness and accuracy, including capturing rental rates and estimated total rental costs, prior to entry into the M5 system.	12/31/23	6/30/24
	<b>B.4:</b> Ensure Fleet Focus M5 entries match <i>Rental Request Forms</i> .	<b>Agree:</b> EFM will strengthen the monitoring process to review Rental Request Forms to ensure they match the Fleet Focus M5 entries.	12/31/23	6/30/24
Medium	<b>C.1:</b> Develop and implement written procedures for escalating notifications when repaired vehicles have not been picked up on time.	<b>Agree:</b> EFM will update the existing written Work Order procedures to include a notification escalation process when repaired vehicles have not been picked up timely.	12/31/23	6/30/24



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# External Quality Control Review

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of the  
City of Dallas

Conducted in accordance with guidelines of the  
**Association of Local Government  
Auditors**  
for the period May 1, 2019 through April 30, 2022

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## Association of Local Government Auditors

February 3, 2023

Mark Swann, CPA, CIA, CISA  
City Auditor  
City of Dallas  
1500 Marilla Street, Room 2FN  
Dallas, TX 75201

Dear Mr. Swann,

We have completed a peer review of the City of Dallas – Office of the City Auditor for the period May 1, 2019 through April 30, 2022. In accordance with generally accepted government auditing standards peer review requirements, we followed the standards and guidelines contained in the *Peer Review Guide* published by the Association of Local Government Auditors (ALGA).

We reviewed the internal quality control system of your audit organization and conducted tests in order to determine whether your internal quality control system was adequately designed and operating effectively to provide reasonable assurance of compliance with *Government Auditing Standards* issued by the Comptroller General of the United States and applicable legal and regulatory requirements. Our procedures included:

- Reviewing the audit organization's written policies and procedures.
- Reviewing internal monitoring procedures.
- Reviewing a sample of audit and attestation engagements and working papers.
- Reviewing documents related to non-audit service engagements.
- Reviewing documents related to independence, training, and development of auditing staff.
- Interviewing auditing staff, management, City Council member, and City Manager to assess their understanding of, and compliance with, relevant quality control policies and procedures.

Due to variances in individual performance and judgment, compliance does not imply adherence to standards in every case but does imply adherence in most situations. Organizations can receive a rating of pass, pass with deficiencies, or fail. The City of Dallas – Office of the City Auditor has received a rating of pass.

Further, based on the results of our review, it is our opinion that the City of Dallas – Office of the City Auditor's internal quality control system was adequately designed and operating effectively to provide reasonable assurance of compliance with *Government Auditing Standards* and applicable legal and regulatory requirements for audits and attestation engagements during the period May 1, 2019 through April 30, 2022.

We have prepared a separate letter offering suggestions to further strengthen your internal quality control system.

*Courtney Smith*

Courtney Smith,  
CIA, CPA, CFE  
City of Houston, TX

*Susan Edwards*

Susan Edwards,  
CIA, CFE, CICA  
City of Arlington, TX

*Pamela Swinney*

Pamela Swinney,  
CPA  
City of Chattanooga, TN



## **Association of Local Government Auditors**

February 3, 2023

Mark Swann, CPA, CIA, CISA  
City Auditor  
City of Dallas  
1500 Marilla Street, Room 2FN  
Dallas, TX 75201

Dear Mr. Swann,

We have completed a peer review of the City of Dallas – Office of the City Auditor (CDOCA) for the period May 1, 2019 through April 30, 2022 and issued our report thereon dated February 3, 2023. We are issuing this companion letter to offer certain observations and suggestions stemming from our peer review.

We would like to mention some of the areas in which we believe your office excels:

- The CDOCA's engagement workpapers were well organized. The audit templates used are designed to produce well documented workpapers that are referenced to the applicable standards.
- CDOCA staff have a diverse set of educational backgrounds and certifications. They are well trained, and the office encourages training and certification to enhance audit quality.
- The CDOCA is in the process of developing subject matter expertise to enhance audit quality.
- The CDOCA has policies and procedures that are clear and easy to understand.

We offer the following observations and suggestions to enhance your organization's demonstrated adherence to *Government Auditing Standards*:

When providing a nonaudit service that could create a threat to independence:

- Standard 3.64 (Independence) requires that auditors determine whether providing such a service would create a threat to independence either by itself or in aggregate with other nonaudit services provided, with respect to any GAGAS engagement they conduct.

We recommend that the CDOCA use Attachment 1 from Policy 14-Section 5.1 Nonaudit Services (GAGAS) to document this assessment.

We extend our thanks to you, your staff, and the other officials we met for the hospitality and cooperation extended to us during our review.

Sincerely,

*Courtney Smith*

Courtney Smith,  
CIA, CPA, CFE  
City of Houston, TX

*Susan Edwards*

Susan Edwards,  
CIA, CFE, CICA  
City of Arlington, TX

*Pamela Swinney*

Pamela Swinney,  
CPA  
City of Chattanooga, TN



CITY OF DALLAS

February 3, 2023

Courtney Smith  
CIA, CPA, CFE  
City of Houston, TX

Susan Edwards  
CIA, CFE, CICA  
City of Arlington, TX

Pamela Swinney  
CPA  
City of Chattanooga, TN

Dear Peer Review Team:

Thank you for taking time away from your family and daily duties at work to perform the external quality control review for the Dallas Office of the City Auditor from May 1, 2019, through April 30, 2022. We appreciate your opinion that our audit quality control system complies with *Government Auditing Standards*. We also value your suggestions to help excel and improve the quality of our audit process.

In the future, as required by *Government Auditing Standards*, 3.64 (Independence), the Office will follow the existing Office of the City Auditor's Procedure 5.1, *GAGAS Requirements Related to Non-Audit Services*. This procedure is to document our determination before acceptance of a non-audit service engagement whether providing this service would create a threat to independence either by itself or in aggregate with other non-audit services provided, with respect to any GAGAS engagement we conduct.

The Office does have additional controls in place to help ensure that the Office does not commence audit engagements where the completion of prior non-audit service engagements may impair our independence. They include (1) a review and affirmation of independence for audit engagements included in the annual audit work plan and (2) a review and affirmation of the Office's and assigned auditor's ability to remain objective for each audit engagement started during the audit plan year.

It was a pleasure working with such a knowledgeable and skilled review team during this external quality control review.

Sincerely,

Mark S. Swann



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-619

**Item #:** C.

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Dallas Central Appraisal District 2023/2024 Proposed Budget and Reappraisal Plan  
[Ken Noland, Chief Appraiser, Dallas Central Appraisal District]

# Memorandum



CITY OF DALLAS

DATE February 24, 2023

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

SUBJECT **Dallas Central Appraisal District 2023/2024 Proposed Budget and Reappraisal Plan**

On February 27, the Dallas Central Appraisal District (DCAD) will present their 2023 / 2024 proposed budget to the Government Performance and Financial Management (GPFM) committee. As stipulated in the State of Texas Property Tax Code, the Central Appraisal District's (CAD) chief appraiser shall prepare a proposed budget for the following tax year and submit copies to each taxing unit participating in the district by June 15 of which DCAD provided on February 22. The DCAD proposed budget for 2023 / 2024 is \$34,200,383, an increase of 9.6% from the current budget of \$31,205,055. The proposed City of Dallas allocation for DCAD's cost for FY 2023-24 is \$5,011,306, an increase of 12.5% from the current allocation of \$4,453,491.

Their budget will take effect unless it is disapproved by a majority of the taxing entities within 30 days after the expected adoption date on May 10, 2023. No action is required to approve DCAD budget, however, if the GPFM committee disapproves the budget then, formal City Council action is required no later than June 9, 2023 (30 days after expected adoption by the DCAD Board).

Information about the FY 2023-24 proposed budgets for the CADs from Collin, Denton, and Rockwall Counties will be provided to GPFM once received by staff.

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

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

Jack Ireland  
Chief Financial Officer

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

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



**DALLAS CENTRAL  
APPRAISAL DISTRICT**

**2023 / 2024**

**PROPOSED BUDGET  
OVERVIEW**



# **BUDGET OVERVIEW**



**2023 / 2024**

**PROPOSED BUDGET**

@

# Dallas Central Appraisal District

## 2023/2024 Proposed Budget

### Budget Comparison

### Executive Summary

	<b>2022/2023</b>	<b>2023/2024</b>
	<b><u>Approved</u></b>	<b><u>Proposed</u></b>
<b>BUDGET EXPENDITURES:</b>		
Salaries & Wages	\$16,171,300	\$17,737,975
Auto Expense	998,025	1,118,075
Supplies & Materials	1,198,286	1,355,408
Operational Services	49,100	50,881
Maintenance of Structure	443,460	467,135
Maintenance of Equipment	497,696	877,868
Contractual Services	919,579	927,272
Sundry Expenses	571,487	616,283
Insurance & Benefits	7,947,527	8,544,941
Professional Services	2,243,195	2,356,595
Capital Expenditures	165,400	147,950
Technology Development	0	0
Contingency	0	0
Total Expenditures	\$31,205,055	\$34,200,383
<b>OPERATING FUND SOURCES:</b>		
Entity Allocations (Local Support)	\$30,895,055	\$33,890,383
Rendition Fees	300,000	300,000
Investment Proceeds	0	0
Other Income	10,000	10,000
Total Revenues	\$31,205,055	\$34,200,383



2023/2024

## PROPOSED BUDGET SUMMARY

1. The 2023/2024 Proposed Budget of \$34,200,383 is an increase of 9.60% over the 2022/2023 Approved Budget of \$31,205,055.
2. The 2023/2024 Proposed Budget calls for a total of two hundred forty-four (244) full-time positions, which includes two additional positions than in the 2022/2023 Approved Budget. The budget notes personnel by departments/divisions as follows:
  - **Office of Chief Appraiser Department.** The department has five (5) positions and includes the divisions of Chief Appraiser's Office, Community Relations Director, and Quality Control.
  - **Administrative Services Department.** The divisions included in this department are Administration, Finance/Purchasing, Human Resources, Appeals and Support, Building Services and the Appraisal Review Board (ARB). The department has twenty-three (23) employees and assists in coordinating the one hundred ten (110) approved member ARB.
  - **Legal Services Department.** There are a total of five (5) employees in this department.
  - **Information Technology (IT) Department.** The divisions included are Technical Support, Systems Programming, Computer Support and Database Management. There are a total of fourteen (14) employees in this department.
  - **Appraisal Services Department.** This department includes the divisions of Central Appraisal, Residential, Commercial, Business Personal Property, Property Records/Exemptions, Customer Service, and Geographic Information Systems (GIS), totaling one hundred ninety seven (197) employees.
3. **Salaries and Wages consist of the following:**
  - For the 2023/2024 Proposed Budget a 4.0% merit increase is proposed for the District employees. This figure is tied closely to the average salary/merit increases and adjustments given by the taxing entities in 2022/2023, which was 4.59%. This information was obtained from an entity salary survey of all cities, school districts and countywide entities in the Appraisal District. DCAD bases any merit increases on what the taxing entities have afforded to their employees. This proposed budget also includes a 5% structure adjustment for all employees through grade 23. This includes appraisers, and all clerical support staff. The structure adjustment will minimize the current difficulties experienced with attracting entry level employees under the DCAD's current salary structure. The structure adjustments will not apply to any DCAD management positions.
  - Overtime funds have been increased to cover additional time required for processing deeds in Property Records/ Exemptions. Overtime funds are included for appraisal support staff assisting with after hours informal and legally required formal hearings with property owners during the ARB process, including building Services, Appeals and Support, Customer Service, and the Appraisal Departments.
  - Contract Labor includes funds for temporary services for the Business Personal Property verification and leased equipment projects, contract clerical help during the ARB process in Appeals and Support, Legal Services in processing lawsuits, mailroom assistance for Property Records/Exemptions and for security provided by off-duty police officers year round.

**4. Auto Expenses** have increased due to a proposed change in the auto allowance for appraisers from \$700 to \$800 per month, and the addition of one (1) more position. Management level employees' monthly auto allowance is unchanged at \$300 per month.

**5. Supplies and Materials** increased from last year's budget primarily due to additional postage and printing costs associated with increasing numbers of notices mailed. Changes in other areas in this category are due to overall price increases.

**6. Operational Services** includes the telephone system which increased slightly.

**7. Maintenance of Structure** shows an increase due to an expected increase in the cost of electricity during the budget cycle.

**8. Maintenance of Equipment** increased due to significant investment in added IT security, for outside vendor contracts, additional monitoring software and cloud document storage.

**9. Contractual Services** showed only a minimal increase due to leased copier costs.

**10. Sundry Expenses** noted an increase in the categories of Dues & Subscriptions and Travel. The additional costs are due to price increases for various software tools for the Commercial division, and travel to conferences.

**11. Insurance and Benefits** increased due to Group Medical costs being budgeted with an anticipated increase of 14%, and the TCDRS contribution at 22%.

**12. Professional Services** increased due to expected increases in ARB member compensation for services and consultant fees associated with appraisal reports for Legal Services.

**13. Capital Expenditures** decreased slightly due to needing to purchase fewer replacement PCs in this budget cycle.

**14. Capital Improvements** includes funds for cubicles and remodeling of the Property Records division on the fourth floor. Funds are also included for carpet replacement and other necessary interior/exterior upgrades for this fiscal year. Capital Improvement projects are funded from surplus funds approved by the Board of Directors upon the approval of the Capital Improvement Plan annually.



## Dallas Central Appraisal District 10 Year Budget Analysis

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
<b>Budget Amount</b>	<b>\$23,009,832</b>	<b>\$23,677,340</b>	<b>\$24,471,932</b>	<b>\$25,546,023</b>	<b>\$27,495,334</b>
<b>Budget Increase/Decrease</b>	<b>\$1,136,855</b>	<b>\$667,508</b>	<b>\$794,592</b>	<b>\$1,074,091</b>	<b>\$1,949,311</b>
<b>% Budget Increase/Decrease</b>	<b>5.20%</b>	<b>2.90%</b>	<b>3.36%</b>	<b>4.39%</b>	<b>7.63%</b>
<b>Merit Increases</b>	<b>3.00%</b>	<b>3.00%</b>	<b>2.50%</b>	<b>4.00%</b>	<b>3.00%</b>
<b>Entity Salary Survey</b>	<b>2.92%</b>	<b>3.14%</b>	<b>2.68%</b>	<b>3.80%</b>	<b>2.86%</b>
<b># of Personnel</b>	<b>228</b>	<b>228</b>	<b>228</b>	<b>228</b>	<b>235</b>



## Dallas Central Appraisal District 10 Year Budget Analysis

	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
<b>Budget Amount</b>	<b>\$28,144,871</b>	<b>\$29,369,242</b>	<b>\$29,324,671</b>	<b>\$31,205,055</b>	<b>\$34,200,383</b>
<b>Budget Increase/Decrease</b>	<b>\$649,537</b>	<b>\$1,224,371</b>	<b>-\$ (44,571)</b>	<b>\$1,880,384</b>	<b>\$2,995,328</b>
<b>% Budget Increase/Decrease</b>	<b>2.36%</b>	<b>4.35%</b>	<b>-0.15%</b>	<b>6.41%</b>	<b>9.60%</b>
<b>Merit Increases</b>	<b>3.00%</b>	<b>3.00%</b>	<b>0%</b>	<b>3.00%</b>	<b>4.00%</b>
<b>Entity Salary Survey</b>	<b>2.70%</b>	<b>3.31%</b>	<b>1.48%</b>	<b>3.02%</b>	<b>4.59%</b>
<b># of Personnel</b>	<b>235</b>	<b>242</b>	<b>242</b>	<b>242</b>	<b>244</b>

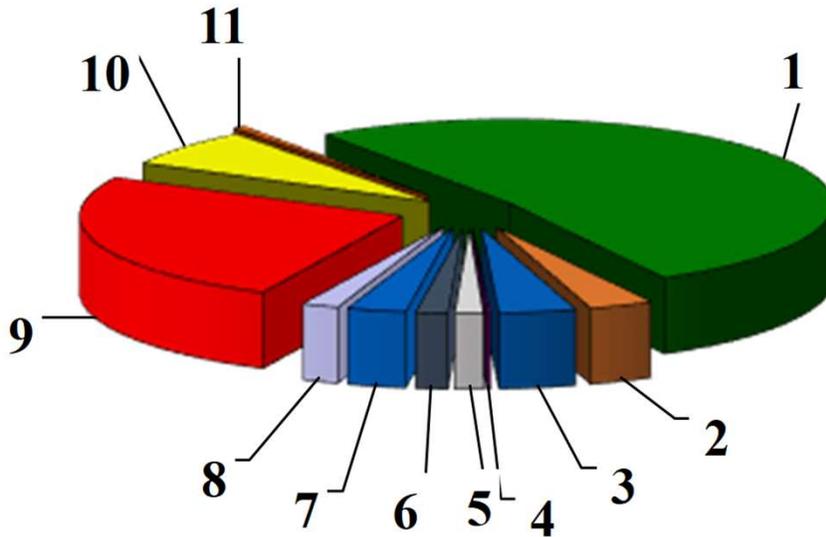
# Dallas Central Appraisal District

## Proposed Areas Of Change

	2022/2023	2023/2024	Increase or	Percent
	<u>Approved</u>	<u>Proposed</u>	<u>(Decrease)</u>	<u>Change</u>
<b>BUDGET EXPENDITURES:</b>				
Salaries & Wages	\$16,171,300	\$17,737,975	\$1,566,675	9.69%
Auto Expense	\$998,025	\$1,118,075	\$120,050	12.03%
Supplies & Materials	\$1,198,286	\$1,355,408	\$157,122	13.11%
Operational Services	\$49,100	\$50,881	\$1,781	3.63%
Maintenance of Structure	\$443,460	\$467,135	\$23,675	5.34%
Maintenance of Equipment	\$497,696	\$877,868	\$380,172	76.39%
Contractual Services	\$919,579	\$927,272	\$7,693	0.84%
Sundry Expenses	\$571,487	\$616,283	\$44,796	7.84%
Insurance & Benefits	\$7,947,527	\$8,544,941	\$597,414	7.52%
Professional Services	\$2,243,195	\$2,356,595	\$113,400	5.06%
Capital Expenditures	\$165,400	\$147,950	(\$17,450)	-10.55%
Technology Development	\$0	\$0	\$0	0.00%
Contingency	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$31,205,055</b>	<b>\$34,200,383</b>	<b>\$2,995,328</b>	<b>9.60%</b>

# 2023/2024

## Budget by Category

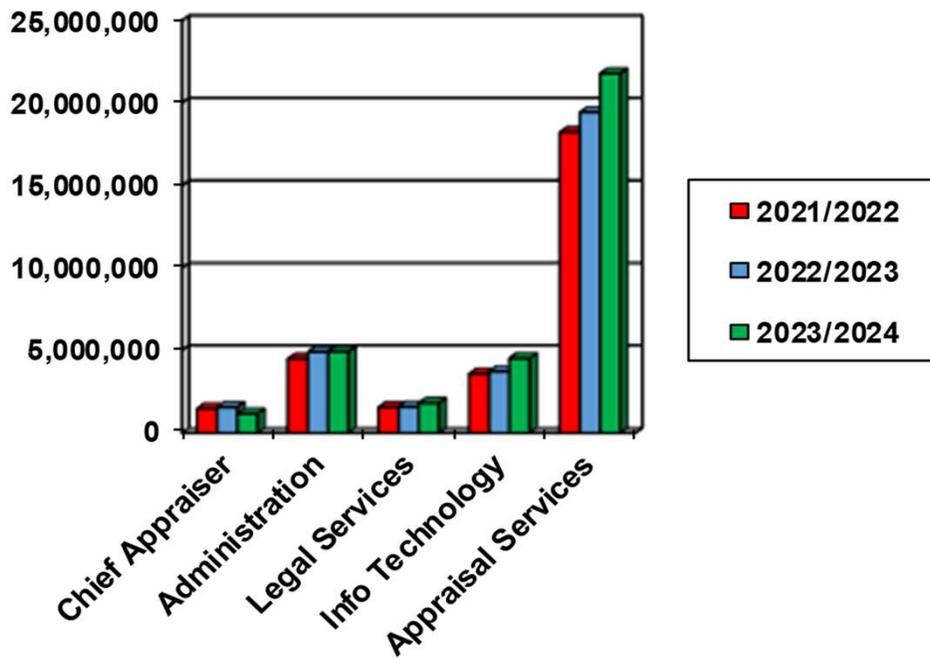


<u>Category</u>	<u>Budget Total</u>	<u>Percent</u>
1 Salaries & Wages	\$17,737,975	51.9%
2 Auto Expenses	1,118,075	3.3%
3 Supplies & Materials	1,355,408	4.0%
4 Operational Services	50,881	0.1%
5 Maintenance of Structure	467,135	1.4%
6 Maintenance of Equipment	877,868	2.6%
7 Contractual Services	927,272	2.7%
8 Sundry Expenses	616,283	1.8%
9 Insurance & Benefits	8,544,941	25.0%
10 Professional Services	2,356,595	6.9%
11 Capital Expenditures	147,950	0.6%
<b>Total</b>	<b>\$34,200,383</b>	<b>100%</b>

# Dallas Central Appraisal District

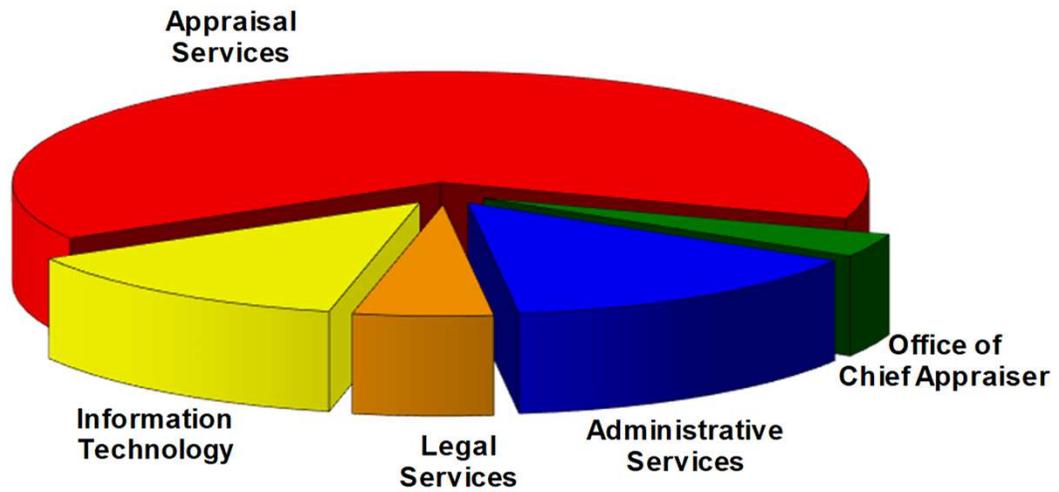
## Budget Comparison by Department

<u>Category</u>	<u>2021/2022 Approved</u>	<u>2021/2022 Actual</u>	<u>2022/2023 Approved</u>	<u>2023/2024 Proposed</u>
Consolidated				
Office of Chief Appraiser	\$1,469,441	\$1,414,700	\$1,556,228	\$1,167,936
Consolidated				
Administrative Services	4,493,319	4,119,035	4,907,205	4,929,225
Consolidated				
Legal Services	1,553,920	1,538,754	1,583,737	1,805,734
Consolidated				
Information Technology	3,580,084	3,497,845	3,726,686	4,519,836
Consolidated				
Appraisal Services	18,227,907	17,622,787	19,431,199	21,777,652
Contingency	0	0	0	0
<b>Total</b>	<b>\$29,324,671</b>	<b>\$28,193,121</b>	<b>\$31,205,055</b>	<b>\$34,200,383</b>



# 2023/2024

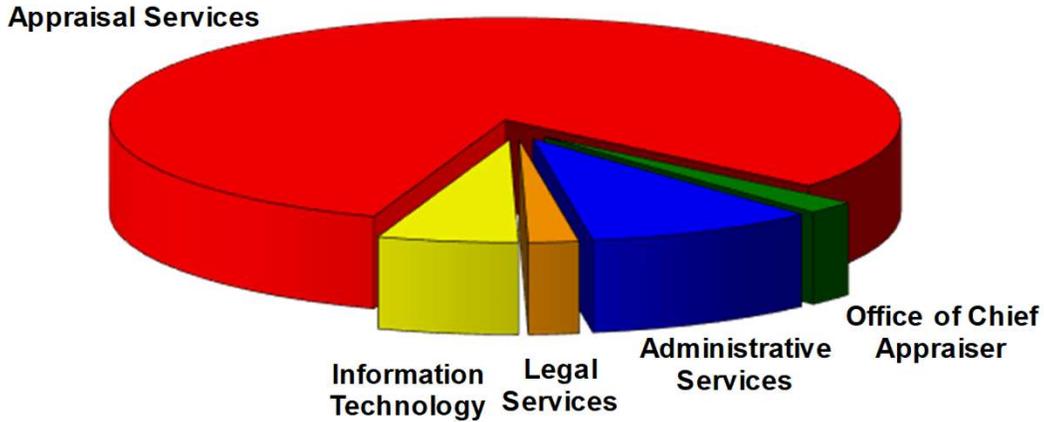
## Budget By Department



<u>Department</u>	<u>Budget Total</u>	<u>Percent</u>
Office of Chief Appraiser	\$1,167,936	3.4%
Administrative Services	4,929,225	14.4%
Legal Services	1,805,734	5.3%
Information Technology	4,519,836	13.2%
Appraisal Services	<u>21,777,652</u>	<u>63.7%</u>
<b>Total</b>	<b>\$34,200,383</b>	<b>100%</b>

# 2023/2024

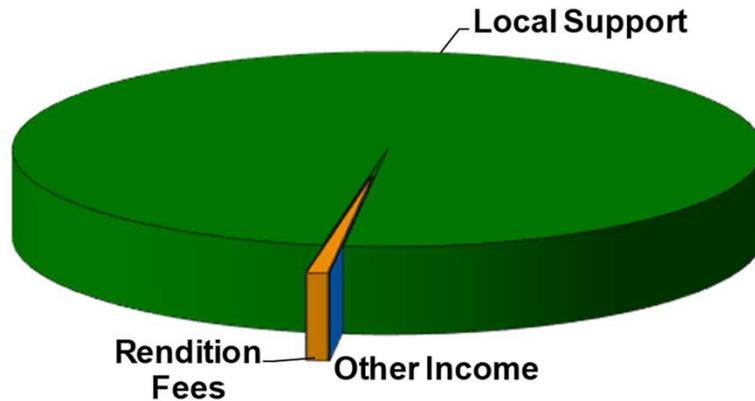
## Personnel Breakdown



<u>Department</u>	<u>Number of Personnel</u>	<u>Percent</u>
Office of Chief Appraiser	5	2.0%
Administrative Services	23	9.4%
Legal Services	5	2.0%
Information Technology	14	5.7%
Appraisal Services	<u>197</u>	<u>80.7%</u>
<b>Total</b>	<b>244</b>	<b>100%</b>

# 2023/2024

## Operating Funds Sources



<u>Source</u>	<u>Amount</u>	<u>Percent</u>
Local Support	\$33,890,383	99.09%
Investment Proceeds	0	0.00%
Rendition Fees	300,000	0.88%
Other Income	10,000	0.03%
<b>Total</b>	<b>\$34,200,383</b>	<b>100.00%</b>

# Revenue Summary Budget Allocation Comparison

	<u>2022/2023 Approved Allocation</u>	%	<u>2023/2024 Proposed Allocation</u>	%
Local Support				
Municipalities	\$8,183,236	26.49%	\$9,137,933	26.96%
School Districts	\$12,413,466	40.18%	\$13,455,656	39.70%
County/Countywide				
Special Districts	\$10,052,054	32.54%	\$11,035,649	32.56%
Non-Countywide				
Special Districts	\$246,299	0.80%	\$261,145	0.77%
<b>TOTAL</b>	<b>\$30,895,055</b>	<b>100%</b>	<b>\$33,890,383</b>	<b>100%</b>

# 2023/2024

## PROPOSED BUDGET ALLOCATIONS

	<u>2022/2023 Approved Allocation</u>	<u>2023/2024 Proposed Allocation</u>	<u>Increase or (Decrease)</u>	<u>% Change</u>
<b>County/Countywide</b>				
<b>Special Districts:</b>				
Dallas County	4,040,580	4,494,270	453,690	11.23%
D.C.H.D.	4,542,803	4,936,706	393,903	8.67%
Dallas College	1,468,671	1,604,673	136,002	9.26%
<b>Subtotal</b>	<b>10,052,054</b>	<b>11,035,649</b>	<b>983,595</b>	<b>9.79%</b>
<b>Non-Countywide</b>				
<b>Special Districts:</b>				
Dallas County FCD #1	33,508	35,068	1,560	4.66%
Dallas County MUD #4	183	185	2	1.09%
Dallas County URD	162,331	172,408	10,077	6.21%
Denton County LID #1	1,803	2,038	235	13.03%
Denton County RUD #1	0	0	0	0.00%
Grand Prairie Metro URD	541	594	53	9.80%
Irving FCD 1	5,802	7,912	2,110	36.37%
Irving FCD 3	11,375	12,186	811	7.13%
Lancaster MUD #1	4,499	6,282	1,783	39.63%
Northwest County FCD	6,534	6,973	439	6.72%
Valwood Imp. Authority	19,906	17,499	(2,407)	-12.09%
<b>Subtotal</b>	<b>246,482</b>	<b>261,145</b>	<b>14,663</b>	<b>5.95%</b>

# 2023/2024

## PROPOSED BUDGET ALLOCATIONS

	<b>2022/2023</b>	<b>2023/2024</b>	<b>Increase or</b>	
	<b>Approved</b>	<b>Proposed</b>	<b>(Decrease)</b>	<b>% Change</b>
<b>Cities:</b>	<b><u>Allocation</u></b>	<b><u>Allocation</u></b>		
Addison	121,263	135,426	14,163	11.68%
Balch Springs	42,481	51,649	9,168	21.58%
Carrollton	171,004	189,854	18,850	11.02%
Cedar Hill	121,974	135,595	13,621	11.17%
Cockrell Hill	4,820	5,558	738	15.31%
Combine	216	339	123	56.94%
Coppell	192,167	192,023	(144)	-0.07%
Dallas	4,453,491	5,011,306	557,815	12.53%
DeSoto	150,582	171,146	20,564	13.66%
Duncanville	77,547	84,421	6,874	8.86%
Farmers Branch	164,918	192,328	27,410	16.62%
Ferris	958	915	(43)	-4.49%
Garland	539,335	599,318	59,983	11.12%
Glenn Heights	19,464	19,656	192	0.99%
Grand Prairie	254,977	292,881	37,904	14.87%
Grapevine	2,935	3,592	657	22.39%
Highland Park	60,462	67,374	6,912	11.43%
Hutchins	21,379	25,960	4,581	21.43%
Irving	738,824	827,908	89,084	12.06%
Lancaster	108,658	120,650	11,992	11.04%
Lewisville	1,699	2,033	334	19.66%
Mesquite	288,745	307,826	19,081	6.61%
Ovilla	927	1,084	157	16.94%
Richardson	275,213	284,950	9,737	3.54%
Rowlett	157,441	172,536	15,095	9.59%
Sachse	47,671	56,190	8,519	17.87%
Seagoville	28,331	33,755	5,424	19.15%
Sunnyvale	27,188	31,281	4,093	15.05%
University Park	88,113	92,589	4,476	5.08%
Wilmer	18,105	24,537	6,432	35.53%
Wylie	2,348	3,253	905	38.54%
<b>Total</b>	<b>8,183,236</b>	<b>9,137,933</b>	<b>954,697</b>	<b>11.67%</b>

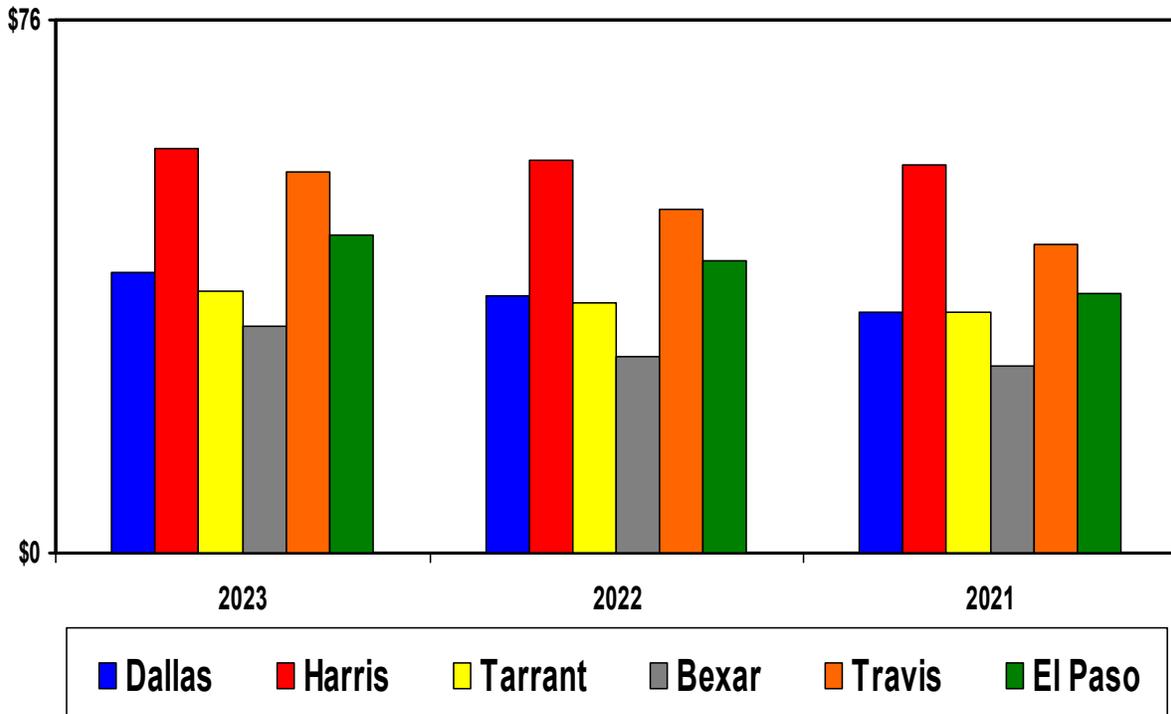
# 2023/2024

## PROPOSED BUDGET ALLOCATIONS

	<u>2022/2023 Approved Allocation</u>	<u>2023/2024 Proposed Allocation</u>	<u>Increase or (Decrease)</u>	<u>% Change</u>
<b>School Districts:</b>				
Carrollton/Farmers Branch	795,030	858,165	63,135	7.94%
Cedar Hill	175,868	218,278	42,410	24.11%
Coppell	581,385	607,406	26,021	4.48%
Dallas	5,697,040	6,216,446	519,406	9.12%
Dallas County Schools	93,244	94,219	975	1.05%
DeSoto	182,108	188,346	6,238	3.43%
Duncanville	241,094	262,285	21,191	8.79%
Ferris	1,906	1,854	(52)	-2.73%
Garland	982,451	1,057,993	75,542	7.69%
Grand Prairie	447,760	482,072	34,312	7.66%
Grapevine/Colleyville	20,104	15,316	(4,788)	-23.82%
Highland Park	616,341	651,114	34,773	5.64%
Irving	636,721	702,478	65,757	10.33%
Lancaster	168,480	189,856	21,376	12.69%
Mesquite	469,053	518,237	49,184	10.49%
Richardson	1,239,453	1,316,566	77,113	6.22%
Sunnyvale	65,428	75,025	9,597	14.67%
Wilmer/Hutchins	0	0	0	0.00%
<b>Total</b>	<b>12,413,466</b>	<b>13,455,656</b>	<b>1,042,190</b>	<b>8.40%</b>

# APPRAISAL DISTRICT COMPARISONS

	2023	Real	Personal	Total	Cost Per Parcel		
	<u>Budget Amount</u>	<u>Property</u>	<u>Property</u>	<u>Parcels</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>
Dallas CAD	\$34,200,383	746,523	104,918	851,441	\$40.17	\$36.76	\$34.54
Harris CAD	\$99,506,291	1,530,157	182,894	1,713,051	\$58.09	\$56.19	\$55.70
Tarrant CAD	\$28,631,389	696,589	63,777	760,366	\$37.65	\$35.87	\$34.55
Bexar CAD	\$23,674,800	686,567	45,002	731,569	\$32.36	\$28.10	\$26.72
Travis CAD	\$25,683,866	428,942	42,006	470,948	\$54.54	\$49.21	\$44.17
El Paso CAD	\$19,838,424	409,205	26,524	435,729	\$45.53	\$41.83	\$37.21



# APPRAISAL DISTRICT EMPLOYEE COMPARISONS

<b>Appraisal District</b>	<b>2023 Budget</b>	<b>Total Parcels</b>	<b>Number of Employees</b>	<b>Parcels per Employee</b>	<b>Number of Appraisers</b>	<b>Parcels per Appraiser</b>
<b>Dallas Central Appraisal District</b>	<b>\$34,200,383</b>	<b>853,944</b>	<b>244</b>	<b>3,500</b>	<b>101</b>	<b>8,455</b>
<b>Harris Central Appraisal District</b>	<b>\$99,506,291</b>	<b>1,716,882</b>	<b>681</b>	<b>2,521</b>	<b>352</b>	<b>4,878</b>
<b>Tarrant Appraisal District</b>	<b>\$28,631,389</b>	<b>760,366</b>	<b>214</b>	<b>3,553</b>	<b>98</b>	<b>7,759</b>
<b>Bexar Appraisal District</b>	<b>\$23,674,800</b>	<b>748,297</b>	<b>186</b>	<b>4,023</b>	<b>71</b>	<b>10,539</b>
<b>Travis Central Appraisal District</b>	<b>\$25,683,866</b>	<b>470,953</b>	<b>153</b>	<b>3,078</b>	<b>77</b>	<b>6,116</b>
<b>El Paso Central Appraisal District</b>	<b>\$19,838,424</b>	<b>435,732</b>	<b>150</b>	<b>2,905</b>	<b>52</b>	<b>8,379</b>

## 2022/2023 BUDGET/LEVY COMPARISON

	2022	2023	
	Tax Levy	Budget Amount	Cost As % Of Levy
Dallas CAD	\$8,636,775,393	\$34,200,383	0.40
Harris CAD	\$13,042,874,731	\$99,506,291	0.76
Tarrant CAD	\$6,049,777,525	\$28,631,389	0.47
Bexar CAD	\$4,967,955,185	\$23,674,800	0.48
Travis CAD	\$5,981,328,935	\$25,683,866	0.43
El Paso CAD	\$1,539,544,028	\$19,838,424	1.29

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## ACCURACY OF APPRAISALS

	Median Level of Appraisals	Coefficient of Dispersion
Dallas Central Appraisal District	0.99	7.24
Harris Central Appraisal District	0.98	8.84
Tarrant Appraisal District	0.97	8.30
Bexar Appraisal District	0.99	9.67
Travis Central Appraisal District	0.96	10.06
El Paso Central Appraisal District	0.97	12.18

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## 2022 -2023 Dallas Central Appraisal District Entity Salary Survey

Entity	Contact Person	Title	Increase	Comments
Town of Addison	Caitlin Grotowski	Sr. HR Bus partner	5.30%	
City of Balch Springs	Geneva Mendez		0.00%	
City of Carrollton	Gage Hartley	Budget Analyst	5.62%	
City of Cedar Hill	Angelica Morales	HR Generalist	6.34%	
City of Cockrell Hill	Bret Haney	City Administrator	0.00%	
City of Combine	Robin Price	City Secretary	2.42%	
City of Coppell	Kim Tiehen	Director of Strategic Financial Engagement	6.00%	
City of Dallas	Yomara Guerra	Sr. HR Comp Analyst	3.00%	
City of Desoto	Denae Greenly	Director of HR	3.00%	
City of Duncanville	Jennifer Otey	Chief Innovation Officer	6.00%	
City of Farmers Branch	Sherelle Evans-Jones	Director of Finance	4.50%	
City of Ferris	Bobby LaBorde	CFO	9.75%	
City of Garland	Beatriz Sapene	Sr HR Analyst-Comp	5.00%	
City of Glenn Heights	Clifford Blackwell	Deputy City Manager	3.00%	
City of Grand Prairie	Brynn Ellis	HR Specialist	2.78%	
City of Grapevine	Gary Livingston	Mgmt Services Director	6.00%	
Town of Highland Park	Steve Alexander	Director of Admin	6.50%	
City of Hutchins	William Wooten	CFO	5.00%	
City of Irving	Tiffini Divens	HRIS Technician	3.25%	
City of Lancaster	Dori Lee	HR Director	7.50%	
City of Lewisville	Melinda Galler	Interim HR Director	6.00%	
City of Mesquite	Ashlyn Hays	HR Generalist	4.00%	
City of Ovilla	Sharon Jungman	Finance Director	3.00%	
City of Richardson	Baby Raley	Asst Director of HR	6.00%	
City of Rowlett	Robert Cone	Budget Officer	7.25%	
City of Sachse	Kristi Wong	HR Director	13.00%	
City of Seagoville	Cindy Brown	Director of Admin Svcs	2.50%	
Town of Sunnyvale	Gretchen Delgado	Comp & Benefits Mgr	5.00%	
City of University Park	Cheree Bontrager	Director of HR	9.25%	
City of Wilmer	Paula Watson	HR Consultant	10.00%	
City of Wylie	Katherine McGuire	HR Analyst	4.50%	
<b>Average Cities</b>			<b>5.38%</b>	



## 2022 -2023 Dallas Central Appraisal District Entity Salary Survey

Entity	Contact Person	Title	Increase	Comments
Carrollton/Farmers Branch ISD	Rebecca McDowell	Director - Payroll	3.00%	
Cedar Hill ISD	Carla Settle	CFO	5.00%	
Coppell ISD	Margeret Farrell	Admin. Asst.	4.00%	
Dallas ISD	Kristian Coopwood	Compensation Director	3.00%	
DeSoto ISD	Lawrence Galloway	CFO	7.75%	
Duncanville ISD	Edd Bigbee	Chief Financial Officer	5.30%	
Ferris ISD	TJ Knight	Deputy Superintendent	4.60%	
Garland ISD	Brandy Mayo	Director of Budget	4.67%	
Grand Prairie ISD	Tracy Ray	Interim Super. Bus & Finance	4.00%	
Grapevine/Colleyville ISD	DaiAnn Mooney	Chief Financial Officer	1.50%	
Highland Park ISD	Scott Drillette	Asst. Super.Bus. Services	5.00%	
Irving ISD	Fernando Navidad	Chief Financial Officer	3.00%	
Lancaster ISD	Todd Garrison	Chief Financial Officer	5.00%	
Mesquite ISD	Emilio Duran	Dir.Personnel Services	3.00%	
Richardson ISD	Abbi Wreyford	Director of Sal & Comp	4.50%	
Sunnyvale ISD	Brenda Rodriguez	CFO	3.00%	
<b>Average School Districts</b>			<b>4.15%</b>	
Dallas County	Yvette Rugely-Craig	HR Analyst I V	3.50%	
DCCCD	Tiska Thomas	Chief Business Officer	5.00%	
<b>Average Countywide</b>			<b>4.25%</b>	
<b>Total Aggregated Average for All Entities</b>			<b>4.59%</b>	



2023/2024 Dallas Central Appraisal District Proposed Budget Allocation Analysis

ENTITY and ENTITY CODE		2021 Grand Total Taxable Value 9/2021	2022 Grand Total Taxable Value 9/2022	Taxable Value Change	Taxable Value Percent Change	2021 Tax Rates	2022 Tax Rates	Tax Rate Change	Tax Rate Percent Change	2021 Levy	2022 Levy	Levy Change	Levy Percent Change	2022/2023 Budget Allocation	2023/2024 Proposed Budget Allocation	Budget Allocation Change	Budget Allocation Percent Change
<b>CITIES</b>																	
Addison	CA	\$5,084,134,644	\$5,631,964,735	\$547,830,091	10.78%	0.614660	0.609822	(0.004838)	(0.79%)	\$31,250,142	\$34,344,960	\$3,094,818	9.90%	\$121,263	\$135,426	14,163	11.68%
Balch Springs	CB	1,378,092,121	1,648,059,231	269,967,110	19.59%	0.794629	0.794629	0.000000	0.00%	10,950,720	13,095,957	2,145,237	19.59%	42,481	51,649	9,168	21.58%
Carrollton - Dallas Co.	CC	7,565,912,480	8,558,709,057	992,796,577	13.12%	0.582500	0.562500	(0.020000)	(3.43%)	44,071,440	48,142,738	4,071,298	9.24%	171,004	189,854	18,850	11.02%
Cedar Hill - Dallas Co.	CH	4,510,011,532	5,233,199,765	723,188,233	16.04%	0.697029	0.657000	(0.040029)	(5.74%)	31,436,088	34,382,122	2,946,034	9.37%	121,974	135,595	13,621	11.17%
Cockrell Hill	CL	151,280,152	185,461,430	34,181,278	22.59%	0.823016	0.757780	(0.065236)	(7.93%)	1,245,060	1,405,390	160,330	12.88%	4,820	5,558	738	15.31%
Combine	OM	15,207,484	23,540,312	7,832,828	49.87%	0.350000	0.350000	0.000000	0.00%	54,976	82,391	27,415	49.87%	216	339	123	56.90%
Coppell - Dallas Co	CO	8,538,868,216	9,387,366,601	848,498,385	9.94%	0.580000	0.518731	(0.061269)	(10.56%)	49,525,436	48,695,181	(830,255)	(1.68%)	192,167	192,023	(144)	(0.07%)
Dallas	DA	148,423,493,491	170,399,696,628	21,976,203,137	14.81%	0.773300	0.745800	(0.027500)	(3.56%)	1,147,758,875	1,270,840,937	123,082,062	10.72%	4,453,491	5,011,306	557,815	12.53%
DeSoto	CS	5,531,297,504	6,276,478,676	745,181,172	13.47%	0.701554	0.691554	(0.010000)	(1.43%)	38,805,039	43,405,239	4,600,200	11.85%	150,582	171,146	20,564	13.66%
Duncanville	CV	2,854,538,322	3,291,580,920	437,042,598	15.31%	0.700000	0.650460	(0.049540)	(7.08%)	19,981,768	21,410,417	1,428,649	7.15%	77,547	84,421	6,874	8.86%
Farmers Branch	CF	7,216,096,589	8,280,914,441	1,064,817,852	14.76%	0.589000	0.589000	0.000000	0.00%	42,502,809	48,774,586	6,271,777	14.76%	164,918	192,328	27,410	16.62%
Ferris	FE	28,886,776	30,321,146	1,434,370	4.97%	0.847300	0.762854	(0.084446)	(9.97%)	244,758	231,306	(13,452)	(5.50%)	958	915	(43)	(4.48%)
Garland - Dallas Co	CG	18,362,857,902	21,205,871,319	2,843,013,417	15.48%	0.756965	0.716692	(0.040273)	(5.32%)	139,000,407	151,980,783	12,980,376	9.34%	539,335	599,318	59,983	11.12%
Glenn Heights - Dallas Co	CE	651,872,724	788,122,014	136,249,290	20.90%	0.769146	0.632211	(0.136935)	(17.80%)	5,013,853	4,982,594	(31,259)	(0.62%)	19,464	19,656	192	0.99%
Grand Prairie - Dallas Co	CP	9,881,619,703	11,252,916,934	1,371,297,231	13.88%	0.664998	0.660000	(0.004998)	(0.75%)	65,712,573	74,269,252	8,556,678	13.02%	254,977	292,881	37,904	14.87%
Grapevine	GV	278,640,844	334,160,561	55,519,717	19.93%	0.271811	0.271775	(0.000036)	(0.01%)	757,376	908,165	150,788	19.91%	2,935	3,592	657	22.40%
Highland Park	TH	6,776,270,003	7,428,686,674	652,416,671	9.63%	0.230000	0.230000	0.000000	0.00%	15,585,421	17,085,979	1,500,558	9.63%	60,462	67,374	6,912	11.43%
Hutchins	CU	807,679,525	1,004,172,381	196,492,856	24.33%	0.622459	0.655901	(0.033442)	(5.39%)	5,512,082	6,586,377	1,074,295	19.49%	21,379	25,960	4,581	21.43%
Irving	CI	32,050,664,148	35,640,043,718	3,589,379,570	11.20%	0.594100	0.589100	(0.005000)	(0.84%)	190,412,996	209,955,498	19,542,502	10.26%	738,824	827,908	89,084	12.06%
Lancaster	CN	3,640,219,524	4,422,213,210	781,993,686	21.48%	0.769287	0.691822	(0.077465)	(10.07%)	28,003,736	30,593,844	2,590,108	9.25%	108,658	120,650	11,992	11.04%
Lewisville	LE	98,444,231	116,053,419	17,609,188	17.89%	0.443301	0.443301	0.000000	0.00%	436,404	514,466	78,062	17.89%	1,699	2,033	334	19.68%
Mesquite - Dallas Co	CM	10,501,151,209	11,861,122,604	1,359,971,395	12.95%	0.708620	0.658140	(0.050480)	(7.12%)	74,413,258	78,062,792	3,649,535	4.90%	288,745	307,826	19,081	6.61%
Ovilla	OV	36,519,712	43,301,000	6,781,288	18.57%	0.660000	0.626213	(0.033787)	(5.12%)	241,030	271,156	30,126	12.50%	927	1,084	157	16.99%
Richardson	CR	11,530,631,700	12,882,228,371	1,351,596,671	11.72%	0.615160	0.560950	(0.054210)	(8.81%)	70,931,834	72,262,860	1,331,026	1.88%	275,213	284,950	9,737	3.54%
Rowlett - Dallas Co	CW	5,446,435,854	6,424,902,833	978,466,979	17.97%	0.745000	0.681000	(0.064000)	(8.59%)	40,575,947	43,753,588	3,177,641	7.83%	157,441	172,536	15,095	9.59%
Sachse	CK	1,753,007,654	2,190,628,000	437,620,346	24.96%	0.700734	0.650416	(0.050318)	(7.18%)	12,283,921	14,248,195	1,964,274	15.99%	47,671	56,190	8,519	17.87%
Seagoville - Dallas Co	CJ	925,278,225	1,137,270,492	211,992,267	22.91%	0.788800	0.752687	(0.036113)	(4.58%)	7,298,595	8,560,087	1,261,493	17.28%	28,331	33,755	5,424	19.14%
Sunnyvale	TS	1,546,569,883	1,752,022,518	205,452,635	13.28%	0.453000	0.453000	0.000000	0.00%	7,005,962	7,936,662	930,700	13.28%	27,188	31,281	4,093	15.05%
University Park	CQ	8,588,373,631	9,546,178,117	957,804,486	11.15%	0.264388	0.245975	(0.018413)	(6.96%)	22,706,629	23,481,212	774,582	3.41%	88,113	92,589	4,476	5.08%
Wilmer	CT	830,433,104	1,246,815,389	416,382,285	50.14%	0.561900	0.498859	(0.063041)	(11.22%)	4,666,204	6,219,851	1,553,647	33.30%	18,105	24,537	6,432	35.52%
Wylie	WY	93,431,992	147,192,330	53,760,338	57.54%	0.643751	0.562333	(0.081418)	(12.65%)	601,469	827,711	226,242	37.61%	2,348	3,253	905	38.56%
<b>COUNTYWIDE ENTITIES</b>																	
Dallas County	DC	298,062,281,503	338,307,771,365	40,245,489,862	13.50%	0.227946	0.217946	(0.010000)	(4.39%)	679,421,048	737,328,255	57,907,207	8.52%	4,040,580	4,494,270	453,690	11.23%
Dallas Co Community College	DO	306,459,536,360	351,112,628,622	44,653,092,262	14.57%	0.123510	0.115899	(0.007611)	(6.16%)	378,508,173	406,936,025	28,427,852	7.51%	1,468,671	1,604,673	136,002	9.26%
Parkland Hospital	PH	299,556,693,281	343,475,000,842	43,918,307,561	14.66%	0.255000	0.235800	(0.019200)	(7.53%)	763,869,568	809,914,052	46,044,484	6.03%	4,542,803	4,936,706	393,903	8.67%
<b>SCHOOL DISTRICTS</b>																	
Carrollton/Farmers Branch ISD	AS	21,156,077,611	23,753,648,518	2,597,570,907	12.28%	1.201250	1.142900	(0.058350)	(4.86%)	254,137,382	271,480,449	17,343,067	6.82%	795,030	858,165	63,135	7.94%
Cedar Hill ISD	ES	4,539,517,030	5,268,739,696	729,222,666	16.06%	1.238400	1.310600	0.072200	5.83%	56,217,379	69,052,102	12,834,724	22.83%	175,868	218,278	42,410	24.11%
Coppell ISD	OS	14,384,225,128	15,785,161,525	1,400,936,397	9.74%	1.292000	1.217300	(0.074700)	(5.78%)	185,844,189	192,152,771	6,308,583	3.39%	581,385	607,406	26,021	4.48%
Dallas ISD	DS	145,894,143,465	165,964,529,414	20,070,385,949	13.76%	1.248235	1.184935	(0.063300)	(5.07%)	1,821,101,762	1,966,571,797	145,470,035	7.99%	5,697,040	6,216,446	519,406	9.12%
DeSoto ISD	SS	4,192,145,172	4,735,584,889	543,439,717	12.96%	1.388600	1.258200	(0.130400)	(9.39%)	58,212,128	59,583,129	1,371,001	2.36%	182,108	188,346	6,238	3.43%
Duncanville ISD	US	5,856,647,588	6,622,550,309	765,902,721	13.08%	1.315900	1.252900	(0.063000)	(4.79%)	77,067,626	82,973,933	5,906,307	7.66%	241,094	262,285	21,191	8.79%
Ferris ISD	FS	47,815,104	47,347,322	(467,782)	(0.98%)	1.274300	1.238500	(0.035800)	(2.81%)	609,308	586,397	(22,911)	(3.76%)	1,906	1,854	(52)	(2.75%)
Garland ISD	GS	24,997,835,464	28,545,502,542	3,547,667,078	14.19%	1.256300	1.172500	(0.083800)	(6.67%)	314,047,807	334,696,017	20,648,210	6.57%	982,451	1,057,993	75,542	7.69%
Grand Prairie ISD	PS	10,399,621,357	11,668,186,131	1,268,564,774	12.20%	1.376300	1.307000	(0.069300)	(5.04%)	143,129,989	152,503,193	9,373,204	6.55%	447,760	482,072	34,312	7.66%
Grapevine-Colleyville ISD	VS	503,986,972	428,487,954	(75,499,018)	(14.98%)	1.275100	1.130800	(0.144300)	(11.32%)	6,426,338	4,845,342	(1,580,996)	(24.60%)	20,104	15,316	(4,788)	(23.81%)
Highland Park ISD	HS	17,419,813,342	19,111,148,921	1,691,335,579	9.71%	1.131000	1.077800	(0.053200)	(4.70%)	197,018,089	205,979,963	8,961,874	4.55%	616,341	651,114	34,773	5.64%
Irving ISD	IS	16,852,905,395	19,368,026,137	2,515,120,742	14.92%	1.207700	1.147400	(0.060300)	(4.99%)	203,532,538	222,228,732	18,696,193	9.19%	636,721	702,478	65,757	10.33%
Lancaster ISD	LS	3,662,680,289	4,358,245,848	695,565,559	18.99%	1.470400	1.378100	(0.092300)	(6.28%)	53,856,051	60,060,986	6,204,935	11.52%	168,480	189,856	21,376	12.69%
Mesquite ISD	MS	11,428,080,486	12,762,269,637	1,334,189,151	11.67%	1.312000	1.284600	(0.027400)	(2.09%)	149,936,416	163,944,116	14,007,700	9.34%	469,053	518,237	49,184	10.49%
Richardson ISD	RS	28,485,184,003	31,682,283,991	3,197,099,988	11.22%	1.390900	1.314600	(0.076300)	(5.49%)	396,200,424							

2023/2024 Dallas Central Appraisal District Proposed Budget Allocation Analysis

SPECIAL DISTRICTS																	
Dallas County FCD #1	DD	664,286,207	808,452,421	144,166,214	21.70%	1.300000	1.100000	(0.200000)	(15.38%)	8,635,721	8,892,977	257,256	2.98%	33,508	35,068	1,560	4.65%
Dallas County MUD #4	DU	4,729,150	4,691,760	(37,390)	(0.79%)	0.000000	1.000000	1.000000	0.00%	0	46,918	46,918	#DIV/0!	183	185	2	1.10%
Dallas County URD	DM	5,122,594,896	5,596,027,403	473,432,507	9.24%	0.816700	0.781300	(0.035400)	(4.33%)	41,836,233	43,721,762	1,885,530	4.51%	162,331	172,408	10,077	6.21%
Denton Co. LID #1	NL	273,325,172	298,709,277	25,384,105	9.29%	0.170000	0.173000	0.003000	1.76%	464,653	516,767	52,114	11.22%	1,803	2,038	235	13.02%
Denton Co. RUD #1	NR	232,503,423	256,968,921	24,465,498	10.52%	0.000000	0.000000	0.000000	0.00%	0	0	0	0.00%	0	0	0	0.00%
Grand Prairie Metro URD	GU	23,219,490	25,116,630	1,897,140	8.17%	0.600000	0.600000	0.000000	0.00%	139,317	150,700	11,383	8.17%	541	594	53	9.84%
Irving FCD, Section I	IF	283,739,613	420,438,007	136,698,394	48.18%	0.527000	0.477200	(0.049800)	(9.45%)	1,495,308	2,006,330	511,022	34.18%	5,802	7,912	2,110	36.36%
Irving FCD, Section III	ID	2,371,736,883	2,759,179,640	387,442,757	16.34%	0.123600	0.112000	(0.011600)	(9.39%)	2,931,467	3,090,281	158,814	5.42%	11,375	12,186	811	7.13%
Lancaster MUD #1	LM	126,039,645	173,155,190	47,115,545	37.38%	0.920000	0.920000	0.000000	0.00%	1,159,565	1,593,028	433,463	37.38%	4,499	6,282	1,783	39.63%
Northwest Dallas Co FCD	NF	561,318,603	620,733,877	59,415,274	10.58%	0.300000	0.284900	(0.015100)	(5.03%)	1,683,956	1,768,471	84,515	5.02%	6,534	6,973	439	6.72%
Valwood Improvement Auth.	FF	3,017,708,752	3,550,208,802	532,500,050	17.65%	0.170000	0.125000	(0.045000)	(26.47%)	5,130,105	4,437,761	(692,344)	(13.50%)	19,906	17,499	(2,407)	(12.09%)

DALLAS CENTRAL APPRAISAL DISTRICT 2023 PRELIMINARY ESTIMATED REAPPRAISAL PLAN - As of February 15, 2023

ENTITY	RESIDENTIAL			COMMERCIAL			BPP			TOTAL OF ALL DIVISIONS		
	ACCOUNTS REAPPRAISED	TOTAL NUMBER OF ACCOUNTS	PERCENT REAPPRAISED	ACCOUNTS REAPPRAISED	TOTAL NUMBER OF ACCOUNTS	PERCENT REAPPRAISED	ACCOUNTS REAPPRAISED	TOTAL NUMBER OF ACCOUNTS	PERCENT REAPPRAISED	ACCOUNTS REAPPRAISED	TOTAL NUMBER OF ACCOUNTS	PERCENT REAPPRAISED
<b>CITIES</b>												
Addison	1,042	2,604	40.00%	225	683	33.00%	3,000	3,000	100.00%	4,267	6,287	67.87%
Balch Springs	2,826	7,064	40.00%	328	993	33.00%	947	947	100.00%	4,100	9,004	45.54%
Carrollton	5,139	12,847	40.00%	610	1,848	33.00%	3,960	3,960	100.00%	9,709	18,655	52.04%
Cedar Hill	6,510	16,276	40.00%	413	1,251	33.00%	1,327	1,327	100.00%	8,250	18,854	43.76%
Cockrell Hill	370	925	40.00%	34	104	33.00%	170	170	100.00%	574	1,199	47.90%
Combine	146	366	40.00%	25	76	33.00%	18	18	100.00%	189	460	41.19%
Coppell	4,978	12,444	40.00%	340	1,030	33.00%	1,577	1,577	100.00%	6,895	15,051	45.81%
Dallas	118,544	296,359	40.00%	12,961	39,276	33.00%	46,091	46,091	100.00%	177,596	381,726	46.52%
Desoto	7,099	17,748	40.00%	425	1,287	33.00%	1,522	1,522	100.00%	9,046	20,557	44.00%
Duncanville	4,778	11,946	40.00%	344	1,042	33.00%	1,658	1,658	100.00%	6,780	14,646	46.29%
Farmers Branch	3,726	9,316	40.00%	413	1,250	33.00%	3,496	3,496	100.00%	7,635	14,062	54.29%
Ferris	0	0	0.00%	5	15	33.00%	9	9	100.00%	14	24	58.13%
Garland	26,504	66,259	40.00%	1,575	4,774	33.00%	6,121	6,121	100.00%	34,200	77,154	44.33%
Glenn Heights	1,564	3,911	40.00%	67	202	33.00%	108	108	100.00%	1,739	4,221	41.20%
Grand Prairie	14,666	36,666	40.00%	2,170	6,575	33.00%	3,324	3,324	100.00%	20,160	46,565	43.29%
Grapevine	0	0	0.00%	13	38	33.00%	150	150	100.00%	163	188	86.46%
Highland Park	2,686	3,357	80.00%	102	128	80.00%	296	296	100.00%	3,084	3,781	81.57%
Hutchins	666	1,664	40.00%	150	456	33.00%	396	396	100.00%	1,212	2,516	48.17%
Irving	19,208	48,021	40.00%	1,826	5,534	33.00%	8,524	8,524	100.00%	29,559	62,079	47.61%
Lancaster	5,262	13,155	40.00%	551	1,670	33.00%	1,037	1,037	100.00%	6,850	15,862	43.19%
Lewisville	120	300	40.00%	3	10	33.00%	20	20	100.00%	143	330	43.42%
Mesquite	15,799	39,497	40.00%	895	2,712	33.00%	3,436	3,436	100.00%	20,130	45,645	44.10%
Ovilla	67	167	40.00%	7	22	33.00%	9	9	100.00%	83	198	41.95%
Richardson	8,727	21,818	40.00%	532	1,613	33.00%	4,910	4,910	100.00%	14,169	28,341	50.00%
Rowlett	7,625	19,062	40.00%	377	1,142	33.00%	1,158	1,158	100.00%	9,160	21,362	42.88%
Sachse	2,458	6,146	40.00%	120	365	33.00%	347	347	100.00%	2,926	6,858	42.66%
Seagoville	2,385	5,963	40.00%	251	762	33.00%	512	512	100.00%	3,149	7,237	43.51%
Sunnyvale	2,414	3,017	80.00%	522	653	80.00%	544	544	100.00%	3,480	4,214	82.58%
University Park	5,555	6,944	80.00%	275	344	80.00%	714	714	100.00%	6,544	8,002	81.78%
Wilmer	726	1,814	40.00%	96	290	33.00%	245	245	100.00%	1,066	2,349	45.39%
Wylie	270	676	40.00%	6	17	33.00%	21	21	100.00%	297	714	41.60%
<b>Total Cities</b>	<b>271,860</b>	<b>666,332</b>	<b>40.80%</b>	<b>25,662</b>	<b>76,162</b>	<b>33.69%</b>	<b>95,647</b>	<b>95,647</b>	<b>100.00%</b>	<b>393,169</b>	<b>838,141</b>	<b>46.91%</b>
<b>SCHOOLS</b>												
Carrollton/Farmers Branch	10,388	25,969	40.00%	1,153	3,493	33.00%	6,574	6,574	100.00%	18,114	36,036	50.27%
Cedar Hill	6,883	17,207	40.00%	436	1,321	33.00%	1,323	1,323	100.00%	8,642	19,851	43.53%
Coppell	6,617	16,542	40.00%	510	1,546	33.00%	2,524	2,524	100.00%	9,651	20,612	46.82%
Dallas	109,649	274,122	40.00%	13,261	40,184	33.00%	46,422	46,422	100.00%	169,332	360,728	46.94%
Desoto	8,138	20,345	40.00%	373	1,129	33.00%	1,071	1,071	100.00%	9,582	22,545	42.50%
Duncanville	8,273	20,682	40.00%	681	2,063	33.00%	2,293	2,293	100.00%	11,247	25,038	44.92%
Ferris	48	120	40.00%	33	100	33.00%	23	23	100.00%	104	243	42.80%
Garland	35,051	87,628	40.00%	2,108	6,387	33.00%	7,277	7,277	100.00%	44,436	101,292	43.87%
Grand Prairie	13,975	34,938	40.00%	2,145	6,499	33.00%	3,415	3,415	100.00%	19,535	44,852	43.55%
Grapevine-Colleyville	0	0	0.00%	6	18	33.00%	173	173	100.00%	179	191	93.69%
Highland Park	8,510	10,638	80.00%	447	559	80.00%	1,592	1,592	100.00%	10,550	12,789	82.49%
Irving	15,281	38,203	40.00%	1,628	4,934	33.00%	6,082	6,082	100.00%	22,991	49,219	46.71%
Lancaster	5,479	13,698	40.00%	612	1,855	33.00%	1,035	1,035	100.00%	7,126	16,588	42.96%
Mesquite	19,802	49,506	40.00%	1,122	3,399	33.00%	3,928	3,928	100.00%	24,852	56,833	43.73%
Richardson	23,092	57,731	40.00%	1,122	3,401	33.00%	9,995	9,995	100.00%	34,210	71,127	48.10%
Sunnyvale	2,414	3,017	80.00%	536	670	80.00%	545	545	100.00%	3,495	4,232	82.58%
<b>Total Schools</b>	<b>273,600</b>	<b>670,346</b>	<b>40.81%</b>	<b>26,172</b>	<b>77,558</b>	<b>33.74%</b>	<b>94,272</b>	<b>94,272</b>	<b>100.00%</b>	<b>394,044</b>	<b>842,176</b>	<b>46.79%</b>



DALLAS CENTRAL APPRAISAL DISTRICT 2022 PRELIMINARY ESTIMATED REAPPRAISAL PLAN

ENTITY	RESIDENTIAL			COMMERCIAL			BPP			TOTAL OF ALL DIVISIONS		
	ACCOUNTS REAPPRAISED	TOTAL NUMBER OF ACCOUNTS	PERCENT REAPPRAISED	ACCOUNTS REAPPRAISED	TOTAL NUMBER OF ACCOUNTS	PERCENT REAPPRAISED	ACCOUNTS REAPPRAISED	TOTAL NUMBER OF ACCOUNTS	PERCENT REAPPRAISED	ACCOUNTS REAPPRAISED	TOTAL NUMBER OF ACCOUNTS	PERCENT REAPPRAISED
<b>CITIES</b>												
Addison	1,852	2,604	71.12%	350	682	51.32%	2,987	2,987	100.00%	5,189	6,273	82.72%
Balch Springs	4,688	6,909	67.85%	300	989	30.33%	913	913	100.00%	5,901	8,811	66.97%
Carrollton	10,957	12,579	87.11%	648	1,835	35.31%	3,931	3,931	100.00%	15,536	18,345	84.69%
Cedar Hill	14,706	16,275	90.36%	337	1,249	26.98%	1,325	1,325	100.00%	16,368	18,849	86.84%
Cockrell Hill	923	926	99.68%	104	104	100.00%	178	178	100.00%	1,205	1,208	99.75%
Combine	285	359	79.39%	78	78	100.00%	18	18	100.00%	381	455	83.74%
Coppell	10,533	12,415	84.84%	310	1,107	28.00%	1,551	1,551	100.00%	12,394	15,073	82.23%
Dallas	233,893	295,494	79.15%	13,991	39,359	35.55%	45,932	45,932	100.00%	293,816	380,785	77.16%
Desoto	12,635	17,552	71.99%	705	1,294	54.48%	1,498	1,498	100.00%	14,838	20,344	72.94%
Duncanville	9,152	11,950	76.59%	247	1,055	23.41%	1,462	1,462	100.00%	10,861	14,467	75.07%
Farmers Branch	7,865	9,291	84.65%	614	1,240	49.52%	3,361	3,361	100.00%	11,840	13,892	85.23%
Ferris	0	0	0.00%	15	15	100.00%	7	7	100.00%	22	22	100.00%
Garland	58,703	65,768	89.26%	2,322	4,757	48.81%	5,996	5,996	100.00%	67,021	76,521	87.59%
Glenn Heights	3,151	3,781	83.34%	50	201	24.88%	104	104	100.00%	3,305	4,086	80.89%
Grand Prairie	23,704	36,375	65.17%	1,169	5,737	20.38%	3,340	3,340	100.00%	28,213	45,452	62.07%
Grapevine	0	0	0.00%	38	38	100.00%	134	134	100.00%	172	172	100.00%
Highland Park	2,767	3,405	81.26%	2	128	1.56%	301	301	100.00%	3,070	3,834	80.07%
Hutchins	398	1,668	23.86%	430	446	96.41%	395	395	100.00%	1,223	2,509	48.74%
Irving	36,946	47,627	77.57%	2,265	5,531	40.95%	8,370	8,370	100.00%	47,581	61,528	77.33%
Lancaster	11,032	12,961	85.12%	560	1,649	33.96%	1,010	1,010	100.00%	12,602	15,620	80.68%
Lewisville	186	300	62.00%	10	10	100.00%	20	20	100.00%	216	330	65.45%
Mesquite	29,719	39,206	75.80%	1,012	2,711	37.33%	3,404	3,404	100.00%	34,135	45,321	75.32%
Ovilla	80	165	48.48%	21	21	100.00%	7	7	100.00%	108	193	55.96%
Richardson	19,179	21,818	87.90%	359	1,601	22.42%	4,792	4,792	100.00%	24,330	28,211	86.24%
Rowlett	16,720	18,680	89.51%	379	1,121	33.81%	1,113	1,113	100.00%	18,212	20,914	87.08%
Sachse	5,247	6,102	85.99%	152	356	42.70%	322	322	100.00%	5,721	6,780	84.38%
Seagoville	4,579	5,922	77.32%	200	761	26.28%	492	492	100.00%	5,271	7,175	73.46%
Sunnyvale	1,490	2,914	51.13%	196	657	29.83%	495	495	100.00%	2,181	4,066	53.64%
University Park	6,076	6,962	87.27%	236	314	75.16%	739	739	100.00%	7,051	8,015	87.97%
Wilmer	650	1,820	35.71%	150	273	54.95%	225	225	100.00%	1,025	2,318	44.22%
Wylie	270	652	41.41%	15	19	78.95%	19	19	100.00%	304	690	44.06%
<b>Total Cities</b>	<b>528,386</b>	<b>662,480</b>	<b>79.76%</b>	<b>27,265</b>	<b>75,338</b>	<b>36.19%</b>	<b>94,441</b>	<b>94,441</b>	<b>100.00%</b>	<b>650,092</b>	<b>832,259</b>	<b>78.11%</b>
<b>SCHOOLS</b>												
Carrollton/Farmers Branch	21,935	25,676	85.43%	1,804	3,477	51.88%	6,491	6,491	100.00%	30,230	35,644	84.81%
Cedar Hill	15,709	17,156	91.57%	346	1,314	26.33%	1,313	1,313	100.00%	17,368	19,783	87.79%
Coppell	13,824	16,512	83.72%	598	1,604	37.28%	2,482	2,482	100.00%	16,904	20,598	82.07%
Dallas	213,738	273,487	78.15%	13,780	40,226	34.26%	46,209	46,209	100.00%	273,727	359,922	76.05%
Desoto	14,424	20,019	72.05%	557	1,135	49.07%	1,081	1,081	100.00%	16,062	22,235	72.24%
Duncanville	16,986	20,684	82.12%	869	2,099	41.40%	2,051	2,051	100.00%	19,906	24,834	80.16%
Ferris	0	120	0.00%	98	98	100.00%	23	23	100.00%	121	241	50.21%
Garland	76,435	86,698	88.16%	2,725	6,340	42.98%	7,079	7,079	100.00%	86,239	100,117	86.14%
Grand Prairie	22,907	34,781	65.86%	1,162	5,662	20.52%	3,436	3,436	100.00%	27,505	43,879	62.68%
Grapevine-Colleyville	0	0	0.00%	12	12	100.00%	174	174	100.00%	186	186	100.00%
Highland Park	9,007	10,704	84.15%	335	528	63.45%	1,644	1,644	100.00%	10,986	12,876	85.32%
Irving	27,496	37,725	72.89%	1,033	4,938	20.92%	5,960	5,960	100.00%	34,489	48,623	70.93%
Lancaster	11,302	13,508	83.67%	606	1,818	33.33%	1,010	1,010	100.00%	12,918	16,336	79.08%
Mesquite	34,148	48,828	69.94%	1,014	3,411	29.73%	3,876	3,876	100.00%	39,038	56,115	69.57%
Richardson	50,760	57,700	87.97%	988	3,396	29.09%	9,885	9,885	100.00%	61,633	70,981	86.83%
Sunnyvale	1,490	2,914	51.13%	197	671	29.36%	496	496	100.00%	2,183	4,081	53.49%
<b>Total Schools</b>	<b>530,161</b>	<b>666,512</b>	<b>79.54%</b>	<b>26,124</b>	<b>76,729</b>	<b>34.05%</b>	<b>93,210</b>	<b>93,210</b>	<b>100.00%</b>	<b>649,495</b>	<b>836,451</b>	<b>77.65%</b>



DALLAS CENTRAL APPRAISAL DISTRICT 2021 PRELIMINARY ESTIMATED REAPPRAISAL PLAN - As of February 2021

ENTITY	RESIDENTIAL			COMMERCIAL			BPP			TOTAL OF ALL DIVISIONS		
	ACCOUNTS REAPPRAISED	TOTAL NUMBER OF ACCOUNTS	PERCENT REAPPRAISED	ACCOUNTS REAPPRAISED	TOTAL NUMBER OF ACCOUNTS	PERCENT REAPPRAISED	ACCOUNTS REAPPRAISED	TOTAL NUMBER OF ACCOUNTS	PERCENT REAPPRAISED	ACCOUNTS REAPPRAISED	TOTAL NUMBER OF ACCOUNTS	PERCENT REAPPRAISED
<b>CITIES</b>												
Addison	1,121	2,604	43.05%	81	683	11.86%	2,988	2,988	100.00%	4,190	6,275	66.77%
Balch Springs	4,585	6,895	66.50%	102	985	10.36%	905	905	100.00%	5,592	8,785	63.65%
Carrollton	2,332	12,573	18.55%	244	1,832	13.32%	3,745	3,745	100.00%	6,321	18,150	34.83%
Cedar Hill	2,685	16,279	16.49%	141	1,244	11.33%	1,291	1,291	100.00%	4,117	18,814	21.88%
Cockrell Hill	0	925	0.00%	10	103	9.71%	176	176	100.00%	186	1,204	15.45%
Combine	217	358	60.61%	4	80	5.00%	17	17	100.00%	238	455	52.31%
Coppell	1,564	12,576	12.44%	175	1,113	15.72%	1,533	1,533	100.00%	3,272	15,222	21.50%
Dallas	88,238	295,344	29.88%	8,192	39,401	20.79%	45,753	45,753	100.00%	142,183	380,498	37.37%
Desoto	2,872	17,519	16.39%	167	1,285	13.00%	1,427	1,427	100.00%	4,466	20,231	22.08%
Duncanville	2,402	11,951	20.10%	120	1,058	11.34%	1,450	1,450	100.00%	3,972	14,459	27.47%
Farmers Branch	2,679	9,292	28.83%	227	1,243	18.26%	3,361	3,361	100.00%	6,267	13,896	45.10%
Ferris	0	0	0.00%	0	15	0.00%	8	8	100.00%	8	23	34.78%
Garland	16,982	65,725	25.84%	528	4,758	11.10%	6,016	6,016	100.00%	23,526	76,499	30.75%
Glenn Heights	1,097	3,779	29.03%	79	201	39.30%	100	100	100.00%	1,276	4,080	31.27%
Grand Prairie	29,279	36,388	80.46%	4,263	5,510	77.37%	3,249	3,249	100.00%	36,791	45,147	81.49%
Grapevine	0	0	0.00%	11	38	28.95%	85	85	100.00%	96	123	78.05%
Highland Park	644	3,406	18.91%	16	128	12.50%	306	306	100.00%	966	3,840	25.16%
Hutchins	552	1,666	33.13%	66	448	14.73%	423	423	100.00%	1,041	2,537	41.03%
Irving	8,830	47,533	18.58%	820	5,534	14.82%	8,233	8,233	100.00%	17,883	61,300	29.17%
Lancaster	2,133	12,975	16.44%	223	1,647	13.54%	967	967	100.00%	3,323	15,589	21.32%
Lewisville	115	301	38.21%	1	10	10.00%	19	19	100.00%	135	330	40.91%
Mesquite	35,757	39,175	91.28%	2,097	2,745	76.39%	3,397	3,397	100.00%	41,251	45,317	91.03%
Ovilla	0	166	0.00%	4	24	16.67%	7	7	100.00%	11	197	5.58%
Richardson	4,117	21,746	18.93%	251	1,605	15.64%	4,687	4,687	100.00%	9,055	28,038	32.30%
Rowlett	2,610	18,639	14.00%	188	1,124	16.73%	1,116	1,116	100.00%	3,914	20,879	18.75%
Sachse	1,065	6,100	17.46%	56	355	15.77%	304	304	100.00%	1,425	6,759	21.08%
Seagoville	1,831	5,930	30.88%	84	798	10.53%	474	474	100.00%	2,389	7,202	33.17%
Sunnyvale	1,136	2,904	39.12%	71	659	10.77%	478	478	100.00%	1,685	4,041	41.70%
University Park	1,402	6,967	20.12%	36	321	11.21%	724	724	100.00%	2,162	8,012	26.98%
Wilmer	334	1,794	18.62%	58	271	21.40%	223	223	100.00%	615	2,288	26.88%
Wylie	134	506	26.48%	2	18	11.11%	17	17	100.00%	153	541	28.28%
<b>Total Cities</b>	<b>216,713</b>	<b>662,016</b>	<b>32.74%</b>	<b>18,317</b>	<b>75,236</b>	<b>24.35%</b>	<b>93,479</b>	<b>93,479</b>	<b>100.00%</b>	<b>328,509</b>	<b>830,731</b>	<b>39.54%</b>
<b>SCHOOLS</b>												
Carrollton/Farmers Branch	5,753	25,667	22.41%	510	3,472	14.69%	6,178	6,178	100.00%	12,441	35,317	35.23%
Cedar Hill	2,978	17,148	17.37%	154	1,329	11.59%	1,276	1,276	100.00%	4,408	19,753	22.32%
Coppell	2,563	16,444	15.59%	341	1,608	21.21%	2,411	2,411	100.00%	5,315	20,463	25.97%
Dallas	85,985	273,297	31.46%	8,202	40,314	20.35%	46,170	46,170	100.00%	140,357	359,781	39.01%
Desoto	3,741	19,983	18.72%	196	1,131	17.33%	1,046	1,046	100.00%	4,983	22,160	22.49%
Duncanville	3,766	20,694	18.20%	231	2,097	11.02%	2,021	2,021	100.00%	6,018	24,812	24.25%
Ferris	0	117	0.00%	8	97	8.25%	21	21	100.00%	29	235	12.34%
Garland	19,495	86,467	22.55%	768	6,346	12.10%	7,071	7,071	100.00%	27,334	99,884	27.37%
Grand Prairie	29,272	34,814	84.08%	4,076	5,418	75.23%	3,337	3,337	100.00%	36,685	43,569	84.20%
Grapevine-Colleyville	0	0	0.00%	0	18	0.00%	170	170	100.00%	170	188	90.43%
Highland Park	2,111	10,710	19.71%	64	535	11.96%	1,643	1,643	100.00%	3,818	12,888	29.62%
Irving	7,195	37,622	19.12%	806	4,937	16.33%	5,942	5,942	100.00%	13,943	48,501	28.75%
Lancaster	2,386	13,308	17.93%	239	1,820	13.13%	997	997	100.00%	3,622	16,125	22.46%
Mesquite	41,335	48,785	84.73%	2,797	3,429	81.57%	3,867	3,867	100.00%	47,999	56,081	85.59%
Richardson	10,007	57,616	17.37%	531	3,405	15.59%	9,630	9,630	100.00%	20,168	70,651	28.55%
Sunnyvale	1,136	2,904	39.12%	71	673	10.55%	478	478	100.00%	1,685	4,055	41.55%
<b>Total Schools</b>	<b>217,723</b>	<b>665,576</b>	<b>32.71%</b>	<b>18,994</b>	<b>76,629</b>	<b>24.79%</b>	<b>92,258</b>	<b>92,258</b>	<b>100.00%</b>	<b>328,975</b>	<b>834,463</b>	<b>39.42%</b>



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-620

**Item #:** D.

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Deferred Compensation Plans: Proposed Plan Amendments for Registered Investment Advisors and Fidelity Personal Planning and Advice Accounts  
[Sheri Kowalski, City Controller, City Controller's Office]



**City of Dallas**

**Deferred Compensation Plans:  
Proposed Plan Amendments for  
Registered Investment Advisors and  
Fidelity Personal Planning and  
Advice Accounts**

**Government Performance and  
Financial Management Committee  
February 27, 2023**

Sheri Kowalski, City Controller  
City Controller's Office  
City of Dallas

# Presentation Overview



- Purpose
- Background
- Plan Governance
  - 401k Plan Board Members
  - 457 and 457 PST Plan Board Members
- Recent Board Actions
  - Registered Investment Advisors
  - Fidelity Personal Planning and Advice Accounts
- Next Steps
- Questions
- Appendices



# Purpose



- Explain and provide background on employee deferred compensation plans
- Inform the Government Performance and Financial Management Committee of recent deferred compensation plan board actions that require plan amendments and City Council approval



# Background



- City of Dallas provides the following voluntary deferred compensation plans to full-time employees:
  - 401k pre-tax
  - 401k Roth
  - 457k pre-tax
  - 457k Roth
- City of Dallas also provides a mandatory 457 plan known as the 457 PST plan for elected officials, part-time employees and city temporary employees
  - The mandatory contribution for elected officials, part-time employees and city temporary employees is 7.5 percent of gross pay per pay period



# Background-Continued



- Fidelity Investments is the plan administrator for all deferred compensation plans
- Fidelity Investments has been the plan administrator since 1999
- Over 85 percent of current employees have balances in one or more plans
- Over 50 percent of current employees contribute bi-weekly to one or more plans
- Current plan assets have a market value over \$800 million



# Background-Continued



- City Controller's Office is responsible for oversight of the plans and is the named fiduciary of the plan
- 401k plan and the 457 plan and the 457 PST plan are each governed by a separate board of elected and appointed members
- Board meetings are held jointly on a quarterly-basis or more often, as needed



# Plan Governance:401k Board Members



- Ashley Eubanks, (Appointed), Public Works, Assistant Director
- Clinton Lawrence, (Appointed), Library, Assistant Director
- Brian Moody, (Elected), Dallas Fire Department, Lieutenant
- Shelia Robinson, Board Chair, (Appointed), Information Services, Assistant Director
- Marissa Sanchez, (Appointed), Aviation, Assistant Director
- Michael Taglienti, Board Vice Chair, (Elected), Dallas Police Department, Police Officer
- Sally Wright, (Appointed), Dallas Water Utilities, Assistant Director

Board meetings are held jointly with the 457 and 457PST plan board on a quarterly-basis or more often, as needed



# Plan Governance:457 and 457 PST Plan Board Members



- Scott Clumpner, (Appointed), Dallas Fire Department, Battalion Chief
- Kyle Hines (Appointed), Housing, Assistant Director
- Michael Mata, (Appointed), Dallas Police Department, Sergeant
- Marian Renee Johnson, (Appointed), Parks and Recreation, Assistant Director
- Brian Moody, Board Chair, (Elected), Dallas Fire Department, Lieutenant
- Sarah Standifer, (Appointed), Dallas Water Utilities, Assistant Director
- Michael Taglienti, Board Vice Chair, (Elected), Dallas Police Department, Police Officer

Board meetings are held jointly with the 401k board on a quarterly-basis or more often, as needed



# Recent Board Actions



- 401k plan board and the 457 and 457 PST plan board each approved a motion to allow for all plan participants to have the option to select a Registered Investment Advisor (RIA)
- 401k plan board and the 457 and the 457 PST plan board each approved a motion to allow Fidelity Investments to offer all participants an optional investment and financial planning service called Fidelity Personal Planning and Advice Accounts

Note: These two amendments do not apply to the 457 PST plan since the 7.5 percent mandatory contribution is limited to only one investment option.



# Registered Investment Advisors (RIAs): What are they and what do they do?



- RIAs are required to be registered either with the SEC or the state, and provide investment and financial advice to participants for a fee
- Fidelity would confirm that an RIA is licensed prior to allowing a participant to select them
- Fees charged by RIA are agreed to by the participant and not subject to oversight by the City or Fidelity
- Once a participant selects RIA, the RIA has access to manage the participant's investments and charge and deduct fees from participant's accounts for their service
- Neither the City nor Fidelity would have oversight or fiduciary responsibility for the actions of the participant's RIA in regard to investment selection, investment returns, or fees charged



# Registered Investment Advisors (RIAs)-Why do participants want this option?



- Many participants already use RIAs to provide investment advice for their deferred compensation plan accounts
- Participants want to formally designate a RIA to directly access their accounts and act on their behalf
- Formal designation by a participant allows the RIA to deduct their fees directly from the participant's accounts versus the participant paying them via another source



# What are Fidelity Personalized Planning and Advice Accounts?



An ongoing advisory service that gives your employees the confidence of knowing exactly where they stand with their retirement goals and the path forward to achieve them



**Help me plan\***  
Personalized financial planning

Create personalized retirement plan  
Assess financial situation  
Integrates financial priorities and retirement strategy



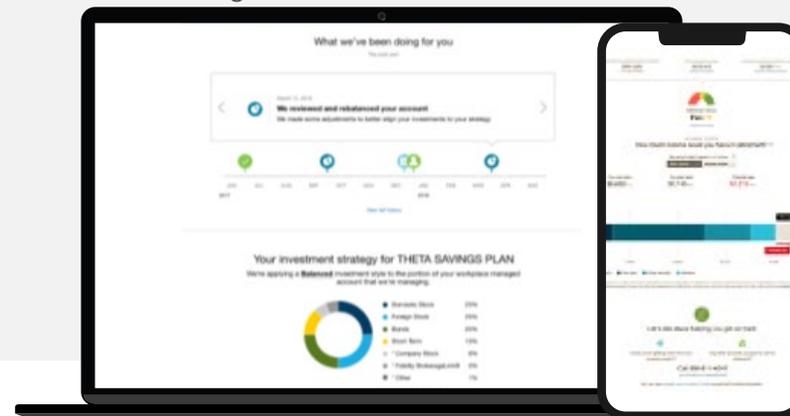
**Help me invest**  
Discretionary investment management

Investment strategies based on personal situation  
Ongoing monitoring and rebalancing as needed of your investments  
Proactive notifications about investment changes



**Help me stay on track\***  
Ongoing support

Track progress to help achieve your goals  
Personalized quarterly check-in emails  
Robust personalized planning dashboard  
Easy appointment scheduling



Screenshots are for illustrative purposes only.

\*Some of these services are provided by Fidelity Brokerage Services and available to all.

# Fidelity Personalized Planning and Advice Accounts: At a Glance



An advisory solution that considers **personal information, additional assets, risk tolerance, financial situation, and retirement horizon**

## WHY FIDELITY?

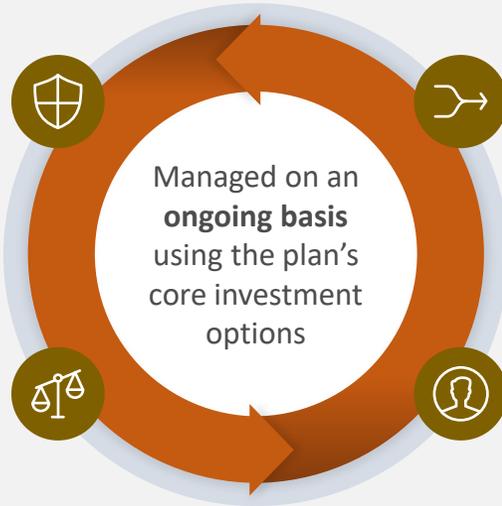
**Certified and secure**  
ISO 27001, 22301,  
and 27701



Includes **fiduciary responsibility** for discretionary investment management



Managed on an **ongoing basis** using the plan's core investment options



**Seamless integration** with NetBenefits®



**14.3 average number** of data points for participants with **personalization**<sup>1</sup>



✓ **30 years of experience** and \$610.0B AUM across our retail and workplace services<sup>2</sup>

✓ **8,747 clients** offer Fidelity's managed account to their participants<sup>3</sup>

✓ **101 Fortune 500** clients record kept at Fidelity offer the service



<sup>1</sup> Represents percent of participants with personalization in their Personal Profile (beyond their required inputs of age, retirement age, and DC assets). Data as of June 30, 2022.

<sup>2</sup> Assets are as of 09/30/2022. Source: FMRCo. Data is unaudited.

<sup>3</sup> Based on Fidelity Investments recordkept data including both Defined Contribution and Tax-Exempt clients and plans as of 09/30/2022 that currently offer Personalized Planning & Advice.

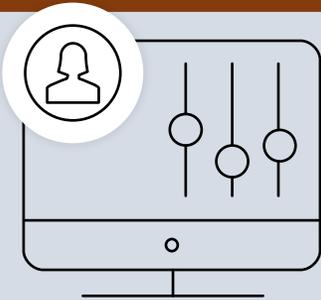
# Fidelity Personalized Planning and Advice Accounts: Participant Satisfaction and Retention



## PERSONALIZATION RATE

79%

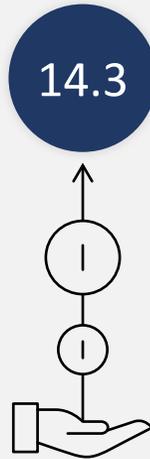
of managed account participants provide additional information about themselves in their Personal Profile<sup>1</sup>



## PERSONALIZED TO EACH PARTICIPANT

14.3

average number of data points for participants with personalization<sup>1</sup>



## EMPLOYEES STAY INVESTED

97%



retention rate of enrolled participants in the managed account program<sup>2</sup>

<sup>1</sup> Represents percent of participants with personalization in their Personal Profile (beyond their required inputs of age, retirement age, and DC assets). Data as of June 30, 2022.

<sup>2</sup> Fidelity internal analysis. This average is reflective of the past 3 years. Analysis is conducted annually each year and includes eligible, enrolled participants with funded balances in a Fidelity Workplace managed account as of 12/31/21. Un-enrollment rates for 2019-2021 were 2.54%, 2.47%, and 1.48% respectively, for those participants that un-enrolled but remained active participants in a Fidelity recordkept plan.



# Fidelity Personalized Planning and Advice Accounts: Fee Structure

Account Balance	Target Net Advisory Fee*
First \$100,000	.50%
Next \$150,000	.45%
Above \$250,000	.30%

#### Other details:

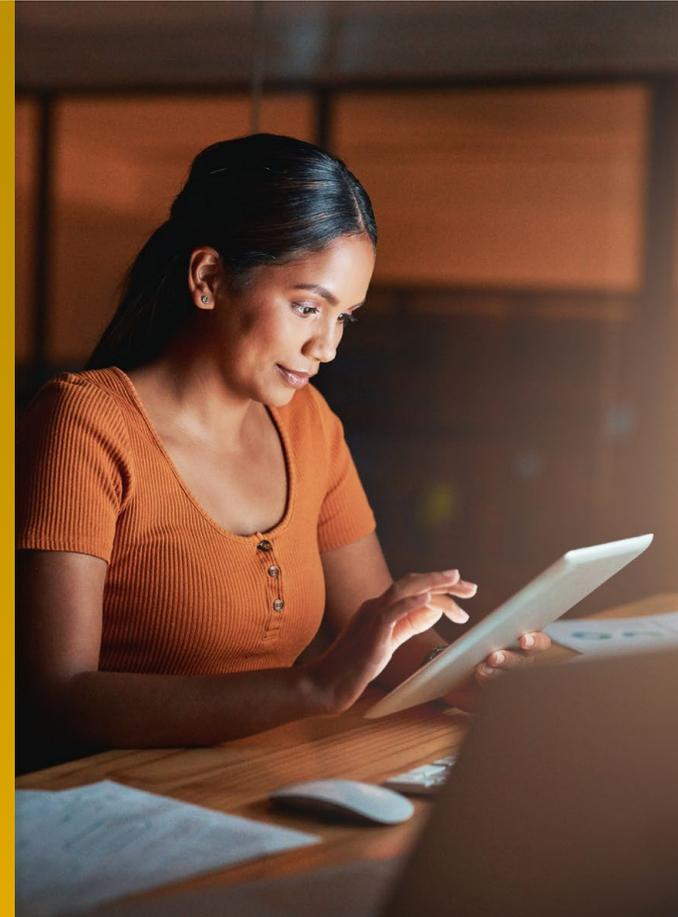
No Plan Sponsor Implementation Fees

Participant Fees are deducted quarterly in arrears

Prorated based on the number of days in the quarter enrolled

Advisory fee not assessed on the unmanaged assets considered to identify allocation strategy

Participants receive 50% discount for the first 180 days



\* The Fidelity target net advisory fee is an estimate. Depending on your plan's fund lineup, a fee credit amount may be included in the pricing structure, which will result in the actual net advisory fee paid by plan participants to vary over time. Therefore, the net fees billed may be higher or lower than the target net advisory fee for your plan. Additional information can be found in the appendix section of this presentation.

The net advisory fee does not include underlying fees and expenses of each eligible investment in an account, or any separate recordkeeping or administrative fees that may be charged to an account.

For participants who enroll during the 70-day initial awareness campaign window. If not satisfied for any reason, participants can unenroll during the trial period. Full advisory fees begin after the 180-day trial. No obligation to remain in Personalized Planning & Advice during or after the trial. Underlying fund fees still apply.



# Next Steps



- Seek City Council approval at the April 12, 2023 City Council meeting for plan amendments to authorize the following :
  - Registered Investment Advisors (RIAs)
  - Fidelity Personalized Planning and Advice Accounts
- Implement plan amendments beginning Summer 2023



# Questions?





# Appendix I—Registered Investment Advisors (RIA) in the Tax-Exempt Market





# Appendix II– Fidelity Personalized Planning Program





# Appendix III– City of Dallas Retirement Plan Comparison



# Registered Investment Advisors (RIA) in the Tax-Exempt Market



## Why your Participants may choose to work with Third-Party RIAs

- Lack of confidence, knowledge and experience to make their own investment decisions
- Participant may have retirement accounts with multiple vendors and wants an advisor to help manage assets across vendors
- May have an established local relationship with a RIA already and want it to include their retirement plan
- Insufficient time and / or interest to manage their own assets, but know it is necessary
- Participants' retirement portfolio has grown beyond the point where they feel comfortable managing it themselves
  - ✓ Life events requiring broader financial management and advice
  - ✓ Holistic planning that may include retirement, tax and estate planning
  - ✓ Desire for a customized financial plan

## Why Employer Sponsored Plans may consider RIAs to manage Participants' retirement assets

- Highly compensated / key employees may prefer to work with a third-party advisor
- Recruiting - key employees from other institutions may already work with RIAs to manage their account(s)
- RIAs can automatically deduct their fees directly from the participants' retirement account(s) through the vendor when allowed by the plan sponsor
- No additional cost to the plan sponsor
  - ✓ Only the participants that choose to work with an investment advisor pay for the advice received
- Plan sponsor has no fiduciary responsibility for the advice given by an RIA to an individual participant in regards to their individual account

PRESENTED BY: | Richard L. Goldman- Vice President, Managed Accounts  
December 8, 2022

# Providing every employee with the advice and help they need



# Fidelity's Managed Account Program provides ongoing help to employees

An ongoing advisory service that gives your employees the confidence of knowing exactly where they stand with their retirement goals and the path forward to achieve them



**Help me plan\***  
Personalized financial planning

- Create personalized retirement plan
- Assess financial situation
- Integrates financial priorities and retirement strategy



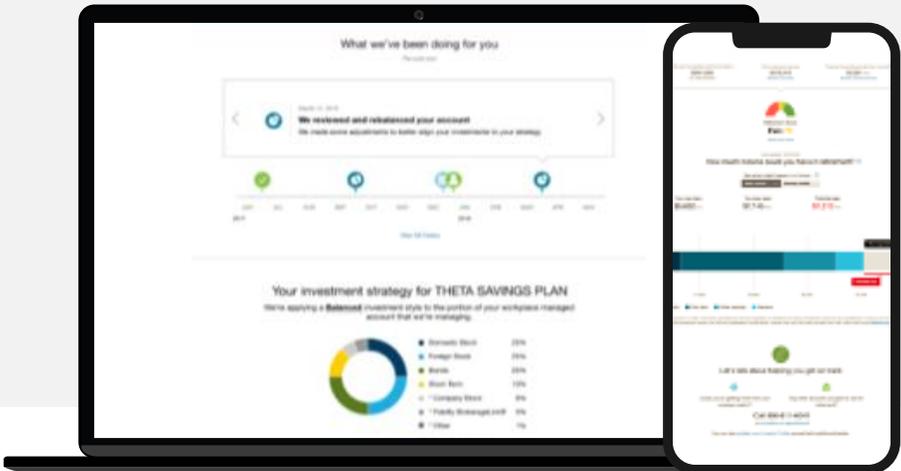
**Help me invest**  
Discretionary investment management

- Investment strategies based on personal situation
- Ongoing monitoring and rebalancing as needed of your investments
- Proactive notifications about investment changes



**Help me stay on track\***  
Ongoing support

- Track progress to help achieve your goals
- Personalized quarterly check-in emails
- Robust personalized planning dashboard
- Easy appointment scheduling

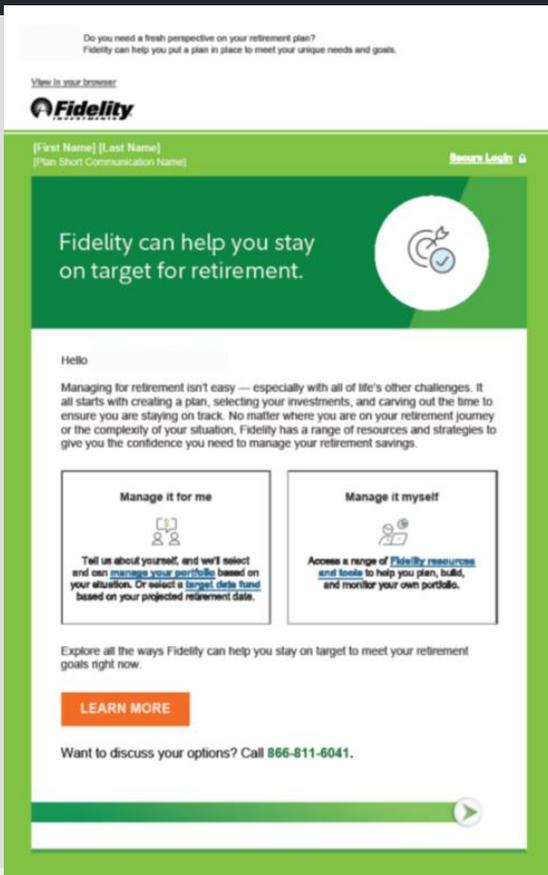


Screenshots are for illustrative purposes only.

\*Some of these services are provided by Fidelity Brokerage Services and available to all.

# Comprehensive awareness program – investment help

Eligible participants receive a consistent multi-channel experience, licensed planning consultants, and a national network of investor centers



## COMMUNICATIONS

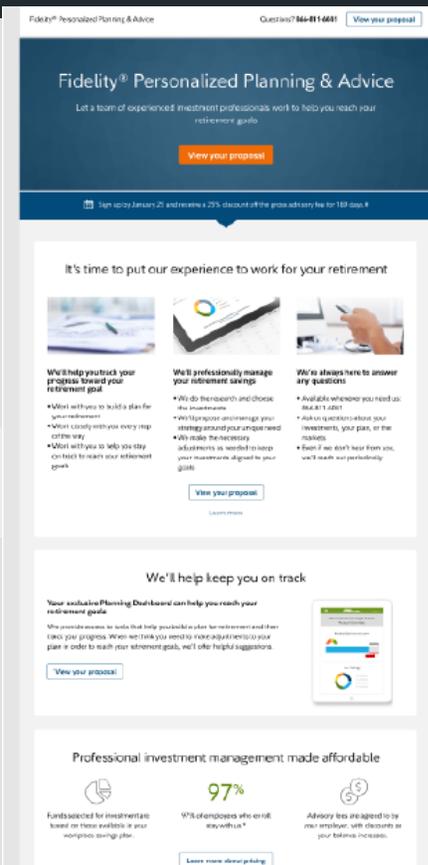
Three-touch messaging to drive awareness and action

## ONLINE EXPERIENCE

Seamless experience with award-winning website<sup>16</sup>

Educational videos

Targeted messaging



## Live channel/on-site

One provider, one team

Investment advice and help across financial plan, saving, retirement, and income planning\*

On-site workshops and 1:1 consultations

Screenshots and graphics are hypothetical and for illustrative purposes only.

\*Some of the services provided by Fidelity Brokerage Services and can be available to all.

<sup>16</sup> Annual Retirement Plan Monitor Awards Report December 2021.

# Driving engagement and awareness

## Proactive Retirement Assessment

Email

[First Name] [Last Name]  
[Plan Short Communication Name] Secure Login

### Are you on target to meet your retirement goals?

We've prepared your personalized retirement assessment, which gives you a quick snapshot of where you currently stand. It assesses your retirement readiness based on how prepared you are to meet your goals, how much you've saved, and how your savings are invested.

- RETIREMENT PROGRESS:** <Needs attention><May need attention><On track>  
In order to meet your expected spending in retirement, Fidelity suggests you save about <3X> your current income by age <XX>.
- SAVINGS RATE:** <Needs attention><May need attention><On track>  
Contribute up to your plan's match or consider increasing your contributions.
- INVESTMENTS:** <Needs attention><May need attention><On track>  
Your current plan has an equity allocation of <X>%, approximately <X>%, <lower><higher> than a mix based on your assumed retirement age of 65.

Based on this assessment, it's time to see how Fidelity can help you stay on target to meet your retirement goals.

[LEARN MORE](#)

Want to discuss your options? Call **866-811-6041**.

<Special offer: If you're interested in Fidelity's managed account, try it out and save <X>%, off the advisory fee if you enroll by <date>.\*>

[Retirement Review Methodology](#)



<CLIENT LOGO>

<First Name> <Last Name>  
<Address line 1>  
<Address line 2>  
<Address line 3>  
<City>, <State> <ZIP>

<DATE>

### Are you on target to meet your retirement goals?

Dear <First Name> <Last Name>,

We've prepared your personalized retirement assessment, which gives you a quick snapshot of where you currently stand. It assesses your retirement readiness based on how prepared you are to meet your goals, how much you've saved, and how your savings are invested.

- Retirement Progress:** <Needs attention><May need attention><On track>  
In order to meet your expected spending in retirement, Fidelity suggests you save about <3X> your current income by age <XX>.
- Savings Rate:** <Needs attention><May need attention><On track>  
Contribute up to your plan's match or consider increasing your contributions.
- Investments:** <Needs attention><May need attention><On track>  
Your current plan has an equity allocation of <X>%, approximately <X>% <lower><higher> than a mix based on your assumed retirement age of 65.

Based on this assessment, it's time to see how Fidelity can help you stay on target to meet your retirement goals.

Want to discuss your options? Call **866-811-6041**.

<Special offer: If you're interested in Fidelity's managed account, try it out and save <X>% off the advisory fee if you enroll by <date>.\*>

Print  
backup

# Personalized planning dashboard

Integrated online experience helps connect participants to their progress

## Retirement progress

Provides readiness at-a-glance and pre-retiree view shifts from saving to spending

## Personal profile

Provides a snapshot of participants personal profile with easy access to update and helps participants take key actions

## What we're doing

Keeps participants informed of changes to their investment strategy and perspectives on current market conditions

Hello **Colby**, let's take a look at your retirement plan progress and actions you can take to help make the most of your retirement.

**THETA SAVINGS PL...**  
\$134,766.06  
As of 03/19/2021  
How much should I have saved

**Other retirement assets**  
\$2,500.00  
Other assets aligned to your retirement goal  
Review sources

**Your Personal Profile**  
Action Needed: Please complete the Financial Situation section of your Personal Profile. Why is this important?  
[Review and update](#)

**Personalized Planning & Advice retirement analysis**  
This analysis is based on the information in your Personalized Planning & Advice *Personal Profile*, which you may review and update at any time.

Retirement score **95 Good** | You may have **\$3,592/mo** | You may need **\$3,800/mo** | Potential gap **\$208/mo** | Market condition **Weak**

**Hypothetical monthly income**  
This is the projection of your monthly income, this calculation is based on the information on your *Personal Profile*.

You may have a gap of \$208/mo

0 | You may need \$3,800/mo

■ Social Security | ■ Other savings | ■ THETA SAVINGS PLAN

**You could be saving more**  
We suggest saving at least 15% of your pre-tax income, including any employer contributions, each year for retirement but even a 1% increase can make a difference.  
[Review contributions](#)

IMPORTANT: The projections or other information generated by this tool regarding the likelihood of various investment outcomes are hypothetical in nature, do not reflect actual investment results, and are not guarantees of future results. Results may vary with each use and over time. Learn more in our [Investment Strategy](#). Fund fees and other expenses are not reflected in the hypothetical projections.

**Personal Profile highlights**  
Your retirement plan analysis is based on the information in your *Personal Profile*, which you may review and update at any time.

Retiring at age **73** | Household work income **\$80,000** | Selected risk tolerance **7 out of 10** | Household finances **Click to add**

[Manage my Personal Profile](#)

**Investment strategy**  
Here's how you're invested, based on Personal Profile's information.

**Managed by us**

- Domestic Stock: 50%
- Foreign Stock: 21%
- Bonds: 12%
- Short-Term: 0%

**Not managed by us**

- Fidelity BrokerageLink: 8%
- Other: 7%

[Review my investment strategy](#)

**Investment management updates**  
The latest account activity and market updates.

**Quarterly Market Perspective**  
In our latest Quarterly Market Perspective, President of Strategic Advisers Brian Enyeart breaks down 2020. Watch entire video (5:34)

**MAY 20 Strategic review complete**  
We've reviewed your account and we updated your investment strategy from Balanced to Growth.

[See all account activity](#)

**Actions**

- [Manage Personal Profile](#)
- [Manage contributions](#)
- [Schedule an appointment](#)
- [Take financial wellness checkup](#)
- [Call Fidelity 866-811-6041](#)

# Personalized quarterly check-in and annual check-up

## Proactive, ongoing updates to enrolled participants



### Targeted messaging

Varies based on time of year, market conditions, profile status and retirement progress



### Personal progress

Updates on retirement and saving progress, profile status, and what to do next



### 1:1 Conversation/invitation

Encourages a planning conversation each and every year

Screenshots are for illustrative purposes only. Although some services reflect currently available functionality, others may show concept designs being considered for future development. Fidelity reserves the right to modify or cancel any concept designs being displayed. This information should not be construed as an offer to sell or a solicitation to buy any product or service.

## Quarterly check-in

**Your Fidelity® Personalized Planning & Advice Progress Report**

Take a few minutes to review the action items below for your Theta Corporation plan account for steps you can take to help ensure your plan is on track.

- How you're invested:** Based on the most recent review of your Personal Profile, you're in the Growth investment strategy.
- Personal Profile:** **Information missing**  
Please add your tolerance for financial risk to help ensure your investment strategy meets your current financial situation and preferences.  
[Get started](#)
- Savings\*:** **Needs attention**  
If your budget allows, even a small increase can add up over time.  
[Review your contributions](#)

[View your planning dashboard »](#)

**RESOURCES FOR YOU**

- [Market perspective from your investment team and what it may mean for your account](#)
- [Additional tools and resources for help across your broader financial goals and needs](#)

You can also [schedule an appointment](#) or call us at 866-811-6041.

Email/print backup

Sent every April, July, Oct; Annual check-up sent in Jan

## Annual check-up

Hi Joe, it's that time of year again. Start the year off right by reviewing your retirement plan and Personal Profile.

[Visit your planning dashboard »](#)

**Your Personalized Planning & Advice Annual Checkup**

- How you're invested:** You are invested in a Growth strategy, which seeks growth of your investments while working to protect against inflation by investing mostly in stocks, as well as some bonds.
- Personal Profile:** **Information missing**  
Please update your tolerance for financial risk.  
[Get started](#)
- Savings\*:** **Needs attention**  
If your budget allows, even a small increase can add up over time.  
[Review your contributions](#)

[Visit your planning dashboard »](#)

**Here are a few additional resources for you:**

- [Hear from your investment team about their perspective on the markets](#)
- [Watch this 1 minute video to learn more about your Profile. >>](#)

**Want to have a planning discussion?**

- [866-811-6041](#)
- [Schedule an appointment](#)

# Pricing overview

Account Balance	Target Net Advisory Fee*
First \$100,000	.50%
Next \$150,000	.45%
Above \$250,000	.30%

## Other details:

No Plan Sponsor Implementation Fees

Participant Fees are deducted quarterly in arrears

Prorated based on the number of days in the quarter enrolled

Advisory fee not assessed on the unmanaged assets considered to identify allocation strategy

Participants receive 50% discount for the first 180 days



\* The Fidelity target net advisory fee is an estimate. Depending on your plan's fund lineup, a fee credit amount may be included in the pricing structure, which will result in the actual net advisory fee paid by plan participants to vary over time. Therefore, the net fees billed may be higher or lower than the target net advisory fee for your plan. Additional information can be found in the appendix section of this presentation.

The net advisory fee does not include underlying fees and expenses of each eligible investment in an account, or any separate recordkeeping or administrative fees that may be charged to an account.

For participants who enroll during the 70-day initial awareness campaign window. If not satisfied for any reason, participants can unenroll during the trial period. Full advisory fees begin after the 180-day trial. No obligation to remain in Personalized Planning & Advice during or after the trial. Underlying fund fees still apply.

# Strategic Advisers LLC Overview

30 years of experience managing risk-based portfolios

## BACKGROUND

1946: Fidelity Founded

1988: Strategic Advisers<sup>1</sup> Founded

- A registered investment adviser providing discretionary money management
- Embodies an open-architecture, best-of-breed approach
- One of the industry's largest investment advisers<sup>2</sup>

## PEOPLE

Fidelity Investment Professionals<sup>3</sup> 851

**Strategic Advisers Investment Professionals<sup>3</sup> 151**

- Research & Development 64
- Portfolio Management 70
- Other 17

## ASSETS

Fidelity Assets<sup>4</sup> \$3.7T

**Strategic Advisers Assets<sup>4</sup> \$635B**

- Retail Managed Accounts \$550.8B  
 Portfolio Advisory Services<sup>5</sup>  
 Blackrock Diversified Income Portfolio  
 Strategic Disciplines SMAs<sup>6</sup>  
 Fidelity GO<sup>®</sup>  
 PP&A Hybrid<sup>7</sup>  
 FidFolios<sup>8</sup>
- Workplace Managed Accounts<sup>9</sup> \$82.1B
- Other<sup>10</sup> \$2.1B

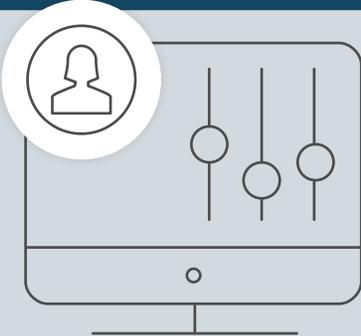
Strategic Advisers LLC is the model manufacturer for the Fidelity Target Allocation, Fidelity Income, and Fidelity Bond Model Portfolios. **1.** Strategic Advisers LLC is a registered investment adviser and a Fidelity Investments company. **2.** Fidelity is ranked 3rd by worldwide institutional manager, P&I Research Center as of 12/31/20. **3.** Fidelity Investments, as of 6/30/22. Data is unaudited. These figures reflect the resources of Fidelity Management & Research Company, a U.S. company and its subsidiaries. **4.** Discretionary assets; Fidelity Investments, as of 6/30/22. Note: A portion of Strategic Advisers' assets invest in Fidelity equity and bond funds that are also reported in Fidelity's assets. **5.** Portfolio Advisory Services Retirement and Taxable accounts managed through Fidelity<sup>®</sup> Wealth Services. **6.** Separately Managed Accounts include Fidelity Equity-Income SMA, Fidelity International Equity SMA, Fidelity Tax-Managed International Equity Index SMA, Fidelity Tax-Managed U.S. Equity Index SMA, Fidelity U.S. Large Cap Equity SMA, Breckinridge Intermediate Municipal SMA, Fidelity Core Bond SMA and Fidelity Intermediate Municipal SMA **7.** Personalized Planning and Advice Hybrid **8.** Includes Fidelity Managed FidFolios U.S. Equity Index, Fidelity Managed FidFolios International Equity Index, Fidelity Managed FidFolios Environmental Focus **9.** "Workplace Managed Accounts" includes Personal Planning and Advice for WI recordkeeping clients. **10.** Other includes Charitable Gift Pools and Pilots.

# Fidelity's Managed Account Program Outcomes

## PERSONALIZATION RATE

79%

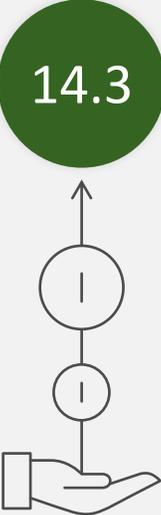
of managed account participants provide additional information about themselves in their Personal Profile<sup>1</sup>



## PERSONALIZED TO EACH PARTICIPANT

14.3

average number of data points for participants with personalization<sup>1</sup>



## EMPLOYEES STAY INVESTED

97%



retention rate of enrolled participants in the managed account program<sup>2</sup>

<sup>1</sup> Represents percent of participants with personalization in their Personal Profile (beyond their required inputs of age, retirement age, and DC assets). Data as of June 30, 2022.

<sup>2</sup> Fidelity internal analysis. This average is reflective of the past 3 years. Analysis is conducted annually each year and includes eligible, enrolled participants with funded balances in a Fidelity Workplace managed account as of 12/31/21. Un-enrollment rates for 2019-2021 were 2.54%, 2.47%, and 1.48% respectively, for those participants that un-enrolled but remained active participants in a Fidelity recordkept plan.

# A glance at Fidelity's managed account program

An advisory solution that considers **personal information, additional assets, risk tolerance, financial situation, and retirement horizon**

## WHY FIDELITY?



- ✓ **30 years of experience** and \$610.0B AUM across our retail and workplace services<sup>2</sup>
- ✓ 8,747 clients offer Fidelity's managed account to their participants<sup>3</sup>
- ✓ **101 Fortune 500** clients record kept at Fidelity offer the service

<sup>1</sup> Represents percent of participants with personalization in their Personal Profile (beyond their required inputs of age, retirement age, and DC assets). Data as of June 30, 2022.

<sup>2</sup> Assets are as of 09/30/2022 Source: FMRCo. Data is unaudited.

<sup>3</sup> Based on Fidelity Investments recordkept data including both Defined Contribution and Tax-Exempt clients and plans as of 09/30/2022 that currently offer Personalized Planning & Advice.

# Important additional information

For plan sponsor and investment professional use only.

## **Pricing Overview**

*FPP&A-W leverages a fee credit mechanism that is designed to mitigate disparities in compensation received by Fidelity, as an investment provider and recordkeeper, related to the investment options selected by the managed account service. For Fidelity investment options, the fee credit includes underlying investment management fees (it does not include other fund expenses, if applicable). For non-Fidelity investment options, the fee credit includes servicing or other fees paid to and retained by Fidelity, if applicable.*

*To determine the fee credit amount each quarter, each participant's daily managed fund holdings and each fund's offset rate (e.g., Fidelity fund investment management fee rate) are used to calculate daily credits, which are added together at the plan level and divided by the plan's average daily balance of managed assets to determine a single plan credit rate. The same credit rate is used to calculate each participant's credit amount, which is subtracted from the participant's gross fee to determine the net fee billed.*

*It is expected that the fee credit rate will vary over time due to changes in the investments selected by the service, participant asset allocations, and Fidelity's compensation from underlying funds. Therefore, it is expected that the net fees billed will also vary and may be higher or lower than the target net advisory fee.*

Some of these offerings reflect currently available functionality, others may show concepts being considered for future development. Fidelity reserves the right to modify or cancel any concepts being displayed. This information should not be construed as an offer to sell or a solicitation to buy any product or service.

Unless otherwise disclosed to you, any investment recommendation in this document is not meant to be impartial investment advice or advice in a fiduciary capacity. Fidelity and its representatives have a financial interest in any investment alternatives or transactions described in this document. Fidelity receives compensation from Fidelity funds and products, certain third-party funds and products, and certain investment services. Fidelity may also receive compensation for services that are necessary to effect or execute transactions with respect to investment alternatives (such as trading commissions). The compensation that is received, either directly or indirectly, by Fidelity may vary based on such funds, products and services, which can create a conflict of interest for Fidelity and its representatives.

Fidelity® Personalized Planning & Advice at Work is a service of Fidelity Personal and Workplace Advisors LLC and Strategic Advisers LLC. Both are registered investment advisers and Fidelity Investments companies and may be referred to as "Fidelity," "we," or "our" within. For more information, refer to Terms and Conditions for the Program. When used herein, Personalized Planning & Advice refers exclusively to Fidelity Personalized Planning & Advice at Work. **This service provides advisory services for a fee.**

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Privacy Policy – <https://wealth.emaplan.com/fidelity/Legal/Privacy?fidelity>

Security Policy – <https://wealth.emaplan.com/fidelity/Legal/Security?fidelity>

When advice is used throughout the deck it is in reference to plans that authorized us to provide advice, otherwise the experience is intended to be educational.

## **Investing involves risk, including risk of loss.**

Past performance is no guarantee of future results.

Fidelity Brokerage Services LLC, Member NYSE, SIPC, 900 Salem Street, Smithfield, RI 02917

839959.16.0





City of Dallas

# City of Dallas Retirement Plan Comparison



	City of Dallas Voluntary 401(k) Plan	City of Dallas Voluntary 457(b) Plan	City of Dallas Mandatory 457(b) Plan
<b>Eligibility</b>	Permanent full-time, permanent part-time, seasonal, temporary employees and City Council members.	Permanent full-time, permanent part-time, seasonal, temporary employees and City Council members.	Seasonal, temporary employees and City Council members (non-pension employees).
<b>Employer Contribution</b>	None	None	None
<b>Payroll Deductions</b>	Changes submitted to Fidelity by Friday at 4 p.m. Central time take effect the following week.	Changes to 0% submitted to Fidelity by Friday at 4 p.m. Central time take effect the following week. All other changes during the month will generally take effect in the first pay period of the month following the month a change was submitted to Fidelity.	Changes are not permitted for the mandatory plan.
<b>Employee Contribution</b>	<ul style="list-style-type: none"> <li>Percent of gross pay – 1% minimum</li> <li>Maximum is \$22,500 for 2023</li> <li>Maximum applies to pretax and/or Roth</li> </ul>	<ul style="list-style-type: none"> <li>Percent of gross pay – 1% minimum</li> <li>Maximum is \$22,500 for 2023</li> <li>Maximum applies to combination of pretax and Roth, as well as mandatory</li> </ul>	<ul style="list-style-type: none"> <li>Percent of gross pay – 7.5% pretax</li> <li>Maximum is \$22,500 for 2023</li> </ul>
<b>Investments</b>	Mutual funds with a wide range of asset classes plus a self-directed brokerage account option.	Mutual funds with a wide range of asset classes plus a self-directed brokerage account option.	Managed Income Portfolio II – Class 4 Visit: <a href="http://www.netbenefits.com/cityofdallas">www.netbenefits.com/cityofdallas</a>
<b>Beneficiary</b>	Submit at: <a href="http://www.netbenefits.com/cityofdallas">www.netbenefits.com/cityofdallas</a>	Submit at: <a href="http://www.netbenefits.com/cityofdallas">www.netbenefits.com/cityofdallas</a>	Submit at: <a href="http://www.netbenefits.com/cityofdallas">www.netbenefits.com/cityofdallas</a>
<b>Account Statement</b>	Available at: <a href="http://www.netbenefits.com/cityofdallas">www.netbenefits.com/cityofdallas</a>	Available at: <a href="http://www.netbenefits.com/cityofdallas">www.netbenefits.com/cityofdallas</a>	Available at: <a href="http://www.netbenefits.com/cityofdallas">www.netbenefits.com/cityofdallas</a>
<b>Account Charge</b>	None	None	None
<b>Catch-Up Contribution</b>	<ul style="list-style-type: none"> <li>Age 50 or older by December 31, 2023</li> <li>Additional \$7,500 is allowed for a total maximum of \$30,000 for 2023</li> <li>Maximum applies to combination of pretax and Roth</li> </ul>	<ul style="list-style-type: none"> <li>Age 50 or older by December 31, 2023</li> <li>Additional \$7,500 is allowed for a total maximum of \$30,000 for 2023</li> <li>Maximum applies to combination of pretax and Roth, as well as mandatory 457(b)</li> <li>Maximum up to \$45,000 for 2023 if within 3 years of normal retirement age and did not contribute maximum allowed in prior years</li> </ul>	None
<b>Roth In-Plan Conversion</b>	Available	Available	Not Available
<b>Service Credit</b>	Not Available	Transfer to a tax-qualified defined benefit governmental plan, if eligible to purchase.	Transfer to a tax-qualified defined benefit governmental plan, if eligible to purchase.
<b>Loan</b>	<ul style="list-style-type: none"> <li>Account balance minimum of \$2,000</li> <li>Minimum loan amount of \$1,000</li> <li>Maximum of \$50,000; applies to combination of voluntary 401(k) and voluntary 457(b) plans</li> <li>Repay with interest through payroll deduction</li> <li>No more than two loans outstanding at a time</li> <li>Set-up charge: \$35.00</li> </ul>	<ul style="list-style-type: none"> <li>Minimum account balance of \$2,000 and minimum loan amount of \$1,000</li> <li>Maximum of \$50,000; applies to combination voluntary 401(k) and voluntary 457(b) plans</li> <li>Repay with interest through payroll deduction</li> <li>No more than two loans outstanding at a time</li> <li>Set-up charge: \$35.00</li> </ul>	Not Available
<b>Withdrawal</b>	All hardship withdrawals are processed by Fidelity. Call <b>800.343.0860</b> to speak with a representative or submit your request at: <a href="http://www.netbenefits.com/cityofdallas">www.netbenefits.com/cityofdallas</a>	All unforeseeable emergency withdrawals are processed by Fidelity. Call <b>800.343.0860</b> to speak with a representative or submit your request at: <a href="http://www.netbenefits.com/cityofdallas">www.netbenefits.com/cityofdallas</a>	None
<b>Withdrawal Penalty</b>	<ul style="list-style-type: none"> <li>Amounts withdrawn before age 59½ may be subject to a 10% federal income tax penalty.</li> <li>No penalty if employee separates from service in the calendar year he/she turns age 55, or later.</li> <li>No penalty if a qualified public safety employee like a firefighter or police separates from service in the calendar year he/she turns age 50, or later.</li> </ul>	None	None
<b>Final Pay Contribution</b>	In order to defer compensation from your final pay, you can obtain a Lump Sum Final Payment Form by visiting <a href="http://www.netbenefits.com/cityofdallas">www.netbenefits.com/cityofdallas</a> .	In order to defer compensation from your final pay, you can obtain a Lump Sum Final Payment Form by visiting <a href="http://www.netbenefits.com/cityofdallas">www.netbenefits.com/cityofdallas</a> .	Not Available
<b>Distribution</b>	In-service distribution allowed if age 59½.	In-service distribution allowed if: <ul style="list-style-type: none"> <li>No previous distribution received</li> <li>Account balance is \$5,000 or less</li> <li>No contributions for a 2-year period</li> <li>Employee elects a distribution</li> </ul>	In-service distribution allowed if: <ul style="list-style-type: none"> <li>No previous distribution received</li> <li>Account balance is \$5,000 or less</li> <li>No contributions for a 2-year period</li> <li>Employee elects a distribution</li> </ul>

**Need more help? Schedule a complimentary one-on-one appointment with a Fidelity Workplace Financial Consultant by calling 800.642.7131 or <http://getguidance.fidelity.com>.**

Investing involves risk, including risk of loss.

Fidelity Brokerage Services LLC, Member NYSE, SIPC, 900 Salem Street, Smithfield, RI 02917

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# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-621

**Item #:** E.

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Budget Accountability Report (Information as of December 31, 2022)  
[Budget and Management Services]

# Memorandum



CITY OF DALLAS

DATE February 24, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – December 2022**

Please find attached the December Budget Accountability Report (BAR) based on information through December 31, 2022. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

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

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

Jack Ireland  
Chief Financial Officer

[Attachment]

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

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

# BUDGET ACCOUNTABILITY REPORT

As of December 31, 2022



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

Prepared by Budget & Management Services

1500 Marilla Street, 4FN  
Dallas, TX 75201

214-670-3659  
[financialtransparency.dallascityhall.com](http://financialtransparency.dallascityhall.com)

# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	✓	✓
Development Services	✓	✓
Municipal Radio	5% over budget	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	6% under budget	6% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	8% over budget	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 22  
On Target

! 4  
Near Target

✗ 9  
Not on Target

#### Year-End Forecast

✓ 35  
On Target

! 0  
Near Target

✗ 0  
Not on Target

### Budget Initiative Tracker

● 1  
Complete

! 0  
At Risk

✓ 34  
On Track

✗ 0  
Canceled

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through December 31, 2022, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 28, 2022, effective October 1, 2022, through September 30, 2023. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-date (YTD) actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the year-end (YE) forecast, which projects anticipated revenues and expenditures as of September 30, 2023. The variance is the difference between the FY 2022-23 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

## General Fund Overview

The General Fund overview provides a summary of financial activity through December 31, 2022.

	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$308,405,349	\$308,405,349		\$308,405,349	\$0
Revenues	1,706,814,187	1,706,814,187	864,163,223	1,708,427,712	1,613,525
Expenditures	1,706,814,187	1,706,814,187	409,347,914	1,714,723,741	7,909,552
Ending Fund Balance	\$308,405,349	\$308,405,349		\$302,109,320	(\$6,296,028)

**Fund Balance.** As of December 31, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2021-22 unaudited unassigned ending fund balance as projected during budget development (July 2022). The ending fund balance for the adopted and amended budget does not reflect changes in encumbrances or other balance sheet accounts. We anticipate updates to the beginning fund balance after the FY 2021-22 audited statements become available in April 2023.

**Revenues.** Through December 31, 2022, General Fund revenues are projected to be \$1,614,000 over budget primarily due to increased revenue in charges for service and miscellaneous revenue.

**Expenditures.** Through December 31, 2022, General Fund expenditures are projected to be \$7,910,000 over budget primarily due to Dallas Fire Rescue (DFR) uniform overtime expenses, temporary staffing costs, and capital expenditures in Park and Recreation (PKR) and Transportation (TRN). These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments.

## FY 2022-23 Financial Forecast Report

**GENERAL FUND REVENUE**

Revenue Category		FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$961,502,880	\$961,502,880	\$698,363,709	\$961,502,880	\$0
2	Sales Tax	417,232,383	417,232,383	102,192,639	417,232,383	0
3	Franchise and Other	127,865,821	127,865,821	26,896,862	127,865,821	0
4	Charges for Services	115,554,550	115,554,550	16,626,696	116,396,903	842,353
5	Fines and Forfeitures	23,776,847	23,776,847	5,650,574	24,200,917	424,070
6	Operating Transfers In	28,185,836	28,185,836	0	28,185,836	0
7	Intergovernmental	13,161,563	13,161,563	1,015,596	13,161,563	0
8	Miscellaneous	7,967,394	7,967,394	2,255,588	8,301,947	334,553
9	Licenses and Permits	5,616,913	5,616,913	880,434	5,629,413	12,500
10	Interest	5,950,000	5,950,000	1,029,814	5,950,049	49
	<b>Total Revenue</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$854,911,912</b>	<b>\$1,708,427,712</b>	<b>\$1,613,525</b>

**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.

**4 Charges for Services.** Charges for Services are projected to be \$842,000 overbudget primarily due to higher-than-expected revenue collection for right-of-way permits.

**8 Miscellaneous.** Miscellaneous revenues are projected to be \$335,000 overbudget due to increased collection from Dallas Auto Pound (DAP) sales.

## FY 2022-23 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

	Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$285,227,838	\$285,162,653	\$60,095,411	\$276,714,542	(\$8,453,747)
	Non-uniform Overtime	8,144,953	8,144,753	3,807,609	11,199,395	3,045,342
	Non-uniform Pension	40,352,092	40,344,739	8,574,356	40,174,362	(170,377)
	Uniform Pay	527,979,958	527,979,959	109,844,253	502,745,933	(25,234,026)
	Uniform Overtime	39,791,958	50,791,958	21,516,409	83,041,766	32,249,808
	Uniform Pension	182,727,572	182,727,571	38,037,100	182,320,397	(407,174)
	Health Benefits	79,837,068	79,837,068	12,276,511	79,834,065	0
	Workers Comp	11,152,531	11,152,531	11,152,531	11,152,531	0
	Other Personnel Services	13,091,916	13,088,992	2,852,516	13,352,071	284,579
<b>1</b>	<b>Total Personnel Services</b>	<b>\$1,188,305,887</b>	<b>\$1,199,230,224</b>	<b>\$268,156,696</b>	<b>\$1,200,535,062</b>	<b>\$1,314,404</b>
<b>2</b>	<b>Supplies</b>	<b>84,389,204</b>	<b>82,946,644</b>	<b>22,807,601</b>	<b>83,051,667</b>	<b>313,497</b>
<b>3</b>	<b>Contractual Services</b>	<b>507,274,125</b>	<b>508,791,198</b>	<b>109,620,068</b>	<b>510,619,707</b>	<b>3,486,476</b>
<b>4</b>	<b>Capital Outlay</b>	<b>16,465,953</b>	<b>16,465,953</b>	<b>10,118,379</b>	<b>21,845,825</b>	<b>3,503,863</b>
<b>5</b>	<b>Reimbursements</b>	<b>(89,620,981)</b>	<b>(100,619,832)</b>	<b>(1,354,830)</b>	<b>(101,328,520)</b>	<b>(708,688)</b>
	<b>Total Expenditures</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$409,347,914</b>	<b>\$1,714,723,741</b>	<b>7,909,552</b>

**VARIANCE NOTES**

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

**1 Personnel Services.** Personnel services are projected to be \$1,314,000 over budget primarily due to uniform overtime expenses in Dallas Fire-Rescue (\$18,044,000) and Dallas Police Department (\$14,206,000) and non-uniform overtime expenses which are primarily offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments. DPD overtime expenses are due in part to elevated attrition in FY 2021-22, consistent demand for police services (P1 call volume), focused support for 911 (\$2.0 million) and the speeding/racing initiative (\$1.8 million), as well as increased response/deployment to “hot spots”. DPD uniform overtime expenses are partially offset by a budgeted American Rescue Plan Act (ARPA) reimbursement. DFR uniform overtime expenses are due to higher than anticipated attrition requiring backfill to meet minimum staffing requirements.

**4 Capital Outlay.** Capital outlay is projected to be \$3,504,000 over budget primarily due to PKR expenses related to unbudgeted preventive security and safety measures at recreational facilities, parks, and trails (\$3,170,000) and TRN expenses related to traffic signal systems and the Bike Plan Supplemental Agreement (\$440,000).

## FY 2022-23 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

#	Expenditure by Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,277,919	\$4,277,919	\$896,600	\$4,277,919	\$0
2	Building Services	30,390,891	30,390,891	9,556,273	30,390,891	0
3	City Attorney's Office	20,971,242	20,971,242	4,696,616	21,191,917	220,675
4	City Auditor's Office	3,163,255	3,163,255	675,798	3,115,001	(48,254)
5	City Controller's Office	8,567,559	8,567,559	2,231,399	8,842,170	274,611
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,205,072	686,002	3,205,072	0
8	City Secretary's Office	3,141,520	3,141,520	803,030	3,190,955	49,435
9	Elections	2,022,829	2,022,829	(129,927)	2,022,829	0
10	Civil Service	3,064,698	3,064,698	621,443	2,952,778	(111,920)
11	Code Compliance	41,342,433	41,342,433	10,314,949	41,342,433	0
12	Court & Detention Services	26,923,902	26,923,902	6,211,836	26,467,947	(455,955)
13	Jail Contract	8,344,443	8,344,443	1,390,741	8,344,443	0
14	Dallas Animal Services	17,725,448	17,725,448	4,366,602	17,674,572	(50,876)
15	Dallas Fire-Rescue	369,069,665	369,069,665	90,575,640	377,263,740	8,194,075
16	Dallas Police Department	611,908,283	611,908,283	141,997,794	611,908,283	0
17	Data Analytics & Business Intelligence	5,281,114	5,281,114	801,720	5,193,403	(87,711)
18	Housing & Neighborhood Revitalization	4,639,881	4,639,881	962,018	4,639,881	0
19	Human Resources	8,140,152	8,140,152	2,364,020	8,140,152	0
20	Judiciary	4,273,646	4,273,646	986,732	4,273,646	0
21	Library	37,544,060	37,544,060	8,074,324	37,246,243	(297,817)
	Management Services					
22	311 Customer Service Center	5,850,487	5,850,487	1,916,311	5,489,966	(360,521)
23	Communications, Outreach, & Marketing	3,699,446	3,699,446	561,698	3,681,868	(17,578)
24	Office of Community Care	9,365,486	9,365,486	1,169,070	9,365,486	0
25	Office of Community Police Oversight	811,382	811,382	116,898	811,382	0
26	Office of Emergency Management	1,344,664	1,344,664	322,023	1,344,664	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,898,850	3,199,064	6,369,583	(529,267)
28	Office of Equity & Inclusion	3,809,929	3,809,929	495,876	3,644,156	(165,773)
29	Office of Government Affairs	956,162	956,162	239,819	985,910	29,748
30	Office of Historic Preservation	1,341,076	1,341,076	160,431	1,341,076	0
31	Office of Homeless Solutions	15,197,632	15,197,632	6,872,377	15,197,632	0
32	Office of Integrated Public Safety Solutions	5,630,099	5,630,099	622,785	5,665,651	35,552
33	Small Business Center	3,746,673	3,746,673	589,998	3,724,638	(22,035)
34	Mayor & City Council	6,645,643	6,645,643	1,270,289	6,767,562	121,919
35	Non-Departmental	135,306,683	135,306,683	6,279,740	134,382,851	(923,832)
36	Office of Arts & Culture	22,496,061	22,496,061	15,678,113	22,489,266	(6,795)
37	Office of Economic Development	3,918,798	3,918,798	1,132,906	3,918,798	0
38	Park & Recreation	106,863,878	106,863,878	35,757,691	109,061,046	2,197,168
39	Planning & Urban Design	5,150,852	5,150,852	1,346,836	5,015,555	(135,297)
40	Procurement Services	3,014,089	3,014,089	614,086	3,014,089	0
41	Public Works	89,209,383	89,209,383	31,080,536	89,209,383	0
42	Transportation	51,984,903	51,984,903	11,837,757	51,984,903	0
	<b>Total Departments</b>	<b>\$1,697,995,188</b>	<b>\$1,697,995,188</b>	<b>\$409,347,914</b>	<b>\$1,705,904,742</b>	<b>\$7,909,552</b>
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	3,501,999	3,501,999	0	3,501,999	0
45	Salary and Benefit Stabilization	5,317,000	5,317,000	0	5,317,000	0
	<b>Total Expenditures</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$409,347,914</b>	<b>\$1,714,723,741</b>	<b>\$7,909,552</b>

## 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 Attorney's Office.** ATT is projected to be \$221,000 over budget primarily due to termination payouts for retiring employees, partially offset by salary savings associated with 22 vacant positions.

**5 City Controller's Office.** CCO is projected to be \$275,000 over budget primarily due to temporary staffing costs and overtime expenses, partially offset by salary savings associated with 13 vacant positions.

**8 City Secretary Office.** SEC is projected to be \$49,000 over budget primarily due to a City Council approved equity adjustment.

**15 Dallas Fire-Rescue.** DFR is projected to be \$8,194,000 over budget primarily due to uniform overtime expenses (\$18,044,000 over budget) as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements. This is partially offset by salary savings as a result of vacant uniform positions and a reimbursement from the American Rescue Plan Act (ARPA) for eligible uniform salary expenses (\$2,500,000 for paramedic training) initially budgeted in FY 2021-22. The department is working to implement additional recruiting strategies that will positively impact headcount levels in the field.

**22 311 Customer Service Center.** 311 is projected to be \$361,000 under budget primarily due to salary savings associated with vacant positions.

**27 Office of Environmental Quality & Sustainability.** OEQS is projected to be \$529,000 under budget primarily due to salary savings associated with 20 vacant positions, partially offset by reduced reimbursements from Water Utilities and Storm Drainage Management.

**29 Office of Government Affairs.** OGA is projected to be \$30,000 over budget primarily due to temporary staffing costs of an executive assistant.

**32 Office of Integrated Public Safety Solutions.** OIPSS is projected to be \$36,000 over budget primarily due to vehicle rentals for the RIGHT Care Team while awaiting the arrival of purchased vehicles, partially offset by salary savings associated with 11 vacant positions.

**34 Mayor & City Council.** MCC is projected to be \$122,000 over budget primarily due to personnel costs associated with organizational changes. Funding to support positions moved to MCC will be reallocated from COM at FY 2022-23 mid-year.

**35 Non-Departmental.** Non-D is projected to be \$924,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns.

**38 Park & Recreation.** PKR is projected to be \$2,197,000 over budget primarily due to unbudgeted preventive security and safety measures at recreational facilities and trails including cameras, lighting, and staff (\$1,500,000); high inflationary costs for supplies and services affecting park maintenance, repair, and cleanup (\$1,000,000); deferred maintenance (\$1,500,000); overtime and temporary staffing (\$2,249,000); and other costs (\$100,000). These costs are partially offset by salary savings associated with vacant positions (\$4,152,000).

## FY 2022-23 Financial Forecast Report

**ENTERPRISE FUNDS**

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
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**1 AVIATION**

Beginning Fund Balance	\$53,227,959	\$53,227,959		\$53,227,959	\$0
Total Revenues	158,542,590	158,542,590	47,858,511	158,542,590	0
Total Expenditures	163,476,405	163,476,405	37,518,861	163,476,405	0
Ending Fund Balance	\$48,294,144	\$48,294,144		\$48,294,144	\$0

**2 CONVENTION & EVENT SERVICES**

Beginning Fund Balance	\$43,463,338	\$43,463,338		\$43,463,338	\$0
Total Revenues	113,230,392	113,231,392	22,920,280	115,005,793	2,182,446
Total Expenditures	113,231,392	113,231,392	29,693,662	115,005,793	2,182,446
Ending Fund Balance	\$43,462,338	\$43,463,338		\$43,463,338	\$0

**3 DEVELOPMENT SERVICES**

Beginning Fund Balance	\$45,375,814	\$45,375,814		\$45,375,814	\$0
Total Revenues	35,340,940	35,340,940	8,656,293	35,380,339	39,399
Total Expenditures	43,830,455	48,830,455	11,932,187	48,472,433	(358,022)
Ending Fund Balance	\$36,886,299	\$31,886,299		\$32,283,720	\$397,421

**4 MUNICIPAL RADIO**

Beginning Fund Balance	\$745,490	\$745,490		\$745,490	\$0
Total Revenues	1,003,095	1,003,095	326,105	1,051,275	48,180
Total Expenditures	1,003,095	1,003,095	512,220	995,306	(7,789)
Ending Fund Balance	\$745,490	\$745,490		\$801,460	\$55,970

**5 SANITATION SERVICES**

Beginning Fund Balance	\$19,328,242	\$19,328,242		\$19,328,242	\$0
Total Revenues	145,369,518	145,369,518	36,014,340	143,785,140	(1,584,378)
Total Expenditures	143,785,140	143,785,140	25,005,993	143,785,140	0
Ending Fund Balance	\$20,912,620	\$20,912,620		\$19,328,242	(\$1,584,378)

**6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES**

Beginning Fund Balance	\$15,732,597	\$15,732,597		\$15,732,597	\$0
Total Revenues	72,433,742	72,433,742	18,429,390	72,433,742	0
Total Expenditures	72,433,742	72,433,742	7,453,932	72,433,742	0
Ending Fund Balance	\$15,732,597	\$15,732,597		\$15,732,597	\$0

**7 WATER UTILITIES**

Beginning Fund Balance	\$133,050,983	\$133,050,983		\$133,050,983	\$0
Total Revenues	755,226,160	755,226,160	195,273,216	755,001,253	(224,907)
Total Expenditures	761,226,160	761,226,160	156,615,888	761,226,160	0
Ending Fund Balance	\$127,050,983	\$127,050,983		\$126,826,077	(\$224,906)

## FY 2022-23 Financial Forecast Report

**INTERNAL SERVICE FUNDS**

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
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**8 BOND & CONSTRUCTION MANAGEMENT**

Beginning Fund Balance	(\$14,768)	(\$14,768)		(\$14,768)	\$0
Total Revenues	23,087,146	23,087,146	2,478,987	21,711,686	(1,375,460)
Total Expenditures	23,087,146	23,087,146	3,731,968	21,697,572	(1,389,574)
Ending Fund Balance	(\$14,768)	(\$14,768)		(\$654)	\$14,114

**9 EQUIPMENT & FLEET MANAGEMENT**

Beginning Fund Balance	\$10,783,384	\$10,783,384		\$10,783,384	\$0
Total Revenues	66,009,566	66,009,566	5,416,327	66,529,923	520,357
Total Expenditures	66,600,148	66,600,148	11,656,643	67,218,948	618,800
Ending Fund Balance	\$10,192,802	\$10,192,802		\$10,094,360	(\$98,442)

**10 EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$5,684,817	\$5,684,817		\$5,684,817	\$0
Total Revenues	2,593,790	2,593,790	453,256	2,801,411	207,621
Total Expenditures	2,361,983	2,361,983	530,373	2,361,983	0
Ending Fund Balance	\$5,916,624	\$5,916,624		\$6,124,245	\$207,621

**11 INFORMATION TECHNOLOGY**

Beginning Fund Balance	\$9,119,837	\$9,119,837		\$9,119,837	\$0
Total Revenues	108,985,933	108,985,933	25,802,364	108,985,933	0
Total Expenditures	110,191,357	110,191,357	49,957,963	110,119,344	(72,013)
Ending Fund Balance	\$7,914,413	\$7,914,413		\$7,986,426	\$72,013

**12 RADIO SERVICES**

Beginning Fund Balance	\$1,139,315	\$1,139,315		\$1,139,315	\$0
Total Revenues	16,863,428	16,863,428	3,672,473	16,863,428	0
Total Expenditures	16,867,557	16,867,557	4,534,982	16,772,593	(94,964)
Ending Fund Balance	\$1,135,186	\$1,135,186		\$1,230,150	\$94,964

## FY 2022-23 Financial Forecast Report

**OTHER FUNDS**

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
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**13 9-1-1 SYSTEM OPERATIONS**

Beginning Fund Balance	\$4,180,269	\$4,180,269		\$6,626,869	\$2,446,600
Total Revenues	12,017,444	12,017,444	1,804,012	12,017,444	0
Total Expenditures	14,212,742	14,212,742	3,264,302	14,198,743	(13,999)
Ending Fund Balance	\$1,984,971	\$1,984,971		\$4,445,570	\$2,460,599

**14 DEBT SERVICE**

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$69,564,897	\$2,697,200
Total Revenues	408,298,161	408,298,161	263,998,515	408,298,161	0
Total Expenditures	412,314,869	412,314,869	0	412,314,869	0
Ending Fund Balance	\$62,850,989	\$62,850,989		\$65,548,189	\$2,697,200

**15 EMPLOYEE BENEFITS**

City Contributions	\$108,965,789	\$108,965,789	\$22,178,767	\$109,342,574	\$376,785
Employee Contributions	44,675,798	44,675,798	10,748,014	44,978,798	303,000
Retiree	26,927,732	26,927,732	(18)	26,928,732	1,000
Other	0	0	86,495	86,495	86,495
Total Revenues	180,569,319	180,569,319	28,774,103	181,336,599	767,280
Total Expenditures	\$189,583,785	\$189,583,785	\$755,187	\$189,583,785	\$0

Note: FY 2022-23 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

**16 RISK MANAGEMENT**

Worker's Compensation	\$16,041,001	\$16,041,001	\$15,991,645	\$14,085,135	\$0
Third Party Liability	10,033,670	10,033,670	10,849,118	11,688,742	0
Purchased Insurance	13,445,548	13,445,548	13,447,476	11,096,779	0
Interest and Other	0	0	203,756	121,238	121,238
Total Revenues	39,520,219	39,520,219	40,491,995	36,991,894	121,238
Total Expenditures	\$57,449,878	\$57,449,878	\$13,206,968	\$57,449,878	\$0

Note: FY 2022-23 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (worker's compensation/liability/property insurance).

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of November 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2021-22 unaudited projected ending fund balance and does not reflect additional YE savings. We anticipate adjustments to the FY 2022-23 amended beginning fund balance after FY 2021-22 audited statements become available in April 2023. 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.

**2 Convention & Event Services.** CCT revenues are projected to be \$2,182,000 over budget due to higher number of events than budgeted. CCT expenses are projected to be \$2,182,000 over budget due to an increased capital transfer.

**3 Development Services.** City Council increased DEV's budget by \$5,000,000 on November 9 by resolution 22-1676 for construction services at 7800 N Stemmons.

**4 Municipal Radio.** OCA revenues are expected to be \$48,000 over budget due to higher than budgeted reimbursements from KERA.

**5 Sanitation Services.** SAN revenues are projecting to be \$1,584,000 under budget due to a decline in the landfill business volume caused by the economic downturn.

**8 Bond & Construction Management.** BCM revenues are expected to be \$1,375,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$1,390,000 under budget primarily due to salary savings associated with 48 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.** EFM revenues are projected to be \$520,000 over budget due to additional maintenance performed on SAN vehicles to address minimum trucks required for their daily routes. EFM expenses are projected to be \$619,000 over budget primarily due to contracted labor and temporary staffing used to offset 49 vacancies.

**10 Express Business Center.** Express Business Center revenues are projected to be \$208,000 over budget due to an increase in auto pound sales.

## FY 2022-23 Financial Forecast Report

**GENERAL OBLIGATION BONDS****2017 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$533,981,000	\$225,679,129	\$135,239,980	\$173,061,891
B	Park and Recreation Facilities	261,807,000	261,291,060	168,207,997	11,585,994	81,497,069
C	Fair Park	50,000,000	50,000,000	30,474,969	3,053,607	16,471,424
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	11,716,863	12,483,836	24,549,161
E	Library Facilities	15,589,000	15,589,000	14,865,298	229,265	494,437
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	12,383,172	858,799	993,028
G	Public Safety Facilities	32,081,000	32,081,000	25,958,225	321,539	5,801,237
H	City Facilities	18,157,000	18,157,000	2,378,013	83,955	15,695,032
I	Economic Development	55,400,000	55,400,000	19,647,678	10,129,938	25,622,385
J	Homeless Assistance Facilities	20,000,000	20,000,000	14,992,711	1,232,251	3,775,038
<b>Total</b>		<b>\$1,050,000,000</b>	<b>\$1,049,484,060</b>	<b>\$526,304,054</b>	<b>\$175,219,165</b>	<b>\$347,960,701</b>

**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	\$256,673,581	\$6,644,809	\$3,620,497
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	240,882,437	57,519,758	27,972,805
3	Economic Development	55,000,000	55,000,000	37,827,528	4,559,412	12,613,059
<b>Total</b>		<b>\$642,000,000</b>	<b>\$648,313,887</b>	<b>\$535,383,547</b>	<b>\$68,723,979</b>	<b>\$44,206,361</b>

**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	\$393,396,922	\$8,610,973	\$4,482,659
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	297,392,078	15,389,937	29,975,151
3	Park and Recreation Facilities	343,230,000	353,343,060	347,414,023	1,628,290	4,300,747
4	Library Facilities	46,200,000	48,318,600	47,669,994	10,521	638,084
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	398	669,561
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	32,071,605	488,009	3,656,863
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	42,405,945	922,500	1,731,608
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,487,420	237,544	11,002,487
11	Court Facilities	7,945,000	8,146,606	7,869,762	120	276,724
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,323,005	4,737	745,196
<b>Total</b>		<b>\$1,353,520,000</b>	<b>\$1,401,388,107</b>	<b>\$1,316,240,425</b>	<b>\$27,293,040</b>	<b>\$57,854,641</b>

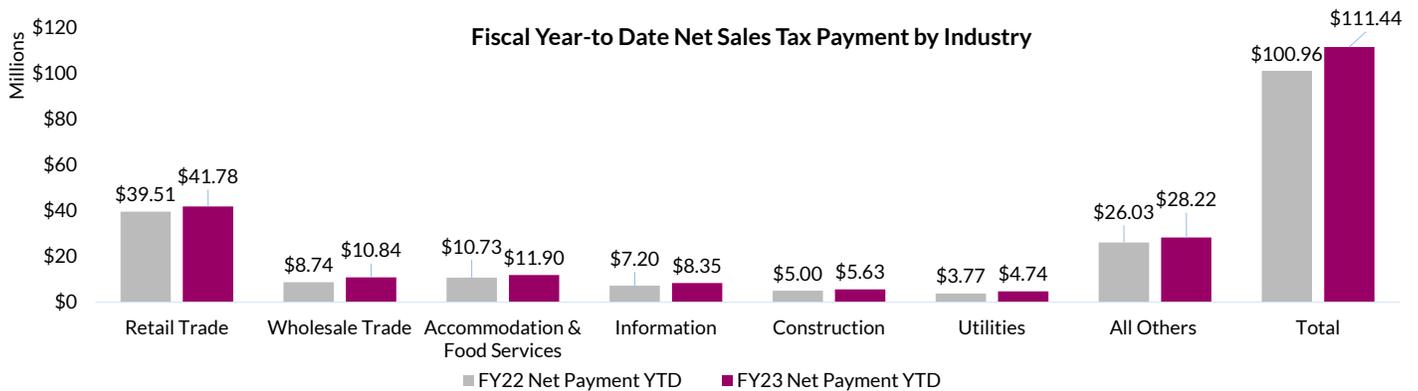
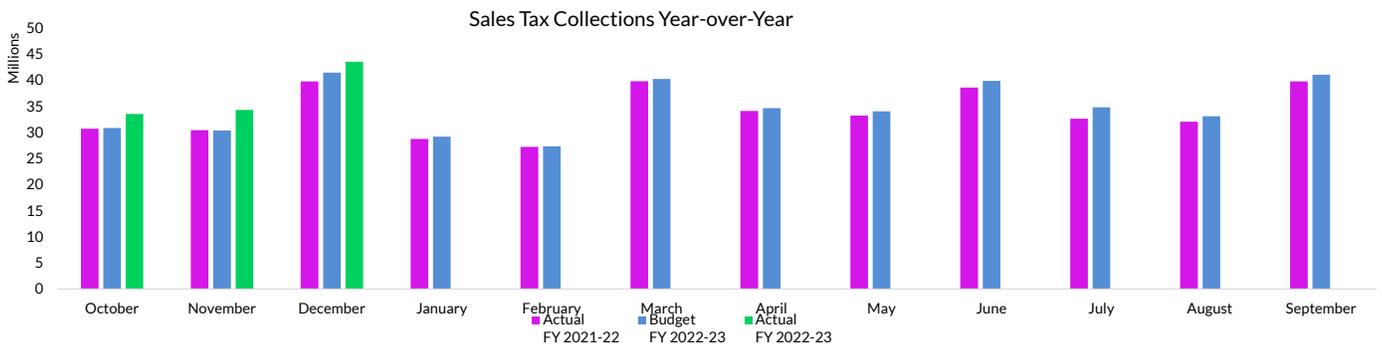
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

## Sales Tax

The current sales tax rate is 8.25 percent - 6.25 percent goes to the state, one percent to the City, and one percent to DART. The FY 2022-23 Sales Tax Budget is \$417,232,383. As of December 31, 2022, the sales tax forecast is at budget. 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 2022-23 Financial Forecast Report

**ECONOMIC INDICATORS**

Year-over-Year Change in Sales Tax Collections		
Industry	December FY23 over December FY22	FYTD23 over FYTD22
Retail Trade	3%	6%
Wholesale Trade	21%	24%
Accommodation and Food Services	11%	11%
Information	21%	16%
Construction	7%	13%
Utilities	42%	26%
All Others	7%	8%
Total Collections	10%	10%

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

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

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

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

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

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

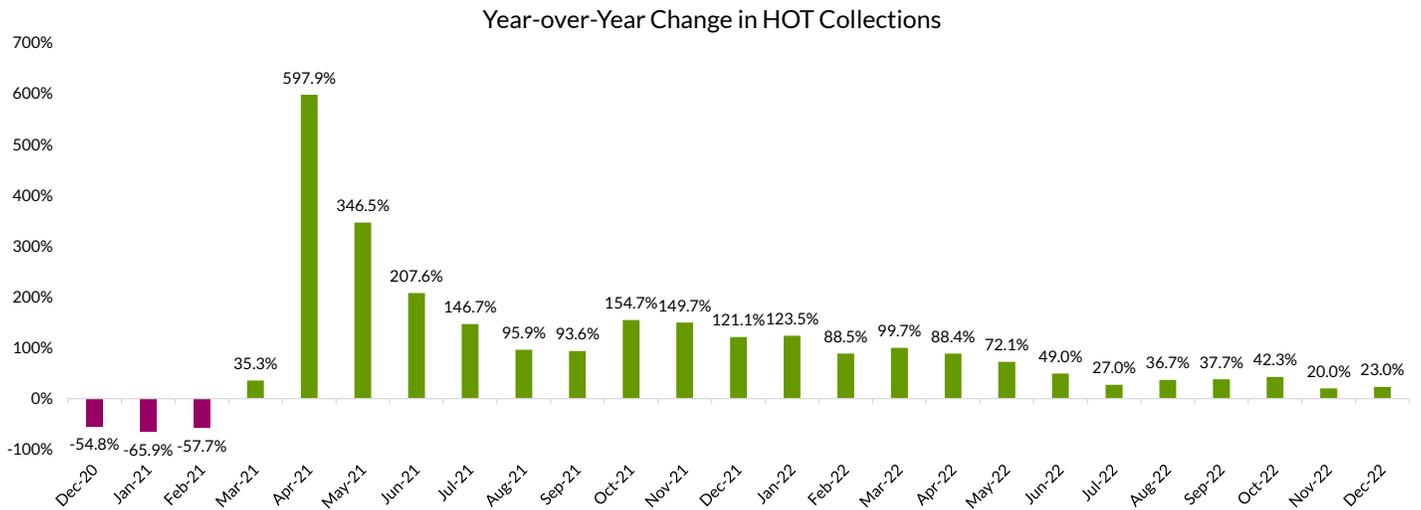
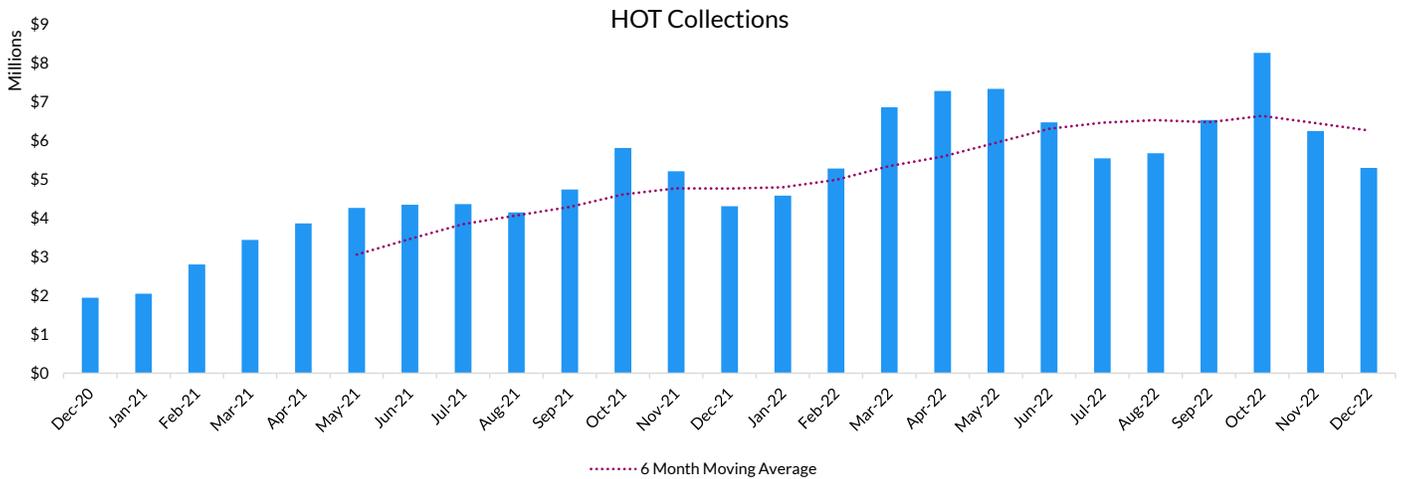
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

## Hotel Occupancy Tax

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



## FY 2022-23 Financial Forecast Report

**ECONOMIC INDICATORS**

## Convention Center Event Bookings

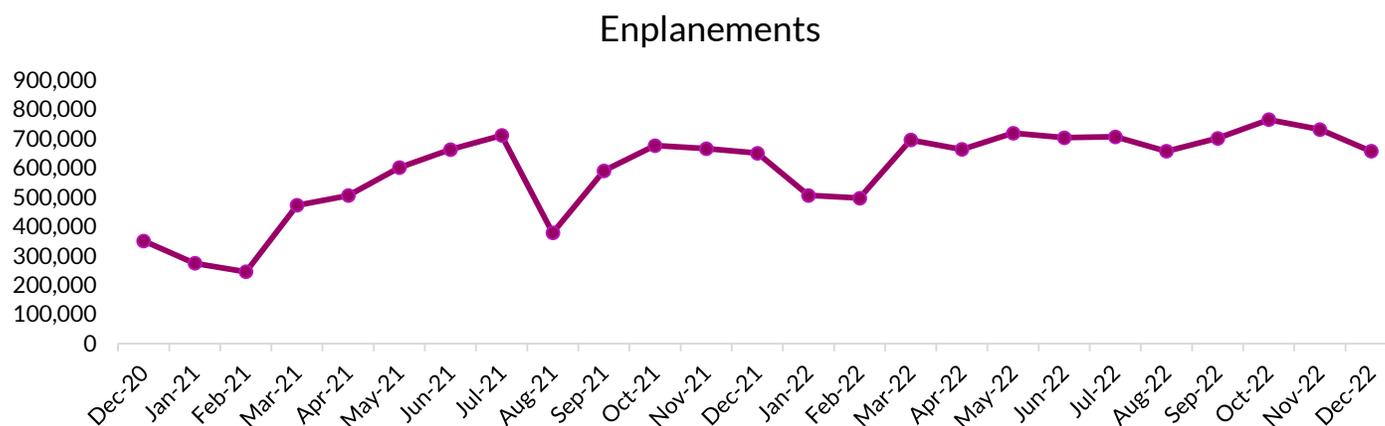
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY21 Actual	FY22 Actual	FY23 Planned	FY23 Actual/Forecast*
October	3	6	10	10
November	1	5	2	2
December	2	9	11	12
January	1	4	7	7
February	0	10	9	9
March	2	13	7	7
April	1	8	5	5
May	6	6	9	9
June	7	11	9	9
July	7	4	10	10
August	4	8	5	5
September	5	10	4	4
<b>Total</b>	<b>39</b>	<b>94</b>	<b>88</b>	<b>89</b>

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

## Love Field Enplanements

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



FY 2022-23 Financial Forecast Report

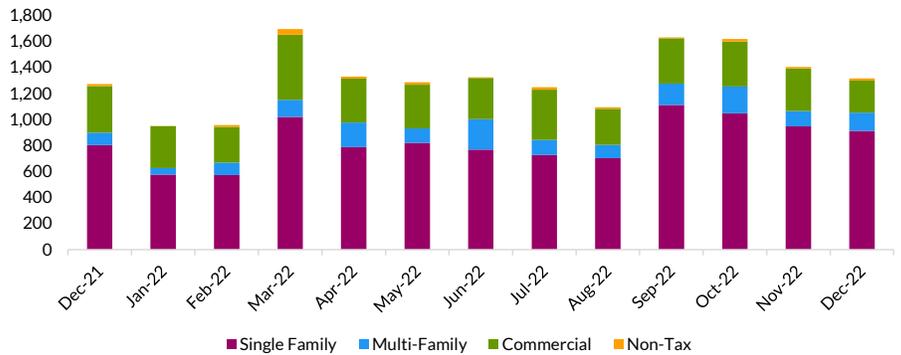
# ECONOMIC INDICATORS

## Building Permits

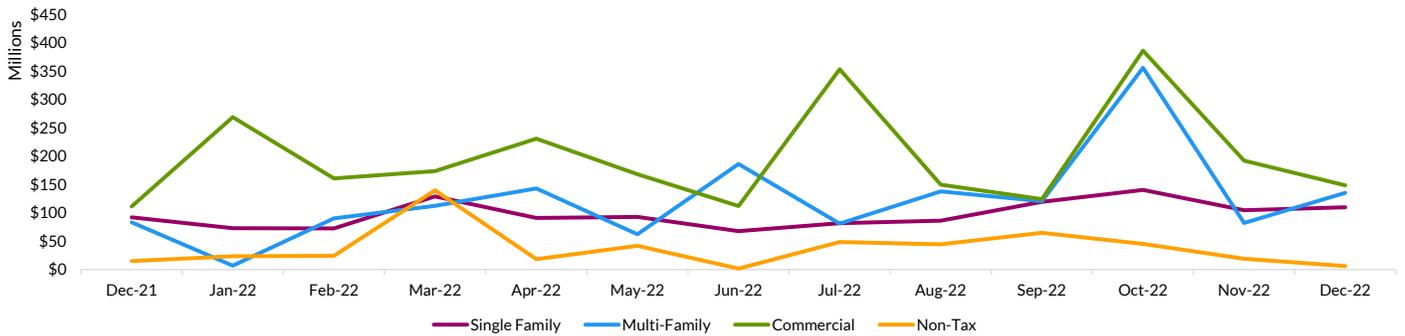
Building permits (required for all construction in Dallas) can provide insight into upcoming activity in the housing market and other areas of the economy. Permits are a key indicator of the confidence developers have in the economy; likewise, a decline can indicate developers do not anticipate economic growth in the near future. In some cities, this measure may be a leading indicator

of property tax value growth, but in Dallas, the property tax forecast model includes other variables like wage/job growth, housing supply, gross domestic product, population, vacancy rates, and others.

Number of Building Permits



Building Permit Valuations



# DALLAS 365

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

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

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



#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Economic Development</b>						
1	Average number of business days to complete commercial permit application prescreen (Development Services)	5.7	5.0	1.7	5.0	5.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	98.0%	98.0%	98.0%
3	Percentage spent with local businesses (Small Business Center)	36.7%	53.0%	52.7%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	62.0%	61.7%	70.0%	70.0%
<b>Environment &amp; Sustainability</b>						
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	54.6%	54.6%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	100.0%	100.0%	95.0%	95.0%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	18.0%	18.0%	20.0%	20.0%

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

## FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Government Performance &amp; Financial Management</b>						
8	Percentage of invoices paid within 30 days (City Controller's Office)	88.1%	92.0%	89.0%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	91.0%	91.0%	90.0%	90.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	72.0%	60.0%	60.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	20.5%	80.0%	80.0%
<b>Housing &amp; Homeless Solutions</b>						
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	60.0%	0.0%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	94.0%	85.0%	94.3%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	98.6%	80.0%	142.5%	80.0%	80.0%
<b>Public Safety</b>						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.1%	90.0%	84.3%	90.0%	90.0%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.5%	90.0%	90.4%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302.0	2,000.0	2,127.0	2,000.0	2,000.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	47.6%	60.0%	51.6%	60.0%	60.0%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	96.4%	90.0%	98.2%	90.0%	90.0%
20	Complaint resolution rate (Office of Community Police Oversight)	82.2%	70.0%	67.5%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	52.6%	60.0%	54.8%	60.0%	60.0%

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

## FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Quality of Life, Arts, &amp; Culture</b>						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	83.6%	65.0%	81.8%	65.0%	65.0%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	33.4%	5.0%	-4.6%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	75.0%	76.3%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	99.0%	93.0%	98.0%	93.0%	93.0%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	30.2%	25.0%	28.8%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,437	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	31.0%	80.0%	80.0%
<b>Transportation &amp; Infrastructure</b>						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	71.0%	73.4%	97.0%	97.0%
30	Percentage of planned lane miles improved (787 of 11,770 miles) (Public Works)	81.6%	1.0%	0.9%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	99.0%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.4%	91.0%	91.8%	91.0%	91.0%
33	Percentage of faded long line pavement marking miles improved (611 of 1,223 miles) (Transportation)	83.4%	0.0%	0.0%	50.0%	50.0%
<b>Workforce, Education, &amp; Equity</b>						
34	Percentage increase of original multicultural and multilingual content (on public, educational, and government) (Communications, Outreach, & Marketing)	40.2%	25.0%	152.0%	25.0%	25.0%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	97.1%	60.0%	60.0%

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

## FY 2022-23 Dallas 365

**VARIANCE NOTES**

- 11** Due to POM staffing levels, informal solicitation requests are being carefully monitored to ensure processing within 15 business days. POM is working to address the performance variance by identifying temporary staffing to ensure timely solicitation reviews, stabilize ongoing workload, and reduce incurred delays. POM expects the percentage to improve in future reporting periods.
- 12** No developments have been approved for funding by City Council this fiscal year. HOU brings developments to council as applications are received and processed. Winter tends to be a slower construction season. More applications are expected in the coming months.
- 15** DFR continues to experience increased EMS response times due to a number of factors. Emergency call volume remains very high. Additionally, while DFR's EMS transport rate has historically been 40-45 percent, that figure is now over 60 percent. Increases in 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 cause increases in response times.
- 17** Overall violent crime has decreased by 5.55 percent for December 2022. With the focus on interrupting and disrupting violent people and places, the department strives to continue to see a reduction in crimes against persons. With the Domestic Violence Task Force in place, the department remains committed to decreasing Family Violence. There has been a decrease of 3.49 percent in Family Violence Aggravated Assault offenses and a 49 percent decrease in Family Violence Sexual Assault offenses.
- 18** DPD's goal is to increase staffing by hiring 250 police officers in FY 2022-23. A new academy class started in December with 30 recruits and Class 384 graduated with 16 officers.
- 21** In December 2022, IPS launched an overnight team to operate 24/7, resulting in 54.8 percent of crisis intervention calls handled by the RIGHT Care team. As the overnight team continues to operate, IPS anticipates achieving the 80 percent response rate this fiscal year.
- 23** DAS has increased its canine fosters FYTD but has seen a decrease in kittens in need of foster, which represented a large portion of prior fiscal year foster cases and represents the decrease thus far. As we enter kitten season, we anticipate welcoming in more foster families to the DAS facility and meeting our projected performance goal.
- 28** Late Night Teen participation is down due to the reduced number of offerings each month during the school year. The program is offered the first Friday of each month vs. every Friday of each month as it was offered in FY2021-22. PKR staff are taking steps to address the reduced attendance by offering additional teen related programs throughout the department that will draw in additional participation to the late night program. PKR anticipates meeting the stated goal during the summer.
- 30** Fifty (50.8) lane miles have been completed out of 11,770 miles. Additionally, PBW anticipates improved performance after a maintenance contract goes to Council in January.

# BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2022-23 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on track” for completion by the end of the fiscal year (green check mark), “at risk” of not being completed by the end of the fiscal year (yellow exclamation mark), or “canceled” (red x).



## In the Spotlight

The Office of Homeless Solutions aims to prevent and reduce homelessness through a Four-Track strategy designed to address every facet of homelessness. The Four-Track strategy concurrently meets the immediate needs of the homeless population through connection to services and shelter, while developing the infrastructure for sustainability by partnering with other departments and agencies to increase the supply of affordable housing. Through the Dallas R.E.A.L. Time Rapid Rehousing (DRTRR), OHS partners with Housing Forward and the larger Continuum of Care to employ housing navigation services, landlord incentives, rental subsidies, move-in kits, and case management to reduce and prevent homelessness, which is being implemented over three years. OHS also partners with homeless service providers on inclement weather sheltering, providing over 5,000 bed nights, across 20 days of inclement weather in 2022 alone. The Landlord Subsidized Leasing Program provided rental assistance of \$1.3 million through an agreement with City Square, assisting an average of 27 households annually. OHS also partners with Housing Forward to carry out encampment decommissionings as a part of the DRTRR. This element of the larger program offers individuals in established encampments housing solutions, by working with them where they are to sustainably close encampments through housing. This intervention expedites the improvement of unsafe encampments in need of immediate resolution through housing, based on Federally-supported best practices.



## FY 2022-23 Budget Initiative Tracker

**ECONOMIC DEVELOPMENT****1 Building Permit Process** ✓

**INITIATIVE** Reform the City's building permit process and improve the customer experience through investments in a new centrally located facility, enhanced technology, and expanded staffing. In FY 2022-23, Development Services will hire additional staff to expand the Project Dox Intake Division, add a Housing Team to improve quality inspections, and add a 2nd Q-Team to increase the timeliness of project completions. (DEV)

**STATUS** DEV purchased a centrally located building at 7800 N Stemmons that will be used as a "One Stop Permitting Shop". The building should be partially occupied during the late spring or early summer of 2023. DEV plans to deploy a second Q-Team and an Affordable Housing Team and have the Statement of Work for the new permitting software by early spring 2023. Of the 54 newly added positions, the department has filled 21 and will continue to work on filling the remaining open positions.

**2 City Development Code** ✓

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

**STATUS** Procurement for the consultant will close on January 13. The next steps will be to score, select, and negotiate the contract.

**3 Planning and Urban Design** ✓

**INITIATIVE** Provide critical administrative support to boards and committees supported by Planning and Urban Design. In FY 2022-23, PNV will hire four additional positions to provide administrative and technical support, which are key critical functions currently performed by planning staff, managers, and executive staff. (PNV)

**STATUS** Two positions are currently undergoing interviews and the remaining two are being posted, with the goal of hiring all four positions by the end of February.

**4 City Auto Pound** ✓

**INITIATIVE** Pave the way for redevelopment of the Vilbig Auto Pound by fully implementing the terms of the service contract that includes wrecker dispatch, wrecker response, storage of vehicles, collection of fees, and disposition of unclaimed vehicles for non-evidentiary tows and implementation of fee changes for towing and storage. (DPD)

**STATUS** Implementation of the Auto Pound Management contract is underway. ITS is finalizing the first data extract for the transfer of current inventory to the new platform. OKTA/AutoReturn log in connectivity testing will occur on January 27. Capital Improvements at the Ledbetter location are complete. Goodnight Ln. location fencing is 90 percent complete but DPD is waiting on permits before completing other capital improvements.

## FY 2022-23 Budget Initiative Tracker

**ENVIRONMENT & SUSTAINABILITY****5 Water Conservation Five-Year Work Plan** ✓

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

**STATUS** The contract to put together the water supply plan was awarded in fall 2022. A kick-off meeting will be held in February 2023 between consultants and the City team to establish final steps, deliverables, stakeholders, and modeling for technical strategies.

**6 Emerald Ash Borer (EAB) Mitigation** ✓

**INITIATIVE** Protect the City's tree canopy and slow the spread of Emerald Ash Borer (EAB) through a multi-departmental mitigation effort. In FY 2022-23, PKR will hire four positions for the Forestry EAB strike team to respond to Emerald Ash Borer deterioration effects and plant trees in city parks. In FY 2022-23, PBW will hire seven positions and focus on tree inventory and EAB treatments to slow the spread of EAB and develop a tree planting plan for citywide right-of-way and parkways. (PKR and PBW)

**STATUS** The EAB response plan has been initiated. The PKR staff Arborist will continue special assignment assessing and mapping ash trees on park properties. As of December the Arborist has surveyed about 300 parks and inventoried approximately 900 ash trees in the maintained portions of park properties. The Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team. PKR will interview candidates for the Sr. Environmental Coordinator position in February 2023 with an anticipated hire date by spring 2023. The seven positions to be hired by PBW have been posted. Four positions have been filled, one position is in the onboarding process with an expected start date of February 20, and two are still open.

**7 Comprehensive Environmental & Climate Action Plan (CECAP) Outreach** ✓

**INITIATIVE** Develop a comprehensive multimedia outreach, education, and engagement program to provide information on environmental stewardship and sustainability, energy efficiency, and other related topics in the CECAP. In FY 2022-23, OEQ will implement effective community outreach in all areas of the City, including creative, media buys, banners, and other material to support greater community outreach and engagement efforts. (OEQ)

**STATUS** During the first three months of FY 2022-23 a vendor was selected to develop the marketing tool kit. OEQ staff is currently developing a Media Campaign Plan draft with plans to be finalized by February 2023.

**8 Solar Energy Initiative** ✓

**INITIATIVE** Invest \$1.0 million in FY 2022-23 for a solar energy initiative, to install solar panels, energy efficient lighting, retrofit controls, and weatherization at City facilities; and invest \$500,000 for solar battery pack at a city facility. (BSD)

**STATUS** An RFP solicitation for a \$1M (\$500K Solar PV + \$500K Battery) Solar Photovoltaic and Battery Energy Storage System at the Bachman Recreation Center was opened on January 18th and closes on February 24th. BSD is currently auditing the 8 resiliency centers, specifically focusing on ways to weatherize and increase energy efficiency, to determine the best use of the remaining \$500K.

## FY 2022-23 Budget Initiative Tracker

**ENVIRONMENT & SUSTAINABILITY****9 Brownfield Program** 

**INITIATIVE** Further environmental justice efforts by setting aside \$1.5 million for educational programs and/or community-led solutions for environmental remediation projects as well as seed money for grants to build a brownfield program. In FY 2022-23, OEQ will hire two positions that will manage the program and develop a comprehensive Brownfields Program focused on community-informed solutions and potential Environmental Protection Agency (EPA) grants for environmental remediation projects to address brownfields throughout the city. (OEQ)

**STATUS:** One Environmental Coordinator position has been filled, and the other position is anticipated to be hired by the end of February. Data Analytics & Business Intelligence has delivered a Dallas-based environmental justice screening tool to OEQ, and staff is currently testing the tool to identify any needed modifications.

**10 Comprehensive Environmental and Climate Action Plan (CECAP)** 

**INITIATIVE** Continue advancement of various components of the CECAP including the neighborhood air quality program. In FY 2022-23, OEQ will complete the data platform and data qualification procedures to begin testing air quality in designated neighborhoods. (OEQ)

**STATUS** The first batch of monitors have been calibrated and deployed. The first three of eight are in the field and transmitting data from West Dallas and Dixon Circle. Staff are working with affected communities, Environmental Commission, and Council Members to schedule implementation of the remaining monitors in Joppa, Floral Farms, and Dixon Circle. Procurement of additional monitors are underway.

**11 Environmental Justice (EJ)** 

**INITIATIVE** With an emphasis on effectively addressing environmental justice, and the focus on using data to drive related policy, OEQ will hire one new Environmental Coordinator to develop, evaluate, and track environmental justice metrics for the department, and coordinate city-wide efforts association with EJ priorities, goals, and actions. The new position will work with other city departments to develop a Dallas-based EJ screening tool and help with the development of training to better ensure City staff integrate environmental justice into city work. (OEQ)

**STATUS** Human Resources is currently finalizing the job description for the Environmental Coordinator position. Hiring is anticipated by early spring 2023.

**GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT****12 Equipment and Fleet** 

**INITIATIVE** Achieve a state of good repair in five years for all City fleet vehicles, including sanitation trucks, fire apparatus, police cruisers, and heavy equipment vehicles used by Public Works and Dallas Water Utilities by investing \$72.6 million for the purchase of replacement and additional fleet and equipment. (EFM, DFR, DPD, SDM, DWU, and SAN)

**STATUS** DFR Fleet Maintenance Division has ordered one engine through General Fund appropriations (budget amendment) and is now in the process of finalizing purchase agreements for the remainder of the order. EFM has ordered 188 units totaling \$29.1 million. Departments include CCS (18 units), CTS (3), AVI (1), DFD (9), DPD (101), DWU (3), EFM (1), OEM (1), PBW (13), PKR (4), SAN (33), and SEC (1).

## FY 2022-23 Budget Initiative Tracker

**HOUSING & HOMELESSNESS SOLUTIONS****13 Addressing Homelessness** ✓

**INITIATIVE** Contribute \$25 million to leverage an additional \$47 million in public and private investment for an overall \$72 million program. The program employs housing navigation services, landlord incentives, rental subsidies, move-in kits, and case management to reduce and prevent homelessness, in partnership with Dallas County, the Dallas Housing Authority, the Metro Dallas Homeless Alliance, and other cities in Dallas County. The program began in FY 2021-22 and will be implemented over three years (FY 2021-22 – FY 2023-24). It is anticipated that over 2,700 individuals will be housed by the end of 2023. The third year (FY 2023-24) of the program will be focused solely on providing rental assistance and case management to those individuals housed in FY 2021-22 and FY 2022-23. (OHS)

**STATUS** The Dallas Rapid Rehousing Initiative has housed 1,545 individuals since its onset in October 2021 through December 2022. Of those individuals housed, 48% percent are from households consisting of adults with children and 52% percent are adults only. OHS is partnering with Housing Forward to launch the encampment decommissioning effort offering individuals in established encampments housing solutions.

**15 Healthy Community Collaborative (HCC) Program** ✓

**INITIATIVE** Invest \$1.5 million [including \$523,000 of new funding] to provide services to persons who are homeless and have a mental illness or who might also have co-occurring substance use or primary health care issues. In FY 2022-23, HCC anticipates serving 750 clients. (OHS)

**STATUS** From October 2022 to December 2022, the three organizations contracted by OHS have provided services for 474 clients.

**14 Homeless Action Response Team (HART)** ✓

**INITIATIVE** Launch a cross-departmental Homeless Action Response Team (HART) to deliver immediate interventions to expedite the improvement of unsafe encampments in need of immediate resolution, and address issues concerning panhandling. In FY 2022-23, implement a collaborative approach and hire seven positions in the Office of Homeless Solution, one position in the Office of Integrated Public Safety Solutions, seven positions in Public Works, four positions in Park and Recreation, two positions in Dallas Animal Services, four positions in Court and Detention Services, and eight positions in Code Compliance Services. (OHS, IPS, PBW, PKR, DAS, CTS, and CCS)

**STATUS** The departments involved in the HART initiative are currently all in various stages of filling positions. OHS hired seven positions in November; the IPS position was filled and became operational in December; PBW has onboarded the supervisor position, the Crew Leader position has been filled and will start in January, four Street Maintenance Worker positions have been filled with January and February starts, and the remaining Street Maintenance Worker position has interviews scheduled for the end of January; PKR will be attending job fairs in January and February, is in the process of posting positions, and anticipates filling positions in mid-April; CTS launched two teams in December with two existing Deputy Marshals, one new Deputy has been hired and is currently in the six-month training program, and the Marshal's Office is currently conducting interviews for the remaining positions. DAS positions were filled with current employees to move the HART initiative forward and they are using already procured vehicles while DAS works with EFM to purchase the vehicles allotted to DAS for HART. CCS has filled and onboarded four of their eight positions and plans to continue hiring efforts. While waiting on heavy equipment procurement, CCS' HART abatement team is working jointly with the Nuisance Abatement Heavy Clean Teams to cover the program's needs.

## FY 2022-23 Budget Initiative Tracker

**PUBLIC SAFETY****16 Police Response Times** ✓

**INITIATIVE** Improve response times to high priority calls by hiring 250 police officers in FY 2022-23 and implement retention incentive program targeted at reducing the attrition rate of experienced officers. (DPD)

**STATUS** A new Academy class started in December 2022 with 30 recruits and Class 384 graduated with 18 officers. Year to date, DPD has hired 31 officers with a goal of hiring 321 by the end of FY 2022-23. DPD was authorized to end FY 2021-22 at 3,155 officers; however, they ended the year at 3,077 officers, a shortfall of 71 officers. The additional 71 officers hired by the end of FY 2022-23 will allow DPD to stay on track to hire 3,155 officers by the end of the fiscal year.

**18 Single Function Paramedic Program** ✓

**INITIATIVE** Expand the Single Function Paramedic Program to increase recruiting flexibility, provide a more diverse workforce, improve response times, and increase operational efficiency. In FY 2022-23, DFR will invest \$3.2 million to begin conversion of five existing peak demand units into units staffed by certified uniformed paramedics whose sole focus will be to staff ambulances at peak hours of call volumes. (DFR)

**STATUS** The Pilot Program has been successfully completed, with two Single Function staffing aspects of Paramedic units in South Oak Cliff providing testing for operations and dispatch. The newly budgeted Program Manager position was just filled and is working to build out the program's logistics and procedures. Civil Service and DFR Recruiting are developing recruitment, testing, and hiring strategies to be launched in early 2023.

**20 City Facility Security Assessment** ✓

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

**STATUS** CTS is continually receiving quotes and proposals for lighting, fencing, access controls and camera systems. As of December, CTS has encumbered \$3.0 million and expensed \$1.2 million of the department's total \$6.4 million ARPA allocation.

**17 Innovative Equipment and Technology** ✓

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

**STATUS** The project is scheduled to begin in February 2023 with the mobile radio upgrade to occur simultaneously. The new Taser 7 deployment is currently in the planning phase with a team of DPD and ITS personnel meeting weekly. DPD is currently assessing station infrastructure to ensure acceptable building conditions for charging stations.

**19 Inspection Life Safety Education Night Detail Team** ✓

**INITIATIVE** Effective safety begins with prevention and compliance with safety standards. In FY 2022-23, DFR will launch the ILSE Night Detail Team (sworn personnel) to educate, monitor, and inspect venues in the City's entertainment zones during their peak hours of operation. (DFR)

**STATUS** The Bureau's reorganization has been finalized to reflect new promotions and personnel transfers, which include the formation of the newly budgeted ILSE Night Detail Team. The team is in the early stages of operation and is currently developing procedures and performance metrics.

## FY 2022-23 Budget Initiative Tracker

**QUALITY OF LIFE, ARTS, & CULTURE****21 Proactive Team ("Pro Team")** 

**INITIATIVE** Proactively identify and abate illegal dumping sites before residents submit a service request by expanding the number of proactive teams from two to four teams assigned to each quadrant of the city. In FY 2022-23, CCS will hire sixteen positions, and develop a metric to track the effectiveness of the team. (CCS)

**STATUS** Hiring is in progress for the additional two proactive illegal dumping abatement teams. Out of the budgeted 16 positions, five have been onboarded and three are pending hires. CCS has developed performance measures for the Pro Teams that include 30 illegal dumping site abatements per week. Full deployment is scheduled for FY 2023-24 due to procurement of heavy equipment.

**22 Multi-Family Violence Crime Reduction Plan** 

**INITIATIVE** In FY 2022-23, add twelve [10 added as budget amendment] Code Compliance officers focused on the multi-family violent crime reduction plan in partnership with the Dallas Police Department and Integrated Public Safety Solutions. (CCS, and IPS)

**STATUS** Staff are being hired and onboarded for a January completion. Orientation and expected launch of all new staff are projected to begin early January.

**23 Expanding Library Access** 

**INITIATIVE** Provide Library access to invaluable resources, programs, and services. In FY 2022-23, LIB will hire 55 personnel and expand Library hours from five days per week to six days per week at 15 locations, expanding children's services, workforce development, SMART summer participation, and adult learning programs at those locations. (LIB)

**STATUS** The Library successfully filled all additional positions added in FY022-23 to expand hours at 15 locations. The extended hours begin January 17, 2023.

**24 Historic Resource Survey** 

**INITIATIVE** Invest \$1.0 million over the next two years to support a Historic Resource Survey and a strategic plan, which will identify historic resources, help determine what resources need to be preserved, and assist in guiding and developing local ordinances and planning efforts for preservation. In FY 2022-23, OHP will invest \$500,000 to start implementation of the survey and strategic plan. (OHP)

**STATUS** OHP has applied for a grant to increase funding for the Historic Resources Survey. The department is waiting to allocate funding while the outcome of the grant application pending.

## FY 2022-23 Budget Initiative Tracker

**TRANSPORTATION & INFRASTRUCTURE****25 Sidewalk Master Plan** ✓

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

**STATUS** As of December, PBW has spent \$350,400 of its General Fund appropriations to complete three sidewalk projects and 1.89 lane miles of sidewalk improvements to date. PBW anticipates spending \$272,000 to complete 0.77 miles of sidewalk improvements in January, spending \$500,000 to complete 1.00 miles of sidewalk improvement in February, and spending \$700,000 to complete 1.15 miles of sidewalk improvements in March. After March, PBW is on track to complete the remaining 9.44 miles of sidewalk improvements by the end of September.

**27 Vision Zero Action Plan** ✓

**INITIATIVE** Invest funding in Dallas's mobility infrastructure, emphasizing a system focuses on life-saving improvements, and infrastructure solutions that reduce the risk of serious incidents. In FY 2022-23, TRN will hire an Engineer and focus on low-cost improvements that include safety evaluations for streets prone to high rates of injury, road safety improvements, and a citywide speed limit evaluation. (TRN)

**STATUS** The Engineer started with the Planning division in December. Engineer has been working on the Highway Safety Improvement Program (HSIP) traffic signals and assisting with planning a public meeting for 1 of the 5 High Injury Network corridors (Maple Ave).

**29 Crosswalks** ✓

**INITIATIVE** This initiative began in FY 2021-22 and will be implemented over two fiscal years. In FY 2022-23, TRN will spend \$2.5 million (of \$5.0 million allocated) to restripe 320 lane miles and paint 864 crosswalks. (TRN)

**STATUS** The scheduled start for longline restriping and crosswalks has been pushed from February to April due to the rain and cold conditions. TRN is on track to complete restriping 320 miles and painting of 864 crosswalks by year end.

**26 Bridge Maintenance** ✓

**INITIATIVE** Implement an Annual Bridge Maintenance Program to address over 600 bridges and culverts inspected by the Texas Department of Transportation on a bi-annual basis. In FY 2022-23, PBW will spend \$3.4 million to maintain 20 bridges and set aside existing funding of \$1.0 million for emergency repairs. (PBW)

**STATUS** Construction on bridge maintenance began in January with invoices for expenses expected to be submitted in February. Maintenance on three bridges were completed in January, two are planned in February, and the remaining 15 are on track to be completed by September 2023. PBW received City Council authorization in November to spend \$334,250 on emergency repairs for State Highway 356 Bridge and will request authorization in February to spend \$569,500 on emergency repairs to Ron Kirk Pedestrian Bridge.

**28 Traffic Signals** ✓

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

**STATUS** TRN is currently waiting to receive the match fund agreement from TxDOT for the design of 44 signals in total. A draft agreement with TxDOT for 44 signals is pending a review by the contracts team. The project to replace traffic lights will be a multi-year effort.

## FY 2022-23 Budget Initiative Tracker

**TRANSPORTATION & INFRASTRUCTURE****30 School Zone Flashing Beacons**

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

**STATUS** As of December, 138 flashing beacons have been installed, and \$1.6 million of delivery orders have been issued. TRN expects to complete installation of the remaining 362 school zone flashing beacons by year end.

**31 Bike Lanes**

**INITIATIVE** Extend and improve the bike lane network throughout the city with an increased annual investment to \$2.5 million to design and/or implement approximately 10 lane miles of bicycle facilities per year. (TRN)

**STATUS** No funds have been obligated or expended on FY 2022-23 projects. There have been no lane miles studied, designed, or implemented currently. Due to the needs for many different contracts, the current staff level of the Office of Procurement Services and the current demands of the Field Operations crew, TRN cannot estimate when the funds will be obligated.

## FY 2022-23 Budget Initiative Tracker

**WORKFORCE, EDUCATION, & EQUITY****32 Mentor Protégé Program** 

**INITIATIVE** Establish a mentor protégé program to support equity and capacity building of small and emerging businesses. (SBC)

**STATUS** SBC staff is working with Human Resources to post the job description for the Mentor Protégé Coordinator position. Staff is also working to complete the procurement for the proposed vendor for the Mentor-Protégé Match Making system.

**33 Equity Education Through Engagement** 

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

**STATUS** OEI plans to post the Public Engagement Coordinator position in January 2023 and anticipates a March start date.

**34 Accessibility** 

**INITIATIVE** Advance the City's compliance with the Americans with Disabilities Act by continuing to complete building assessments, review departmental policies, and provide employee training. In FY 2022-23, OEI will complete approximately 20 assessments. (OEI)

**STATUS** OEI is continuing ADA building assessments with 6 buildings scheduled for review between January and February 2023 and anticipates having preliminary reports from 10 buildings assessed in 2022 completed by early 2023. The department review, consisting of the collection and review of department programs, services, and activities, has been completed. OEI has received 50% of the ADA Department surveys that issued and anticipates the remaining to be completed and returned shortly. Department interviews are anticipated to follow in January 2023. Online ADA training courses are being reviewed and staff will arrange for stakeholder input before the training course is finalized. Online training is anticipated to continue into early 2023.

**35 Bridging the Digital Divide** 

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

**STATUS** Staff completed the evaluation and review of proposals submitted for the RFCSP for Digital Navigators and City Council is scheduled to award the contract in February 2023.

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES**

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

**FY 2018-19****23 Historic Resource Survey (FY 19)** 

**INITIATIVE** Devote \$100,000 to conduct a historic resource survey with private partners. (OHP)

**STATUS** OHP staff and external consultant presented the final report to the Landmark Commission on May 2, 2022 and to the City Plan Commission on June 2, 2022. The final presentation to City Council has been delayed and OHP is working with the contracted organization on completing the presentation during the FY 2022-23. Prior to being able to do the final presentation to Council, the ordinance regarding demolition delay overlays needs to be amended. This is being addressed currently, but there is not a projected completion date at this time.

**FY 2021-22****1 Economic Development Entity** 

**INITIATIVE** Launch the economic development entity called for in the Economic Development Policy with \$7 million over three years to pay formation costs and hire staff to begin the entity's business and real estate development work, after which it will be self sustaining. In FY22, ECO will spend \$2.0 million to launch operations, hire a new Economic Development Corporation Director, develop a 3-year work plan, and develop an operational budget for Year 2 (FY 2022-23) and Year 3 (FY 2023-24). (ECO)

**STATUS** City Council approved creation of the Economic Development Corporation (EDC) on January 12, 2022, and the certificate of formation was filed with the State of Texas in February. The City Council approved the initial Board of Directors to the EDC on August 24, 2022. The target hire date for the EDC Director is winter 2022-23. After that, work will begin to develop a three-year work plan and operational budget.

**6 Comprehensive Food & Urban Agriculture Plan** 

**INITIATIVE** Prioritize Dallas communities' access to healthy, local food by contributing \$200,000 to implement a Comprehensive Food & Urban Agriculture Plan in collaboration with external stakeholders. (OEQ)

**STATUS** OEQ staff are continuing efforts under the contract for the Comprehensive Food & Urban Agriculture Plan, including internal and external engagement with over 35 different farms (both community and commercial scale) and other Dallas food stakeholders. OEQ staff are also working with the City's internal Food Equity Working group and the Office of Procurement efforts to pilot a project to provide small growing units for food desert homes. Once implemented, the units will be deployed on a rolling basis.

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES****8 Water Distribution System** 

**INITIATIVE** Enhance monitoring for lead and copper in the water distribution system and develop a plan to educate and support customers in regulatory-driven programs for lead and copper monitoring within schools, childcare centers, and public spaces. In FY22, DWU will hire two FTEs and spend approximately \$75,000 to develop an outreach plan and procedures to sample both schools and day care operations; develop a data management and reporting procedure to comply with the new regulations; and begin initial sampling in the second quarter of 2022 with a goal of 50 sites sampled by September 30, 2022. (DWU)

**STATUS** The Water Quality Group has dedicated 2 FTE's for the purpose of supporting the new Lead and Copper Rule Revisions (LCRR). These two positions are developing a Service Line Inventory that will aid in identifying lead services in need of replacement. The official sampling per TCEQ requirements can begin after the lines are inventoried, which will be after October 2024. Water Quality is also developing a Lead and Copper Sampling Program for Schools and Childcare facilities and contacting these facilities to offer educational material and opportunities for free testing of lead and copper ahead of the October 2024 compliance start date of the LCRR. Currently, there are 401 Public and Charter Schools, 93 Private Schools and 458 Childcare and Daycare centers. The Water Quality group continues to offer free lead sampling when requested by any customer.

**14 Preservation of Affordable Housing** 

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

**STATUS** In December 2021, City Council approved the program design to use ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. The application opened in May 2022. The program has received 72 applications and staff has so far committed \$1,413,821 across 16 homes.

**27 Wi-Fi at Park Facilities** 

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

**STATUS** The cabling installation of the 14 high priority sites was completed in December 2022. PKR is waiting for the vendor's master agreement extension, then cabling and port installation can continue. The estimated delivery time of the network equipment for the remaining 49 WiFi locations is summer 2023.

**13 Affordability Housing Units** 

**INITIATIVE** Incentivize developers to build affordable housing by subsidizing \$10 million worth of water and sewer infrastructure required for up to 250 new affordable single-family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY 2022-22-FY 2023-24 with new units projected in years 2 and 3 due to construction timelines. (HOU)

**STATUS** Housing is implementing this new funding along with other measures through the existing Notice of Funding Availability. On January 12, City Council approved the first project utilizing these funds, providing \$1.8 million to be used for water infrastructure related to the development of 125 for-sale single family homes. On August 24, 2022, City Council approved the second project using these funds, authorizing \$4.1 million in ARPA funds to Cypress Creek at Montfort, a mixed-income multifamily development in District 11. Both developments are still undergoing predevelopment processes and have not yet begun construction.

**19 Non-Emergency Enforcement** 

**INITIATIVE** Alleviate Police Department call volume by transferring non-emergency calls such as handicapped/fire lane parking enforcement and street blockage clearance from DPD to the Department of Transportation. (DPD, and TRN)

**STATUS** Parking violations services have been fully transferred from DPD to TRN. Road blockage calls began a partial transfer on January 3, 2023 with an anticipated full transition on April 1, 2023.

## FY 2022-23 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. In FY22 spend \$3.5m to design 46 traffic signals to leverage federal and county funds

**STATUS** TRN is currently waiting to receive the match fund agreement from TxDOT for the design of 46 signals in total. TxDOT has reported that the draft agreement is complete and is now pending review by the contracts team. The project to replace traffic lights will be a multi-year effort.

**32 Bike Lanes**

**INITIATIVE** Extend and improve our bike lane network throughout the City with an annual investment of \$2 million to design and/or implement approximately 18 lane miles of bicycle facilities per year. (TRN)

**STATUS** As of December, 9.0 lane miles are under design and 2.8 lane miles are being installed or installation is complete for a total of 11.8 lane miles.

**34 Accessibility**

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

**STATUS** OEI, ITS, and the proposed ADA software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. A demonstration of the software and testing of a comparative ADA tracking program have been completed. ITS has completed the documentation process and assigned an ITS project manager for the software integration and implementation. The purchasing and procurement process is planned for winter 2023.

**35 Water/Wastewater Service**

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

**STATUS** Engineering work for the remaining occupied and unserved areas began in February 2022 and includes the design of approximately 211,219 feet of new pipelines to the remaining unserved areas. Upon completion of design, these projects will be packaged and awarded for construction beginning in FY 2022-23. Construction in the University Hills area is expected to start in October 2022. In addition, approximately 11,146 feet of new pipelines to four unserved locations that were designed in-house was awarded on November 9, 2022.

# PROCESS IMPROVEMENT

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

The Process Improvement Team has focused on building awareness among departments, creating an organization-wide framework for process improvement, and establishing a cross-functional knowledge base for greater inter-departmental coordination. The following table summarizes current Process Improvement projects for FY 2022-23 which will be reported as Complete, On Track, Delayed, or Pre-Kickoff. The Baseline for Key Performance Indicators is the starting point of metric to engage success for completing projects. Additional projects will be added to the list throughout the course of the fiscal year.



#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	<b>SFD Building Permit Process</b> Decrease building permits issuance lead time for single-family residential developments (DEV)		Feb 2022 - TBD	Permit Application Internal Processing Time (12 days)	29 days	TBD
			<b>Status Update:</b> Action items from the Rolling Action Items List have been submitted for work through ITS team and all enhancements are being worked in to the project management schedule. Project manager has been assigned and is being implemented.			
2	<b>DPD Workload Optimization</b> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan 2022 - TBD	TBD	TBD	TBD
			<b>Status Update:</b> Site visits currently being scheduled, to be followed by brainstorming sessions to fill the gaps identified during the data analysis. Timeline extended due to coordination of DPD schedules.			
3	<b>DFR Workload Optimization</b> Assess current operational demands to identify process improvement opportunities for workload management (DFR)		Jan 2022 - TBD	TBD	TBD	TBD
			<b>Status Update:</b> Several different strategies have been developed and are being vetted by the DFR team. Following the vetting process, leadership will present the most viable strategies for consideration. Timeline extended due to awaiting DFR leadership decision.			

# PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
4	<u><b>New Employee Onboarding</b></u> Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. Establish Customer Survey for hiring managers and new hires (HR)		Aug 2022 - Dec 2022	Percentage of hiring managers providing survey feedback to HR (15%)	0%	TBD
			<b>Status Update:</b> The current process has been documented and is being measured manually. Based on the data the team is collecting, there are bottlenecks during the handoff from NeoGov to Workday, during background checks, and during the drug screening and physicals. There is a separate project in the works to move the NeoGov part of the process into Workday by the end of 2023, and HR is looking into alternate options/vendors for background checks, drug screenings, and physicals. The team has developed customer surveys that are being sent to hiring managers and new hires starting Q1 2023 to identify areas of concern/delays. Waiting on action items to track data for next several months to ensure process improvements.			
5	<u><b>Contract Review and Execution</b></u> Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors. (OPS)		June 2022 - TBD	Average number of contract development days (90 days)	190	TBD
			<b>Status Update:</b> Initial data assessment complete. Weekly team meetings have begun, process to be documented and opportunities for improvement to be identified, and brainstorming sessions to follow. Timeline extended due to increase of project details.			
6	<u><b>Risk Review &amp; Certificate of Insurances</b></u> Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)		Aug 2022 - March 2023	Days and time to process Risk Reviews and Certificates of Insurance, Reduce amount of backlog	TBD	TBD
			<b>Status Update:</b> The software used for Risk Review information is being customized to better serve ongoing improvements. Executive leadership has approved additional changes to be included for new business processes and standard operations developments.			

# PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
7	<p><b>"Lew Sterrett Officer Turnaround Process"</b> Decrease the amount it takes to write arrest reports</p>		Dec 2022 - June 2023	Streamline arrest reporting to minimize cycle time while maintaining effectiveness and accuracy.	TBD	TBD
<p><b>Status Update:</b> A project schedule will be established and site visits are expected to occur in late February/early March.</p>						





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-622

**Item #:** F.

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

# Memorandum



CITY OF DALLAS

DATE February 24, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – January 2023**

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

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

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

Jack Ireland  
Chief Financial Officer

## Attachment

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

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

# Technology Accountability Report (TAR)



City of Dallas

**As of January 31, 2023**

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**Prepared by Information & Technology Services**

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

**214-671-9868**

# Executive Summary

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

- Section 1: IT Programs & Projects – based upon questions raised regarding the process by which projects are identified and approved, an explanatory narrative has been added to the beginning of this section providing details. The project identification, assessment, and delivery process steps are discussed, along with the methodology by which Project cost estimates are determined.
- Section 1: IT Programs & Projects – During January 2023, two major projects were completed and removed from the report:
  - The **Emergency Services Internet Protocol (IP) Network (ESINet)** project upgraded the City’s current 911 telecommunications network to a fully digital, IP-based network. This Next Generation 911 system provides the platform for the transmission of photos, videos, and other broadband data between a 911 caller, 911 call center, and a responder in the field to offer a higher level of service and support to public safety personnel and those they serve.
  - The **Portable Illegal Dumping Camera Tower and Camera Installation** project provided fixed cameras in targeted zones to be used by the Code Compliance Department and the City Marshall’s Office to combat illegal dumping activities in the City.
- Section 1: IT Programs & Projects – During January 2023, four major projects were added to the project pipeline.
- Section 4: Cybersecurity Programs – New section providing information about the Cyber-threat environment impacting municipalities.
- Section 5: IT Infrastructure – New sections discussing technical debt and its impacts and risks.

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# Section 1: IT Programs & Projects

## A. Project Pipeline

### IT Governance – A quick overview



### 1. IT Governance Process for Project Intake

The City of Dallas employs an IT Governance process for managing and directing information technology resources within the City to meet organizational goals and objectives. When it comes to starting a new IT project, there is a process that the City follows called project intake.

Project intake is the first step in starting a new IT project. It involves gathering information about the project to ensure it aligns with the organization's broader goals, strategies, and priorities. The drivers for initiating an IT project in the City are many; changes in Federal or State law, changes to the City charter, efforts to improve operational efficiency, actions to address audit findings, and other events.

Here are the steps involved in ITS' project intake process:

1. Request: The first step in project intake is to receive a request for a new IT project. This request can come from any department within the organization. This is represented by *"Technology Request"* in the diagram above.
2. Assessment: Once a project request is received, an assessment is conducted to evaluate the feasibility of the project. This includes determining the potential benefits, risks, and costs associated with the project.
  - a. This is represented by *"Business Analyst Enhances Request"* and *"Impacted Departments' Questionnaire"* in the diagram above.
  - b. This is also addressed during ITS' monthly "Program Management Meeting". This is a meeting of ITS' Senior IT Managers, who meet monthly to discuss the proposals in the Program Managers' Meeting. Business Relationship Managers (BRM) present the Technology Request, and the Senior IT Managers question as appropriate. Senior IT Managers, all BRMs, and the ITS Assistant Directors are also called upon to recommend if there is already a project underway, or even already implemented, that should be factored into the discussion. Once questions have been answered, the Senior IT Managers estimate the time/personnel costs required for implementation. The TR is either recommended for presentation to the IT Governance Board or is sent back for more work.
3. Approval: If the project is deemed feasible and aligns with the organization's goals and priorities, it is approved to move forward.
  - a. Monthly, the Chief Information Officer chairs an IT Governance Board meeting with the Deputy and Assistant City Managers and the Chief Financial Officer to present the proposals for discussion and approval. The proposed projects are described, and the ACMs ask questions. These Dallas Senior Executives then either vote to approve, to disapprove, or to send back for further development.
  - b. This is represented by *"Governance Board"* in the diagram above.
  - c. Upon approval, The Technology Request becomes an ITS project. This is represented by *"Projects Added to the IT Portfolio"* in the diagram above.

4. Project Management and Delivery: Once the project is accepted, the team will build a project plan and schedule, outlining scope, objectives, timeline, and final budget. The project is then executed based on the plan. Working with the Department (or Departments), the system will be tested to ensure functionality and user acceptability. This is represented by *“IT Project Management and Project Delivery”* in the diagram above.
5. Closure: Once the project work is completed, the project or system is put into production. Once in production, the new systems or services will be used by the Departments and are supported operationally, in accordance with the project plan and the contract. This is represented by *“Project Go-Live and Operational Support”* in the diagram above.

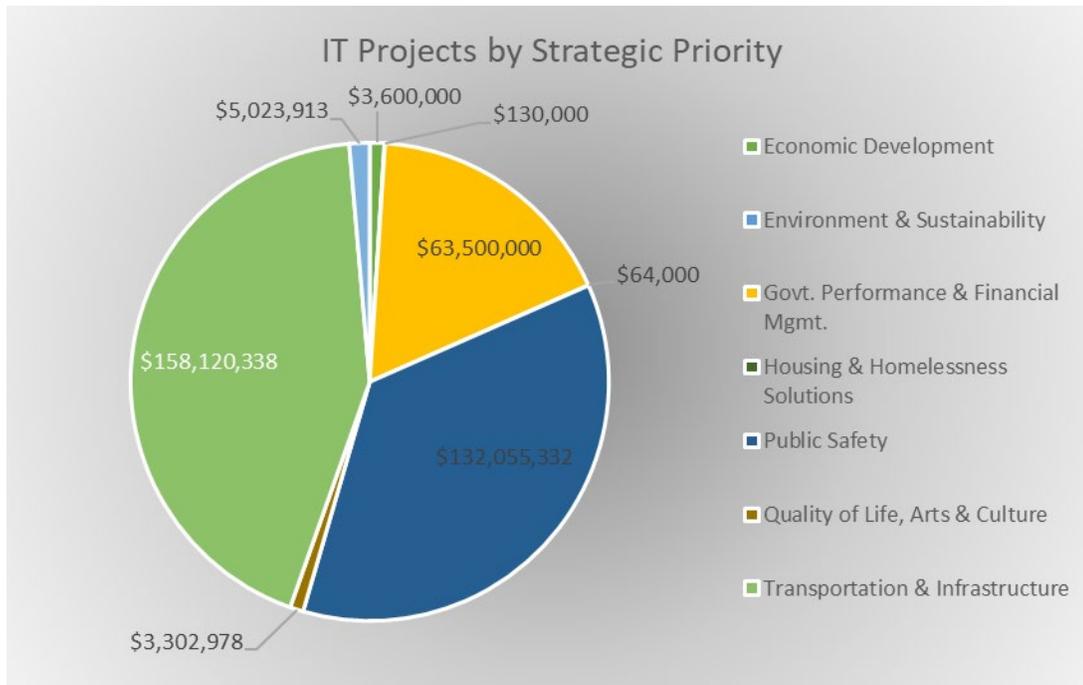
## 2. Project Cost Estimation

Initial Projected Cost Estimates are derived by the BRM working collaboratively with the customer Department, vendors, and others as appropriate.

- The BRM and Department will perform a quick market evaluation to determine a few potential solutions. They will use this information when developing the initial cost estimate. If there is a current solution in place (i.e., this TR is an upgrade or system replacement), that information is considered when developing the initial cost.
- Procurement costs are estimated for cost of Software, Hardware, any implementation (to include customizations and integrations into current city systems), any licenses, documentation, and training.
- Outyear costs are also estimated. These costs include licenses, maintenance, and any further documentation.
- Finally, if there is a current solution in place (system upgrade/replacement), the current operating costs are also factored into the TR. These costs would include currently budgeted items for Licenses, Maintenance and Documentation for outyears 1 – 5.

As the TR moves through the governance process, these cost estimates are refined as new information becomes available. Other research is conducted as we develop the Statement of Work, brings further insight into the cost of the technology. Finally, as the request moves into Contract Development, costs are finalized, and we move to execution.

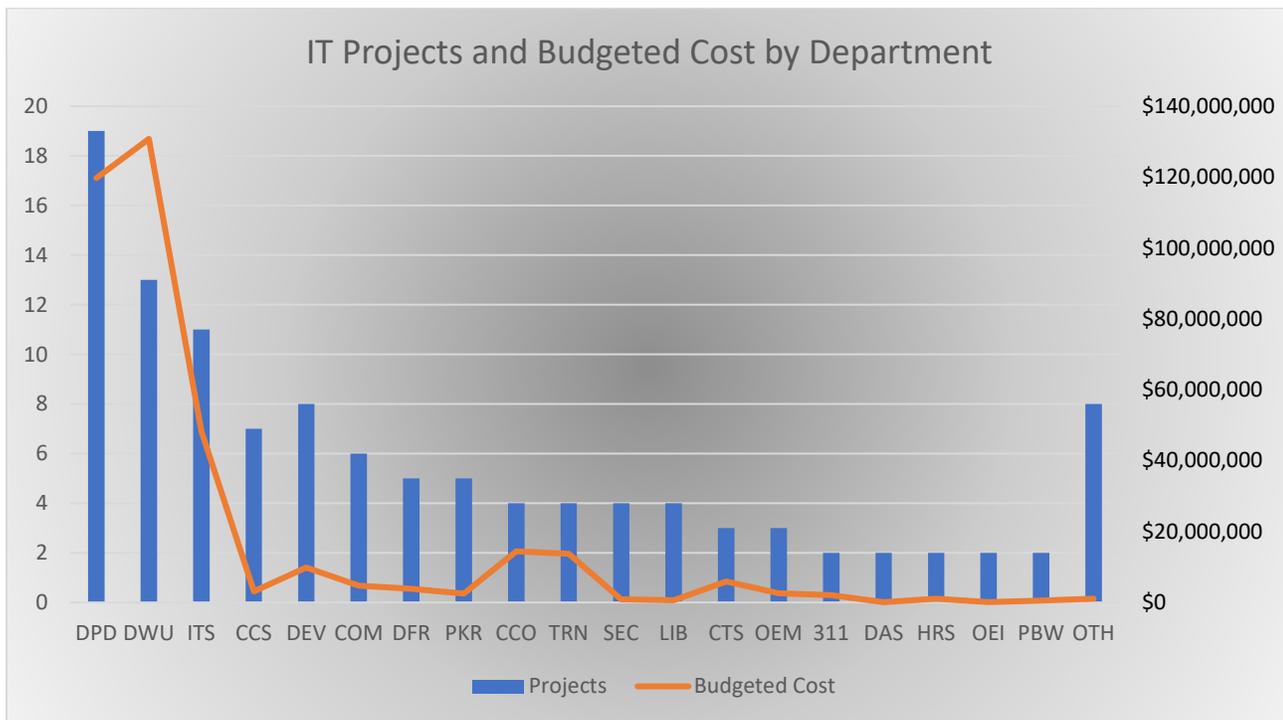
3. IT Projects by Strategic Priority



**NOTES:**

1. As of 01/31/2023, ITS has 114 approved IT projects in the pipeline.
2. The total budgeted costs for the 114 projects are \$365,869,571.
3. Project pipeline includes at least one project aligned to every one of the identified 8 strategic priorities.
4. The highest number of active IT projects are aligned to the Transportation and Infrastructure strategic priority with a total of 39 projects at a total budgeted cost of \$158 million, followed by Public Safety with 30 projects at a total budgeted cost of \$132million, Government Performance & Financial Management with 13 projects at a total budgeted cost of \$63.5 million, and Economic Development with 13 projects at a total budgeted cost of \$3.6 million.

4. IT Projects and Budgeted Cost by City Department



**NOTES:**

1. 27 City Departments are represented across the 114 approved IT projects in the pipeline.
2. Dallas Police Department has 20 active projects at a total budgeted cost of \$120 million, followed by Dallas Water Utilities with 13 active projects at a total budgeted cost of \$130.8 million, Information & Technology Services with 11 active projects at a total budgeted cost of \$48.3 million, Code Compliance with 9 active projects at a total budgeted cost of \$3.4 million, and Development Services with 8 active projects at a total budgeted cost of \$9.9 million.
3. 8 Departments have 1 active project each, making up the Other (OTH) group in figure 2 above.

## B. Major Project Status

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	** Project Status
1	Enterprise Contact Center (ECC) Solution	The Enterprise Contact Center application within the City of Dallas is a secure, reliable, and scalable call platform to meet the high call volumes and growth to meet the needs of city residents. The ECC includes Natural Language Processing (NLP), Knowledge Base, Workforce Management, Interactive Voice Response (IVR), Courtesy Call Back, and other core call center capabilities to support multiple departments across the city.	GPFM	311	TBD	In Process
2	Core Financial System Upgrade	The CG Advantage 3 system is utilized by all departments within the City for processing and recording of all budget, procurement and financial accounting transactions and interfaces with many enterprise business applications. This major upgrade will move the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML) to improve the quality and speed of financial transactions.	GPFM	CCO	12/2023	In Process
3	Code Compliance Management System (CCMS) Phase 2	CCMS Phase 2 provides Code Compliance Services (CCS) with an application to support all operational, mobility, integration with 311 CRM/SAN/CTS, and other supporting departments, in managing service requests from city residents.	Quality of Life	CCS	01/2023	Delayed
4	Consumer Health Payment Portal for Code Compliance	A new payment portal which allows residents using payment cards to utilize a telephonic payment portal to make payments based upon the invoice number and other account information in lieu of going into a physical location to make payments.	Quality of Life	CCS	2/2023	Delayed
5	Code Compliance: Asset Management System (Inventory Management System)	The Code Compliance office is seeking an asset management system to manage a number of different of assets to include Ballistic vests, uniform items (pants, belts, reflective vests, shirts, jackets) that they issue officers, and other equipment deployed to their staff to perform their duties. This effort gathers requirements to conduct market research and identify potential solutions to meet the business need.	Quality of Life	CCS	TBD	Delayed
6	Envision Connect Replacement Project	This project will replace the current Restaurant Inspection System - Envision Connect. Envision Connect is at the end of life for support. The vendor is requesting to move to their newer application for restaurant inspections.	Quality of Life	CCS	TBD	In Process

## As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
7	Vacant Property Registration Salesforce Platform	The Department needs to develop a registration platform and process for identifying and tracking vacant properties. This City-wide process will be managed by Code and will need to allow citizens to access an online platform to register and pay for vacant	Quality of Life	CCS	TBD	In Process
8	Automated Nuisance Abatement Work Order Salesforce System	Streamline Nuisance Abatement work order creation, work order processing, and work order completion to accurately generate invoice for lien processing and to enhance operational efficiency. Implement a process within the current 311/Salesforce system to control.	Quality of Life	CCS	7/2023	In Process
9	Consumer Protection online Salesforce Application/permitting system	This system will allow department to implement online permit process for seven applications (wood vendor, motor vehicle repairs, Credit access, electronic repairs, home repair, scrap tire). Will Allow business owners to access, complete, submit, and track their business permit applications online.	Quality of Life	CCS	7/2023	In Process
10	Remote Video Streaming	COM is currently exploring acquiring equipment that would allow live video and audio to be streamed from offsite locations to our control room. This is a frequently requested service by various departments and Council offices and aligns with COM's mission.	Quality of Life	COM	TBD	In Process
11	Closed Captioning System for City Council Meetings	Closed Captioning on the live webstream/cable channel of City Council meetings will help meet ADA compliance and our Equity and Inclusion goals.	Quality of Life	COM	6/2023	In Process
12	RFCS for Court Case Management System	The current Court Case Management System (Tyler Technologies) contract will expire June 2024. CTS wishes to conduct market research and conduct a competitive procurement to ensure the best solution is selected to upgrade and improve court case management.	Public Safety	CTS	12/2023	In Process
13	DAS Inventory Management Tool	Dallas Animal Services manages a large inventory of drugs, supplies and business equipment needed to perform their functions. Currently inventory management is done through a legacy system database (animal software) or on spreadsheets but are inadequate to provide appropriate controls and functionality.	Quality of Life	DAS	TBD	Delayed
14	Expand OnBase Content Management to the entire DEV Department	The OnBase content management system was originally implemented only for the Building Inspection division within the Development Services Department (DEV). Purpose of this project is to implement the content management system to all divisions within DEV.	Economic Development	DEV	TBD	In Process

As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
15	Development Services Training Simulator	The building permitting and inspection process involves a number of different components operating independently on separate software platforms. The purpose of this project is to develop a training simulator that allows for cross-collaboration across city divisions to improve quality and efficiency of processes.	Economic Development	DEV	3/2023	In Process
16	Development Services Customer Queue Management Automation	Customers currently walking into the permit center need to be able to "sign in" and set appointments remotely. DEV needs to be able to offer this service to their customers to better track the data associated with their customers' experiences; volume, wait times, types of service...etc. This project will identify, procure, and implement a customer queue management solution for Development Services.	Economic Development	DEV	7/2023	In Process
17	Land Management System POSSE replacement project	The city's current permitting system has reached end of life, cannot interact with the new geospatial technology standards, and is difficult to change to support new business requirements, and workflows. This project will deploy a new system to replace the existing system and to add efficiencies in the permitting process.	Infrastructure	DEV	09/2025	Delayed
18	Relocate Development Services to New Facility	In September 2022, the City of Dallas purchased a new facility at 7800 N. Stemmons Freeway which will serve as the offices and storefront for the Development Services Department (DEV). This project will provide all new IT infrastructure including cabling, network, workstations, printers, radio equipment, etc. in line with the facility opening.	Infrastructure	DEV	TBD	In Process
19	Telestaff Workforce Management for Public Safety	Implementation of a web-based hosting, Software as a Service (SaaS) solution Workforce TeleStaff System for automation of scheduling and staffing for City of Dallas Public Safety 24-hour employees.	Public Safety	DFD	9/2022	On Hold

As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
20	Station Alerting System	Dallas Fire Rescue dispatches resources from 58 fire stations strategically deployed throughout the City. To avoid response delays, DFR relies on a station Alerting System that integrates with our Computer Aided Dispatch (CAD) system to advise firefighter/paramedics of assistance calls. The current station alerting system is end of life, difficult to maintain, and lacks the full range of functionality more modern solutions provide. This project will conduct market research into, procure, and implement a new, modern station alerting system for Dallas Fire Rescue.	Public Safety	DFD	9/2023	In Process
21	Smart Device/Technology Behavioral Health App for DFR members	This project will provide a Peer Support Contact App for Dallas Fire-Rescue (DFR) personnel. At Dallas Fire-Rescue (DFR), the City is promoting whole-person wellness. This new application will supplement existing mental health support services available to the City's DFR members.	Public Safety	DFD	TBD	In Process
22	IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59	Eight new Fire Stations are being constructed: #46, #36, #59, #41 Temporary, #41 Primary, #19, #21 and #58. All new IT infrastructures including cabling, network, workstations, printers, radio equipment, etc. will be activated in line with facility openings.	Public Safety	DFD	4/2023	Ongoing
23	Unmanned Aerial Systems (Drones)	The City of Dallas currently has Unmanned Aerial Systems (UAS) units that are deployed during critical emergency response incidents. UAS provides a real-time video that offers crucial information to incident command and executive staff. This information allows for improved incident management	Public Safety	DFD	9/2023	In Process
24	Mobile Surveillance Platform Vehicles (Formerly known as Bait Car)	The Dallas Police Department ("DPD") currently operates a fleet of 25 Mobile Surveillance Platform vehicles. These vehicles are deployed throughout the City and serve as "bait cars". These vehicles are outfitted with covert cameras, microphones, GPS, and other capabilities.	Public Safety	DPD	12/2022	Ongoing
25	Flock Safety-New fixed ALPR Cameras	The City of Dallas currently has fixed Automated License Plate Readers (ALPR) cameras throughout the city of Dallas. The contract for the current vendor has ended and this project will procure a new vendor and expand the number of cameras in use throughout the city.	Public Safety	DPD	1/2023	Complete

## As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
26	P25 Compliant Radio Project	The city's current public safety radio network is 40 years old and not compliant with new standards (P25) for these networks. This project installs all-new infrastructure for a fully P25 compliant radio communications system that will be used by multiple departments within the City and County of Dallas. This system is intended and designed to host external governmental agencies throughout the region.	Public Safety	DPD	02/2023	In Process
27	County CAD Collaboration	Upgrade and expand the city's Computer-aided Dispatch (CAD), extending it to the County to improve collaborate on emergency 911 call center responses. This project is also required to fully implement the upgrade of the 911 call center's telecommunications infrastructure.	Public Safety	DPD	1/2023	In Process
28	DPD WEB-RMS Case Management System	This project will migrate DPD's current law enforcement Records Management System (RMS) case management system from the current onsite solution to an upgraded Web-based system. The upgraded RMS will give the department needed functionality that is not available to the department currently in the on-premise solution. Current limitations require process workarounds creating potential errors and inefficiencies which will be resolved with the upgrade.	Public Safety	DPD	TBD	In Process
29	Axon Air (Drones)	The City of Dallas currently has Unmanned Aerial Systems that are deployed during critical incidents. The UAS provide real time video remotely captured that provide critical information to officers and commanders to make the best decisions possible.	Public Safety	DPD	2/2023	In Process
30	Real Time Crime Center (RTCC) Video Integration (Previously Starlight)	Builds upon prior initiative to provide an analytics-driven video monitoring platform, capable of alerting the Dallas Police Department's Real Time Crime Center (RTCC) of criminal behavior indicators and activity occurring at local businesses.	Public Safety	DPD	2/2023	In Process

## As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
31	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.	Public Safety	DPD	12/2024	In Process
32	Ricoh-Fortis Document Management System Replacement	The DPD Fortis document management system is at end of life and no longer supported. This project will replace and upgrade the DPD document management system.	Public Safety	DPD	3/2023	In Process
33	COBWEBS Social Media Investigation Software	This project will implement social media investigative software for the Police Department (DPD). This software will provide an efficient tool for investigating social media post from potential suspects to aid in investigations.	Public Safety	DPD	4/2023	In Process
34	Non-City Business Live Surveillance (Fusus)	The Fūsus product suite will provide a video and data collaboration platform to expedite intelligence gathering and efficiency of response to situations as they unfold throughout the community. Further, providing a tool for identifying the location of cameras in proximity that may provide valuable information to aid in the response and/or subsequent investigation.	Public Safety	DPD	9/2023	In Process
35	Early Warning System	This project provides the Dallas Police Department a data-driven, decision-making support application that helps Police leadership systematically identify officers who are showing signs that they are at risk to citizens or of executing law enforcement objectively. The platform utilizes data from a multitude of sources to assess and score risk and provide information to DPD leadership for potential interventions.	Public Safety	DPD	10/2023	In Process
36	DPD - Auto Pound Online Payment System	This project provides a public portal to allow for citizens to pay fines and fees online to the auto pound in order to recover their vehicle. The information from the payment system allows for better management of the DPD Auto Pound.	Public Safety	DPD	12/2023	In Process
37	In Car Video - Body Worn Camera - Interview Room Installation	Implement a holistic solution that integrates all the three components: (1) in-car video, (2) interview rooms, and (3) body-worn cameras into a single hosted solution. The solution needs to be a consolidated and cohesive system rather than disparate components.	Public Safety	DPD	12/2024	Ongoing

As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
38	Use of Force - Police Strategies LLC	This project will provide a data analytics platform which produces analytic dashboards which provides comparative analyses by extracting data from incident reports & officer narratives, analyzes the data using established algorithms, and produces written summary reports used by DPD leadership in focusing resources.	Public Safety	DPD	7/2023	In Process
39	Enterprise Capital Project Management System (ECPMS) Phase 2	Phase 2 Implementation of the Enterprise Capital Project Management System (ECPMS), IBM Tririga, to support the DWU Capital Projects division. Also, includes the delivery of reporting enhancements and efficiencies to the Phase 1 implementation.	Infrastructure	DWU	TBD	In Process
40	DWU Billing CIS and Customer Portal Replacement	DWU's current Customer Information System (CIS) will no longer be supported as of 2025. This project will perform market research, procure, and implement a new CIS and Customer Portal that needs minimal customization (95% out of the box functionality) for billing Water, Wastewater, Sanitation, and Stormwater utilities.	Infrastructure	DWU	7/2023	In Process
41	Enterprise Work Order and Asset Management (EWAMS) Phase 2	Implementation of an Enterprise Work Order and Asset Management System (EWAMS), that can be utilized as the standard for the City of Dallas. The Phase 2 effort of this Enterprise platform implementation will manage Work Orders and Maintenance.	Infrastructure	DWU	9/2023	In Process
42	Enterprise Work Order and Asset Management (EWAMS) Phase 3	This professional service contract allows for continuous consultant services for the expansion of the Enterprise Work Order and Asset Management System (EWAMS). Phase 3 will oversee the implementation of Dallas Water Utilities (DWU) Meter Services division.	Infrastructure	DWU	5/2028	In Process
43	Payment Vendor (SAP Users - DWU)	This project is to migrate DWU and other user departments of online (Biller Direct) and IVR payments to a new payment platform which provides real-time information for payments and reconciliation.	Infrastructure	DWU	12/2023	In Process

## As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
44	HUD Income Limits Eligibility Survey - HOU Website	Updates and enhancements to the Housing & Neighborhood Revitalization Department's (HOU) website to help reduce uncertainty or confusion amongst City of Dallas residents when determining their income eligibility for the various programs based on the Housing and Urban Development (HUD) Income Limits.	Economic Development	HOU	2/2023	In Process
45	Unsupported Software Remediation	Identify Servers running unsupported Software, DBs running unsupported versions of software, and Applications that will require modifications to bring up to supported software levels. Develop a plan to upgrade, in a sequenced fashion.	Infrastructure	ITS	6/2023	Ongoing
46	Network Unified Communications (UC) Upgrade	The City's current collaboration suite is at end of life and requires an update to maintain functionality and reduce risk. This project will upgrade the Unified Communications Management (UCM) to the latest version available.	Infrastructure	ITS	12/2023	In Process
47	Apptio IT Financial Transparency SaaS	This project is for a cloud-based solution for the Department of Information and Technology Services (ITS) to gain detailed insight into information technology (IT) expenses, cloud infrastructure / software usage and other IT related costs.	GPFM	ITS	3/2023	In Process
48	ServiceNow Phase 2	ServiceNow Phase 2 comprises 4 major tasks or subprojects - "IT Software and Hardware Asset Management", "ServiceNow Stabilization and Workflow Improvement", "ServiceNow Fedramp Cloud Migration", and "ServiceNow Version Upgrade to San Diego Q1 2022".	Infrastructure	ITS	6/2023	In Process.
49	IT Project and Portfolio Management Tool	This project will implement a new Project and Portfolio Platform (PPM) tool suite to provide a centralized and automated project management portfolio, assist with project intake, and improve the tracking and management of IT projects.	GPFM	ITS	4/2024	In Process
50	Visualization Engineering Services	Purchase of Visualization Engineering services will provide an authoritative visualization of our Current State and Future States - an effort critical to information data center improvements. The outputs of this engagement will be crucial to the success of planned improvements to Application Portfolio Management in addition to the stated necessity in regard to data center improvements.	Infrastructure	ITS	4/2023	In Process

## As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
51	Data Center Improvement Program	This program provides a comprehensive review, assessment, and cleanup of the City Hall Data Center and all other locations which hold primary and ancillary equipment used for IT operations in the City.	Infrastructure	ITS	4/2024	Ongoing
52	Digital Equity Infrastructure	This project seeks to meet the City's vision of ensuring that all Dallas households will have high-speed, reliable internet and access to devices in their homes by seeking commercial telecommunication service providers to develop and implement digital equity infrastructure which addresses established gaps in targeted communities.	Infrastructure	ITS	12/2023	In Process
53	Infrastructure Upgrade of Dallas LIB system (formerly called E-Rate)	This project will refresh existing, and add new components, to LIB Network Infrastructure. The upgraded infrastructure will dramatically improve the delivery of digital services to LIB patrons.	Quality of Life	LIB	9/2023	In Process
54	Library Website update	The library's website needs to be updated to meet the current and future needs of the library including being able to support additional online content and online programs and education.	Quality of Life	LIB	3/2023	In Process
55	Neighborly Expansion - Fair Housing	The purpose of the software is to complete the Fair Housing assessment of housing projects. This ensures we affirmatively further fair housing in the City as required by the Fair Housing Act and HUD.	Quality of Life	OEI	3/2023	In Process
56	ADA Software Tracking System	This request acquires a software system to track identified ADA Compliance issues, track barrier removal costs, and to provide public interface to show City's progress toward removing barriers. Public reporting of barrier removal is a federal requirement.	Quality of Life	OEI	3/2023	In Process
57	Stormwater Compliance Information Management System	OEQ staff currently manage mission-critical and legally sensitive environmental management consent decree (EMCD) /permit-required tasks through a 20-year-old "homemade" information system built on MS Access 2002 and InfoPath. This project will procure and implement a new, modern system which provides timely information through dashboards and reports.	Infrastructure	OEQ	3/2023	In Process
58	Implement Workday Prism	The Workday Prism Project will aggregate historical data from the City's prior payroll system and make it available with new payroll data in Workday.	GPFM	PER	5/2022	Delayed
59	IT Infrastructure for Parks and Recreation Sites Phase 2	This project includes the acquisition and installation of IT infrastructure and services for new PKR facilities. New IT Infrastructures include local and metro network, internet, PCs, printers, security systems, point of sale systems, telephones, etc.	Quality of Life	PKR	12/2022	Ongoing

## As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
60	IT Infrastructure for Bachman Aquatic Center	Park and Recreation Department is building a new Aquatic Center at 2750 Bachman Drive which requires full IT infrastructure implementation.	Quality of Life	PKR	6/2023	In Process
61	PKR Recreational Management System	Dallas Park and Recreation Department is looking for a recreation management system to manage recreation activities and programs of its 43 recreation centers, 107 pavilions, 19 aquatic facilities and over 200 athletic fields.	Quality of Life	PKR	12/2023	In Process
62	Electronic Document Management - EDMS	Project Provides Electronic Document Management and Document Archive System for City Secretary's Office.	GPFM	SEC	TBD	In Process
63	SEC Records Inventory Management Solution	Replace the current obsolete unsupported FoxPro database with a state-of-the-art software application (preferably SaaS) that provides full functionality for operating a records center. Replacing this application will improve the management of the 70,000+	GPFM	SEC	11/2022	In Process
64	Boards and Commissions Management Solution	The business objective for this project is to assist and upgrade the City Council's Boards and Commission appointment process in 3 key areas: New Boards and Commission Application Portal, Upgraded Boards and Commission Tracking/Reporting Solution and a Ne	GPFM	SEC	TBD	In Process
65	Build an Ethics Financial Reporting Solution	The purpose of this system is to promote and support ethical financial compliance.	GPFM	SEC	2/2023	In Process
66	Advanced Traffic Management System (ATMS)	The objective of this project is to transition from the City of Dallas 25+ year old analog traffic management system to a new Advanced Traffic Management System (ATMS). The transition includes a new GUI (Graphical User Interface) and Central Traffic Management system.	Infrastructure	TRN	10/2022	In Process

### \*\*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.

NOTES

- 1 Enterprise Contact Center (ECC) Solution.** Project is still in process, but we do not anticipate completion during the month of December. Anticipate approximately 3 – 6 months work to implement Single Sign On (multi-factor authentication), for final delivery of the Lab (test portion) of the project, and potential re-evaluation of Salesforce integration.
- 2 Core Financial System Upgrade.** The contract requirements and project timeline have been finalized and the contract action is targeting April or May Council agenda.
- 3 Code Compliance Management System (CCMS) Phase 2.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS, working with Code Compliance and the system vendor, have submitted PCI Compliance Remediation paperwork and have performed system and user testing. New implementation date being evaluated.
- 4 Consumer Health Payment Portal for Code Compliance.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system. New implementation date of February 2023.
- 5 Code Compliance Asset Management System (Inventory Management System).** Multiple departments have requested an asset/inventory management tool to assist with performing their job functions. ITS is consolidating requirements across departments to perform market research to determine whether an option for a city-wide can be met. Project date will be updated after this project has completed the procurement process.
- 6 Envision Connect Replacement Project.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system. End to end testing to occur in February.
- 7 Vacant Property Registration Salesforce Platform.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system. New implementation date of February 2023.
- 10 Remote Video Streaming.** Project plan/schedule is being developed. New date will be provided when available.
- 13 DAS Inventory Management Tool.** Multiple departments have requested an asset/inventory management tool to assist with performing their job functions. ITS is consolidating requirements across departments to perform market research to determine

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**As of 1/31/23**

whether an option for a city-wide can be met. Project date will be updated after this project has completed the procurement process.

**17 Land Management System POSSE replacement project.** ITS, DEV and Vendor have aligned on the SOW. Project should go to IT Governance and to Council in early March 2023. Based on proposed high-level schedule of approximately 25 months, new end date, proposed for 09/2025, is now reflected in January TAR.

**18 Relocate Development Services to New Facility.** ITS has conducted multiple building surveys of new site and is working with vendors on the ordering of new equipment and installation of circuits. Buildout is occurring on 5<sup>th</sup> floor.

**19 Telestaff Workforce Management for Public Safety.** Project On Hold awaiting new contract with Accenture for integration support.

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

**22 IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59.** Project is being implemented in an agile fashion. Next phase is expected to complete in April.

**24 Mobile Surveillance Platform Vehicles (Formerly known as Bait Car).** DPD has recently identified/received grant funds. Contract must now be put into place.

**25 Flock Safety – New Fixed ALPR Cameras.** Project work is complete and this project is moving to closure. This project will be removed from the TAR next month.

**26 P25 Compliant Radio Project.** Effective with August 2022, the new P25 Public Safety Radio system was live, operational, and performing as designed. Non Public Safety departments have already been migrated to the new system. Final migration of all City of Dallas Departments expected for completion by February 2023.

**28 DPD WEB-RMS Case Management System.** Statement of Work (SOW) has been received. TAC form is signed. Project will move to procurement shortly.

**30 Real-Time Crime Center (RTCC) Video Integration.** A vendor has been identified to provide the platform which integrates camera feeds from non-City businesses into the RTCC. The Technology Request (TR) for the purchase was approved by the ITGB on September 15, 2022 and a purchasing request (PR) has been submitted for approval. This item requires Council approval.

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

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**46 Network Unified Communications (UC) Upgrade.** Project is being implemented in an agile fashion. Unity Voice Mail portion is now complete. The next phase, “Call Manager” has an estimated completion date December 2023.

**47 Apptio IT Financial Transparency Software.** Project is progressing; working on minor item fixes before it is ready. New estimated completion date March 2023.

**48 ServiceNow Phase 2.** This project is being implemented in an “Agile” fashion – ie rolling out in numerous phases. Estimated completion of next phase estimated June 2023.

**49 IT Project and Portfolio Management Tool.** Project schedule adjusted in anticipation of Council approval in March 2023.

**58 Workday Prism.** Project On Hold awaiting new contract with Accenture for integration support.

**60 IT Infrastructure for Bachman Aquatic Center.** This project is back in process. Anticipate completion in June 2023.

**62 Electronic Document Management - EDMS.** The EDMS project is part of a group of projects relying on the Hyland software system, which are going to be developed serially. We are currently re-working the schedule and should have a more accurate end date shortly.

**64 Boards and Commissions Management Solution.** Verifying new data and working through security vulnerabilities.

**66 Advanced Traffic Management System (ATMS).** The vendor has substantially completed the required work for this project per the scope of the contract. There are a few remaining functions for which ITS and TRN are working with the vendor to establish a go-forward plan to include in subsequent releases or phases of the project.

## C. Changes to Major Project Status List

### 1. Projects Implemented since last report

- a. Flock Safety-New fixed ALPR Cameras is functionally complete with the exception of one task that cannot be completed until a later point in time. It will be tracked as a task for completion post closure. This project will be removed from the list next month.

### 2. Projects removed from the Major Projects Status List

- a. ESINet project has completed and is removed from the list. This project upgraded the City's current 911 telecommunications network to a Next-Generation 911, allowing the transmission of photos, videos, and other broadband data between a 911 Caller, 911 Center, and Responder in the field to offer a higher level of service and support to public safety personnel.
- b. Portable Illegal Dumping Camera Tower and Camera Installation has completed and is removed from the list. This project provided Fixed cameras installed in targeted zones and camera towers to be used by Code Compliance and the City Marshals Illegal Dumping program to record violators in the process and to aid in potential prosecutions.
- c. The Docusign project was cancelled and is removed from the list. The Docusign project's requirements analysis has determined that this project is no longer necessary.

### 3. New Projects added to the project Pipeline

- a. TRN-23-002360-P Dockless Vehicle Program Data Aggregation was added to support Transportation's ability to monitor dockless vehicles.
- b. TRN-23-002362-P Data Management Supporting Parking Management and Enforcement was added to archive Parking Management data as the Transportation Department seeks a new system.
- c. OEM-23-002361-P Mass Emergency Notification and Employee Emergency Notification System was added to support the Office of Emergency Management to create an enterprise-wide notification system.

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**As of 1/31/23**

- d. CCS-23-002343-P Automated Nuisance Abatement Work Order Salesforce System was added to automate the creation, processing, and completion of work orders for the Nuisance Abatement and Revenue Collections teams in support of Code Compliance.

## Section 2: IT Operations

IT Operations provides information and status updates on the IT operations to include outages and incidents impacting city operations. Source data is drawn from the City's ServiceNow platform which was implemented in April 2021 to better manage incident reporting and resolution and to better track and control requests for IT services. ServiceNow documents incidents and service requests and is used by technicians and departments alike to submit, track, manage, and resolve pending requests and issues.

## A. Outage Report

### 1. Monthly Help Desk Report

Category	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Total Calls	7502	7546	8006	7252	7616	7151	7222	9694
Answered	7136	7138	7763	7017	6921	6132	6222	7117
Abandoned	366	408	243	235	695	1019	1000	1084
Abandoned (<10sec)	166	172	115	93	273	408	380	1493
Abandoned %(<10sec)	2.3	2.4	1.5	1.3	3.9	6	5	8

Metric	Current Month	Trend
--------	---------------	-------

Average Speed to Answer – Voice **0:02:19**

Password Related Incidents	<b>15%</b>	
First Contact Resolution - Incident	<b>81.23%</b>	
Average Duration – Service Desk	<b>1.87 Days</b>	
Average Duration – Field Services	<b>3.37 Days</b>	
Average Duration - PD Field Services	<b>6.57</b>	

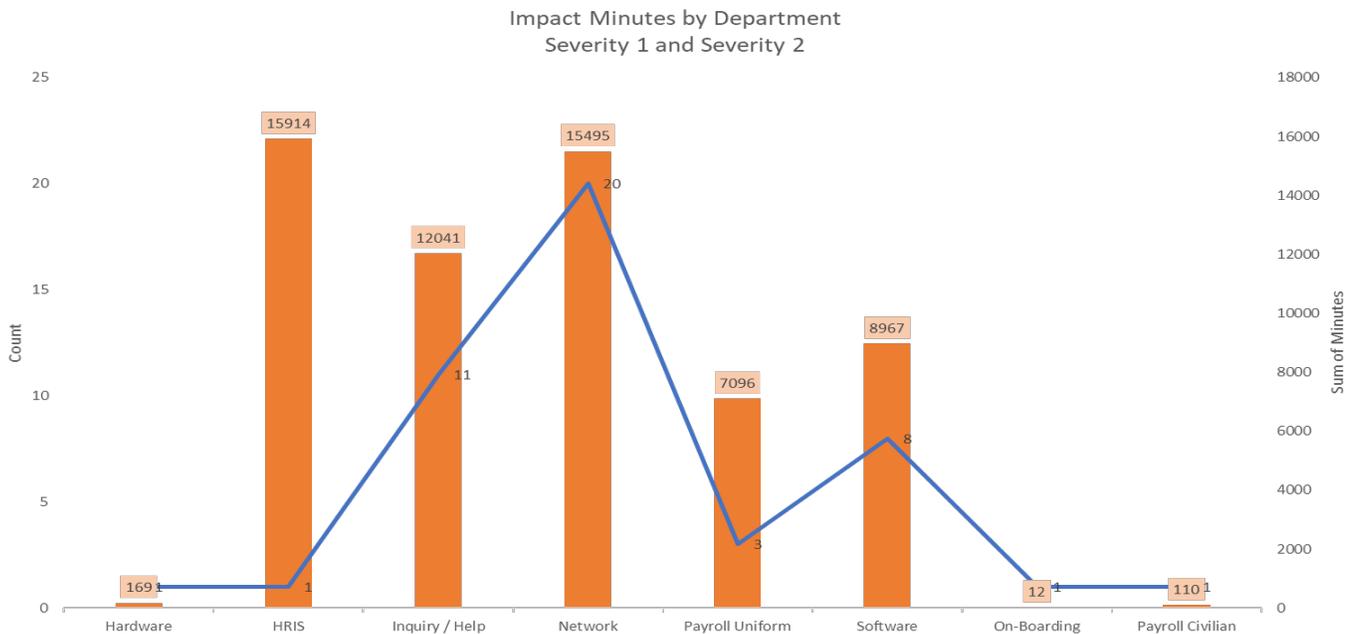
#### NOTES:

1. In January 2023, the IT Helpdesk received 9694 calls for support. This is close to a 2500 call increase over December of 2022.
2. First Contact Resolution (Incidents) for January is 82% a slight increase from December’s 81% and below the stated goal of 85%.

## As of 1/31/23

- Field Services average service duration of 3.32 days in January is relatively static with 3.37 days in December.
- Field Services for DPD decreased average service duration from 6.57 days in December to 3.87 days in January.

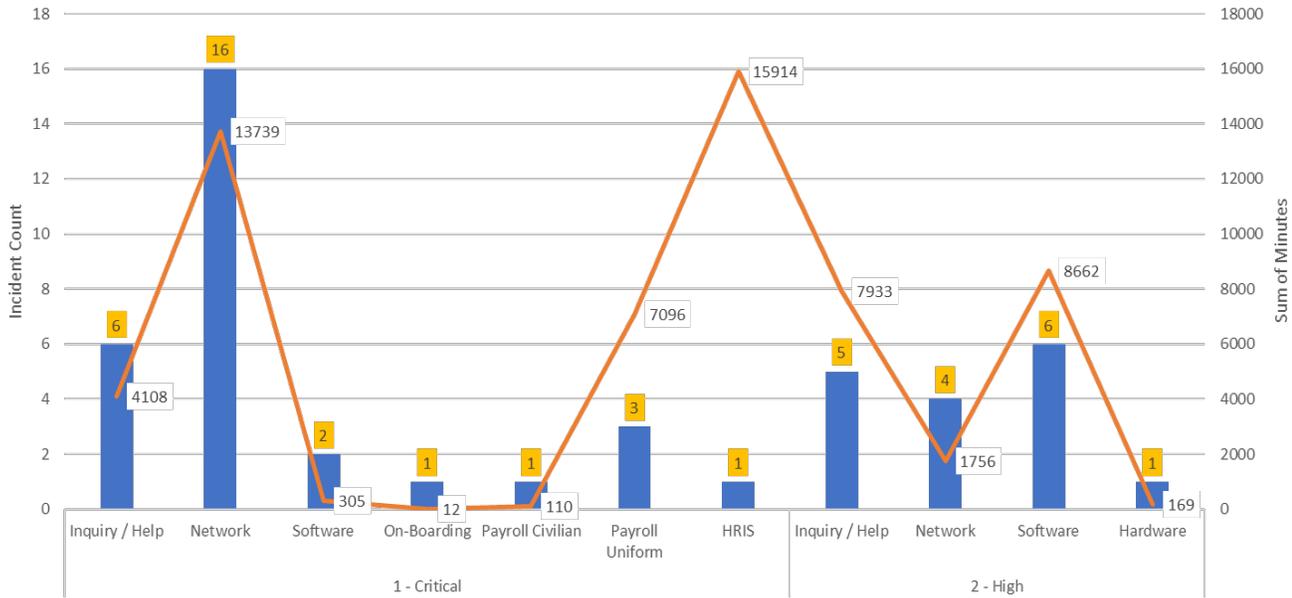
### 2. Monthly Incident Report (Break/Fix “My Computer doesn’t work”)



### NOTES:

- Severity 1 and Severity 2 incidents are the most severe and most likely to result in degraded services or outages impact the ability of departments to fulfill their missions.
- This chart tracks the number of reported incidents by department, along with the total number minutes the incident(s) potentially impacted them.
- These data points are extracted from ServiceNow based upon input by city IT technicians. Our analysis reveals that there are incidents which are resolved but have not been timely or appropriately closed out within the ServiceNow platform, resulting in artificially inflated resolution timeframes. ITS continues to work with IT service delivery managers to improve documented processes to ensure timely updates to ServiceNow in order to accurately reflect the actions for the incident and to provide a more representative experience.

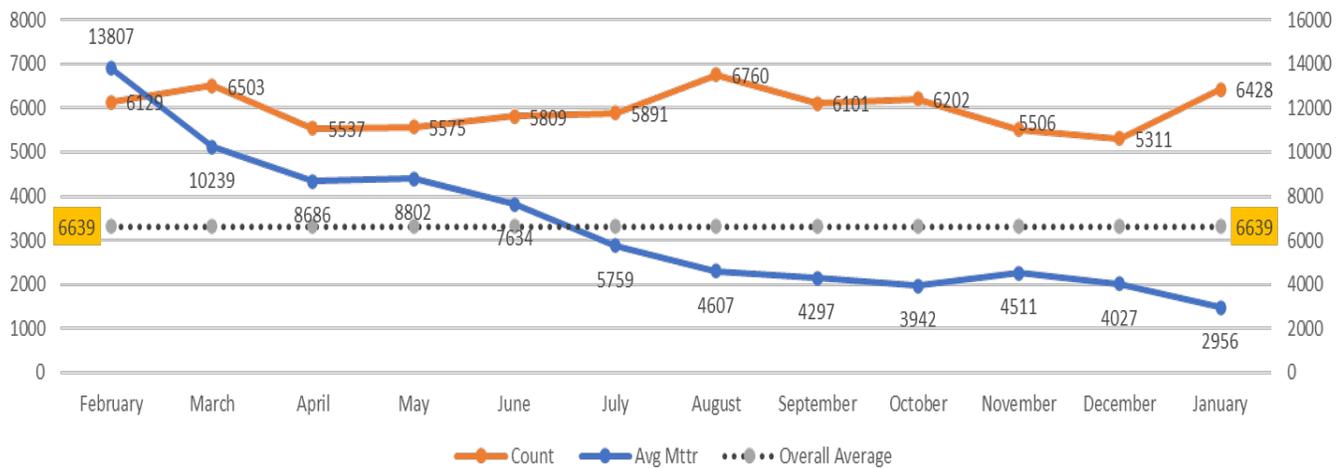
Severity 1 and 2 by Issue Category  
Impact in total minutes



**NOTES:**

1. This chart provides the distribution of incidents and impact minutes over specific services.

Monthly MTRR



**NOTES**

1. This chart provides the trendline for the average mean time to repair (MTTR), an industry standard for tracking the timeliness of resolution on reported incidents.
2. In January 2023, the MTTR continued to reduce to just under an average of 3000 minutes, on a count similar to August and October of 2022 where the MTTR was in the 4000-minute range.

### 3. Monthly Major Outage Report

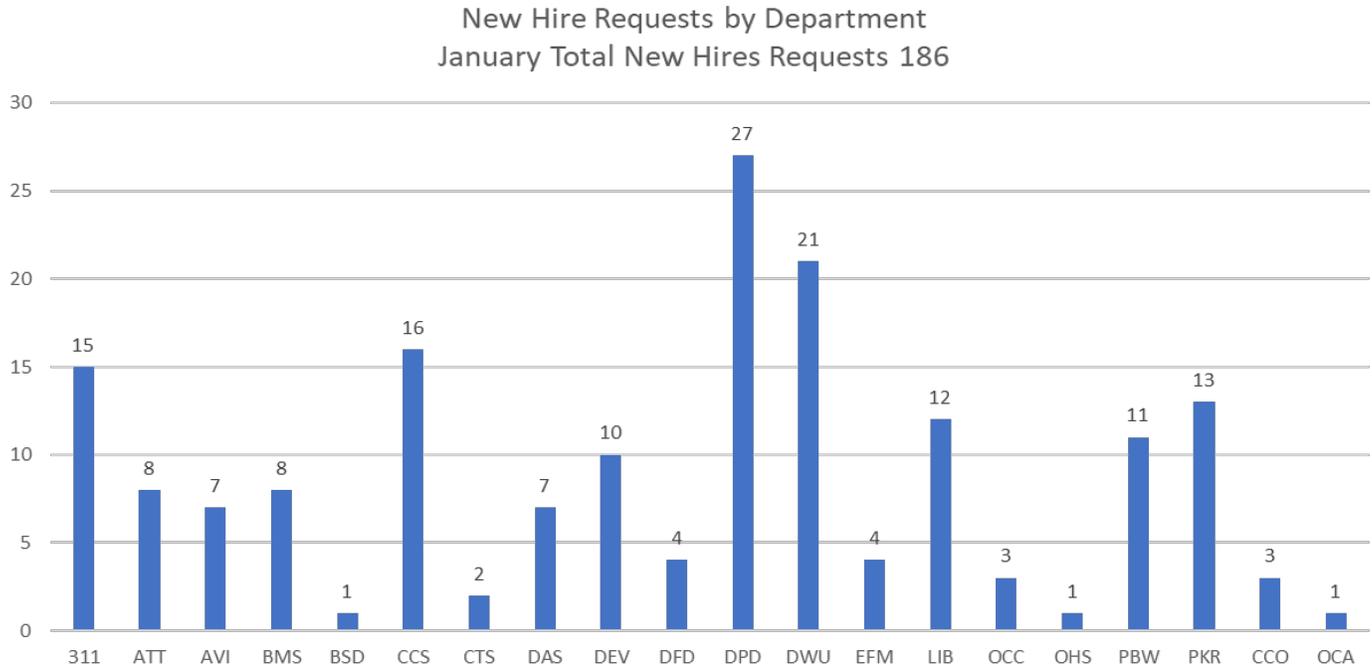
Priority	Description	Department	Primary	Secondary	Assignment Group	Hours
1 - Critical	Network outage 5100 Youngblood	SAN	Network	Outage	ITS Network Engineers	73.2
1 - Critical	Network- Entire library outage 2008 E Kiest Blvd Dallas TX 75216	LIB	Network	Outage	ITS Network Connectivity	4.6
1 - Critical	Network \ Telecom outage Detention Services - City Jail	DPD	Network	Outage	ITS Network Connectivity	7.7
1 - Critical	Network \ Telecom outage DPD Auto pound	DPD	Network	Outage	ITS Network Connectivity	7.5
1 - Critical	Network \ Telecom outage Property Unit	DPD	Network	Outage	ITS Network Connectivity	7.5
1 - Critical	Network \ Telecom outage Bachman Water Treatment	DWU	Network	Outage	ITS Network Connectivity	7.3
1 - Critical	Network \ Telecom outage DPD South East Patrol	DPD	Network	Outage	ITS Network Connectivity	7.2
1 - Critical	Network: Network down Fire Station 30	DFD	Network	Outage	ITS Network Connectivity	25.1
1 - Critical	internet/phone network is down	DPD	Inquiry / Help	Account Locked	ITS Network Connectivity	30.5
1 - Critical	Phone and Internet outage	DPD	Inquiry / Help	How To	ITS Network Connectivity	30.3
1 - Critical	Network  1111 Martindell Ave  Martin Weiss Rec center network and phones are down	PKR	Network	Outage	ITS Network Connectivity	4.8
1 - Critical	Network  5801 Winslow Ave.  Network Outage at 5801 Winslow Ave.	PKR	Network	Outage	ITS Network Connectivity	43.7
1 - Critical	Network  PKR   Phones and internet down at Kleberg Rylie 1515 Edd Rd, Dallas TX 75253	PKR	Network	Outage	ITS Network Connectivity	4.2
1 - Critical	Network: Network outage at PKR 6906 Church Hill Way Dallas	PKR	Network	WIFI	ITS Network Connectivity	25.7
2 - High	PC Support-User states that everyone in his department is not able to access the Niagara system, giving him "can't reach this page." Error	BSD	Software	Troubleshooting	ITS Server Team	12.5
2 - High	Chameleon and Salesforce not communicating	DAS	Software	Troubleshooting	ITS Animal Shelter Application	5.9
2 - High	Invalid certificate when accessing dallascitydata.dallascityhall.com	DSV	Network	Outage	ITS Network Engineers	23.5
2 - High	INCODE slowness and record locked issues. All users have INCODE slowness issue. Collection users cannot run the eod fo day process due to record file locked. Ty	CTS	Inquiry / Help	Escalation/Status	ITS Server Team	9.4
2 - High	Server: ulcicm01 MTC cannot perform an image for a computer	DSV	Inquiry / Help	How To	ITS Desktop Engineering	116.6
2 - High	Tableau Flows failing since Saturday	DSV	Software	Troubleshooting	ITS Database Team	119.1

#### NOTES

1. Major outages are identified as Severity 1 incidents that have significant impact to City services or Department’s ability to perform critical functions and last over 4 hours in duration. As we mature the process this definition will be better scoped around impact and less around duration.
2. Outages with #value are incidents that had over 4 hours of impact, however, are incomplete of details to identify full impact to departments

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

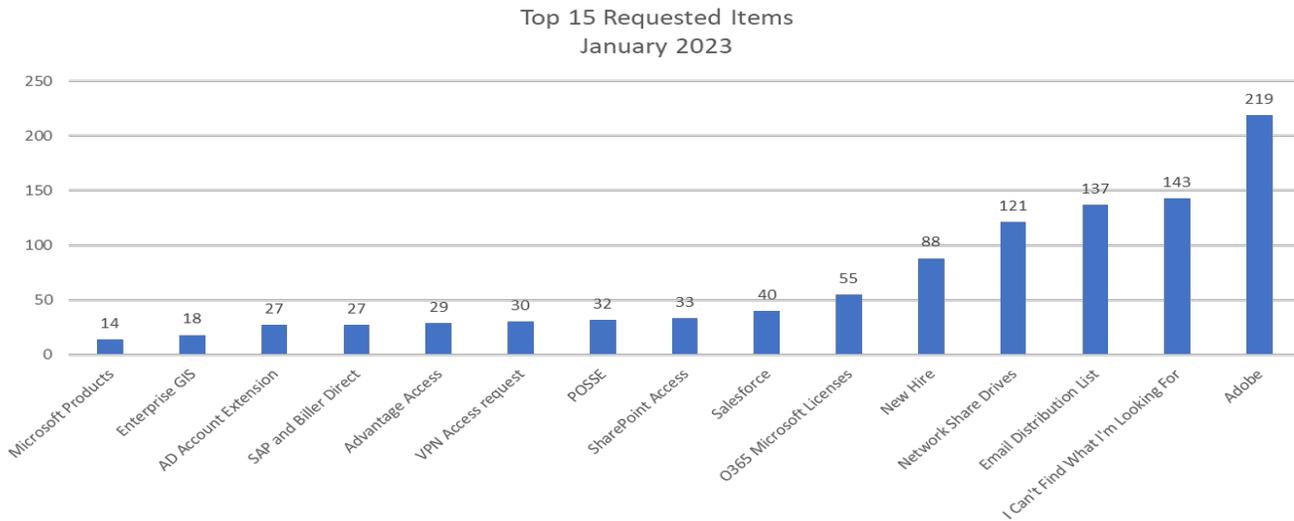
### 1. New Hire Report



### Notes

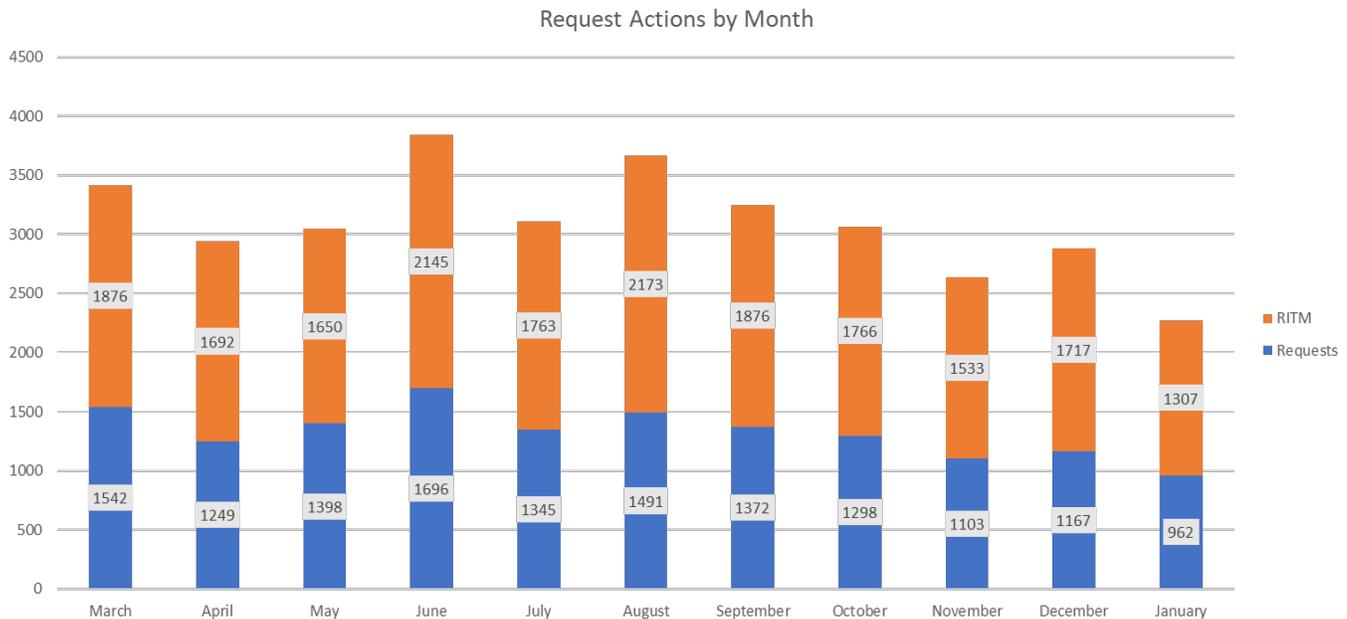
1. In the month of January, a total of 186 requests were opened for new employees.
2. DPD, DWU, and CCS being the top 3 hiring departments. DWU has had 4 consecutive months in the top 3.
3. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

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



### Note

1. December Service Request actions totaled 1167 a slight increase over November which totaled 1103. 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.



### Note

1. This chart illustrates that 962 Request Tickets, generated 1307 Request Actions. Frequently one Request generates multiple actions to be completed by one or more teams to fulfill the ask.

## Section 3: IT Budget Execution

IT Budget Execution provides information on the execution of the IT budget, the management of technology procurements, and the management of IT Human Capital. Information in this section is effective through 12/31/2022.

### A. Contract/Procurement Management

#### Upcoming Contracts Requiring Council Approval

##### February 22, 2023 Agenda Items:

23-412 Next Generation 911 Grant – the acceptance of a grant from the U.S. Department of Treasury through the State of Texas Commission on State Emergency Communications (CSEC) for SB8 Coronavirus State Fiscal Recovery Fund to implement and operate a Next Generation 911 System for the period from November 8, 2021 through December 31, 2024

- Grant amount \$4,925,000, does not require a match
- Information and Technology Services will use the grant to complete and operate the City’s NG911 system. System deployment includes:
  - Upgrading and maintaining hardware or software required to records calls
  - Integration and testing of new modules and components
  - Expanding network technology for processing and storing video and pictures
  - GIS data conversion to the systems digital platform to provide first responders with more precise location information
  - Training

23-32 Accela, Inc – Service contract for a building permitting and land management solution

- 5-year agreement includes licenses, implementation, maintenance, and support
- Contract amount \$9,746,786.00

23-406 AT&T – Supplemental Agreement No. 3 to exercise the second of two one-year renewal options to the service contract for First Net

- Contract amount \$4,114,878.82
- Allows public safety departments and first responders to utilize their mobile devices and applications during day-to-day activities and catastrophic emergencies across the metroplex without competing with non-emergency cellular users for a cellular connection
- Additional departments have access to FirstNet Extended Primary services as well as other support services such as disaster recovery teams, infrastructure, and utilities
- This infrastructure facilitates the management of critical public safety information which includes immediate broadcast of emergency information for officers in distress, data transmission between emergency vehicles ensuring optimal response time, and other critical functions

March 8 Agenda Items:

23-539 Cyber Watch Systems, LLC– Software subscriptions for the visualization of network servers and workloads

- 3-year agreement
- Contract amount \$850,025.55
- Includes network traffic visualization, vulnerability assessment and external threat management

23-540 VetSource Mobility, LLC – Master Agreement for ruggedized mobile data computers

- Third of three, 1-year renewal options
- Contract amount \$2,100,460.42
- Primarily used in public safety vehicles to
  - Report criminal and emergency information on the scene
  - Collect and share data with various state and federal agencies
  - Search criminal records and incident reports while in the field
  - View City maps while responding to incidents

## B. Budget Performance & Execution

### Fund 0191-9-1-1 System Operations as of December 2022

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	643,798	643,798	131,272	618,988	(24,810)
Pension	91,413	91,413	19,032	87,910	(3,503)
Health Benefits	54,481	54,481	8,705	54,481	-
Worker's Compensation	1,658	1,658	1,658	1,658	-
Other Personnel Services	14,262	14,262	8,023	15,129	867
<b>Total Personnel Services</b>	<b>805,612</b>	<b>805,612</b>	<b>168,690</b>	<b>778,166</b>	<b>(27,446)</b>
Supplies	201,465	201,465	26,369	201,465	-
Contractual Services	13,205,665	13,205,665	5,473,463	13,205,665	-
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>14,212,742</b>	<b>14,212,742</b>	<b>5,668,522</b>	<b>14,185,296</b>	<b>(27,446)</b>

### Fund 0197 - Communication Services (Radio Network) as of December 2022

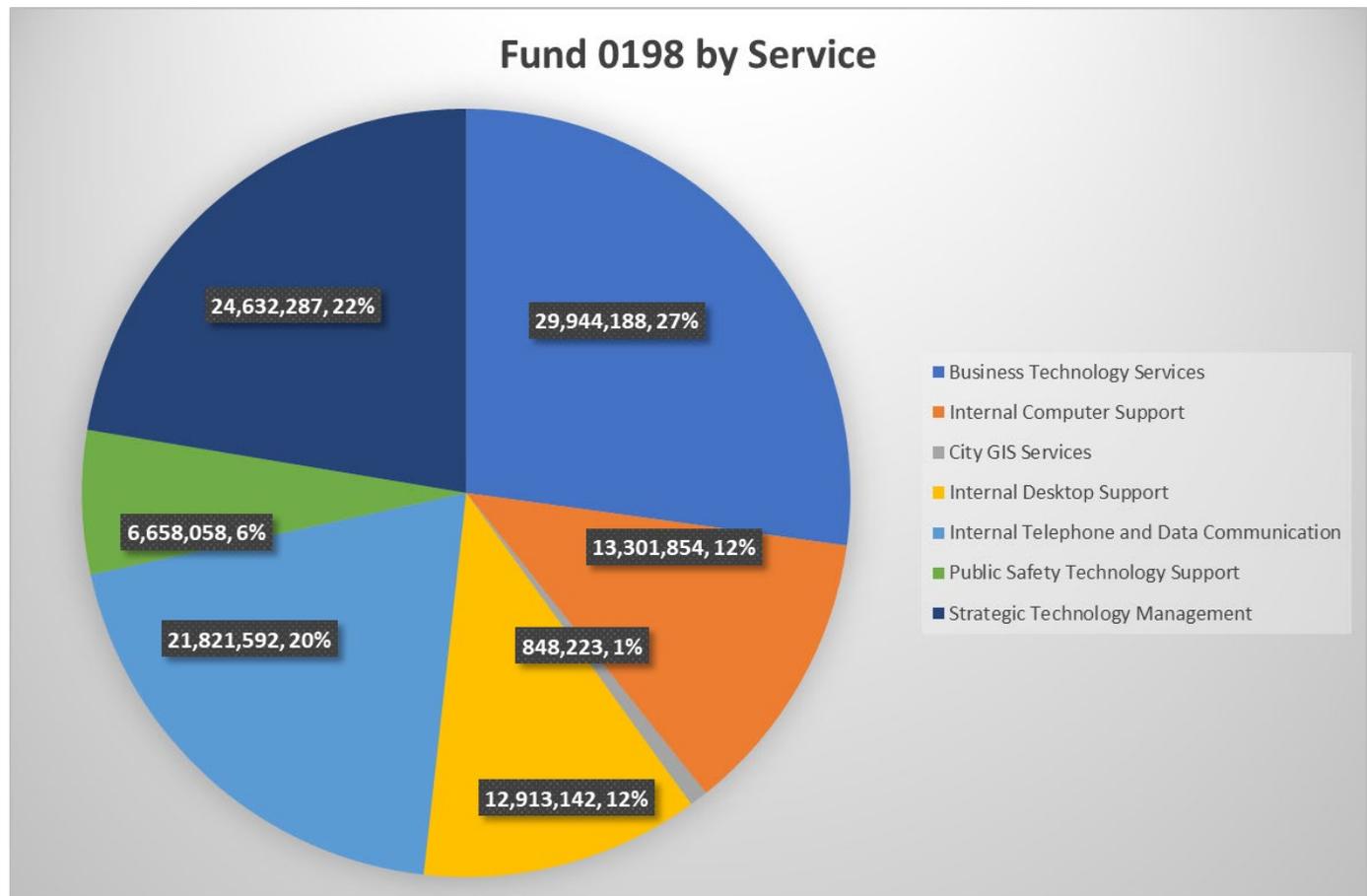
Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	1,995,477	1,995,477	395,620	1,854,328	(141,149)
Overtime Pay	51,320	51,320	51,745	77,218	25,898
Pension	282,080	282,080	64,354	272,088	(9,992)
Health Benefits	234,423	234,423	32,250	234,423	-
Worker's Compensation	7,197	7,197	7,197	7,197	-
Other Personnel Services	33,819	33,819	23,236	48,122	14,303
<b>Total Personnel Services</b>	<b>2,604,316</b>	<b>2,604,316</b>	<b>574,402</b>	<b>2,493,376</b>	<b>(110,940)</b>
Supplies	1,156,482	1,156,482	201,375	991,493	(164,989)
Contractual Services	13,106,759	13,106,759	3,759,206	13,287,724	180,965
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>16,867,557</b>	<b>16,867,557</b>	<b>4,534,982</b>	<b>16,772,593</b>	<b>(94,964)</b>

As of 1/31/23

## Budget Performance & Execution (continued)

### Fund 0198 – Data Services as of December 2022

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	20,152,694	20,152,694	3,660,140	18,719,463	(1,433,231)
Overtime Pay	41,612	41,612	5,829	41,612	-
Pension	2,858,569	2,858,569	523,424	2,674,604	(183,965)
Health Benefits	1,609,376	1,609,376	203,757	1,609,376	-
Worker's Compensation	49,182	49,182	49,182	49,182	-
Other Personnel Services	1,036,948	1,036,948	167,848	1,070,799	33,851
<b>Total Personnel Services</b>	<b>25,748,381</b>	<b>25,748,381</b>	<b>4,610,181</b>	<b>24,165,036</b>	<b>(1,583,345)</b>
Supplies	759,552	759,552	55,343	763,137	3,585
Contractual Services	83,683,424	83,683,424	45,292,439	85,191,171	1,507,747
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>110,191,357</b>	<b>110,191,357</b>	<b>49,957,963</b>	<b>110,119,344</b>	<b>(72,013)</b>



## B. ITS Staffing & Hiring Report

### 1. ITS Funded Staffing Levels

IT Fund	FY 20	FY 21	FY 22	FY 23	FY 24 Plan
<b>Fund 0191 - 9-1-1 Technology Support</b>	7.0	7.0	7.0	7.0	7.0
<b>Fund 0197 - Radio Communications</b>	28.0	28.0	30.0	30.0	30.0
<b>Fund 0198 - Data Services</b>	204.0	190.0	204.0	223.0	223.0
<b>Total</b>	<b>239.0</b>	<b>225.0</b>	<b>241.0</b>	<b>260.0</b>	<b>260.0</b>

### 2. Vacancies and Hiring Activities

- As of January 31, 2023, ITS had 62 vacancies out of the available 260 positions.
- As of January 31, 2023, of the 62 vacancies the disposition was:
  - 5 positions are actively posted
  - 13 had been previously posted and are undergoing review
  - 10 are at the interview stage
  - 4 are undergoing reclassification to re-align within the ITS department
  - 28 are awaiting posting
- 4 Additional positions have been added in support of the Development Services Department effective with January 2023.

## Section 4: Cybersecurity Programs

### A. Current Cyber-threat Landscape

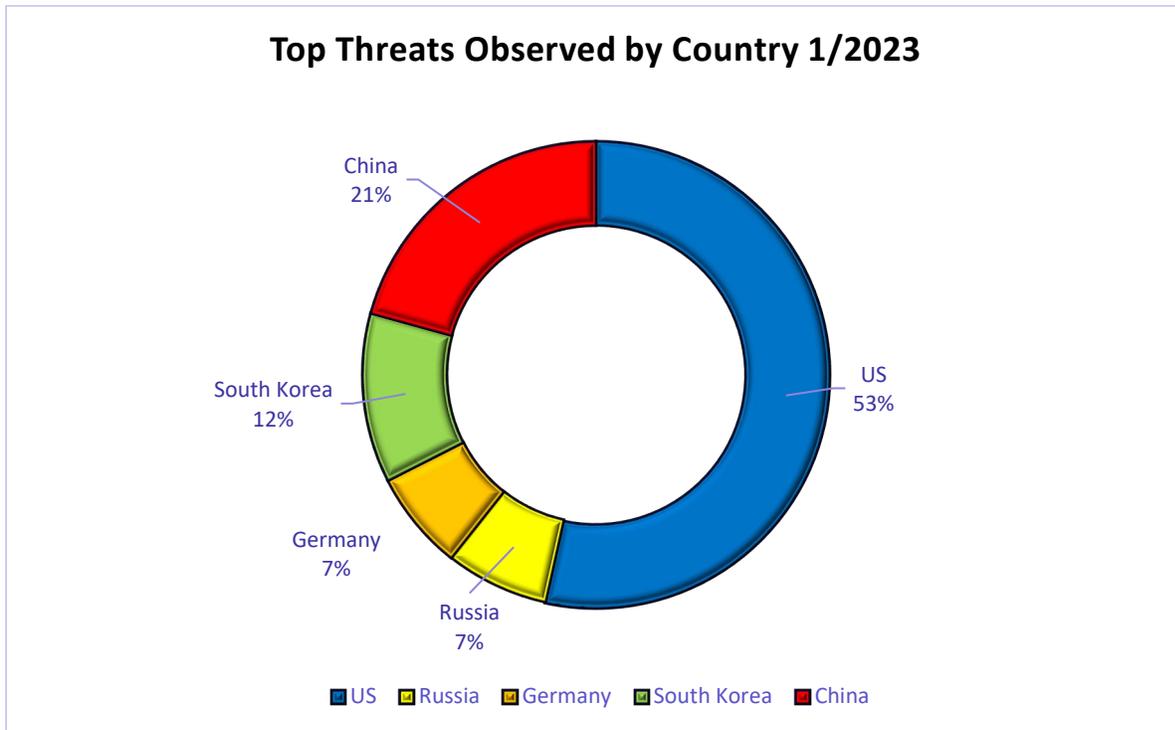
January 2023's threat landscape has begun with an exhaustive list of cyber-attacks, ransomware attacks, and data breaches. Multiple high-profile organizations, including healthcare providers, educational institutions, and government bodies, have reportedly become targets of cyber-attacks. IT governance reported 104 publicly disclosed cyber incidents exposing 277 million records in January. T-Mobile, University of Miami, Tucson Unified School District, and Des Moines School District, all were victims of successful ransomware attacks. More recently Cities of Oakland and Modesto also fell victim to ransomware, causing a state of emergency, closing city hall, and disrupting services to their residents.

Local governments continue to be targeted by phishing attacks, which typically involve an email or other message that appears to be from a legitimate source using a clickable link to deliver malware and ransomware to spread within the organization.

The City of Dallas's cyber-fusion center reports roughly 750,000 observable threats for the Month of January. Ransomware attacks are followed by or in combination with supply chain attacks and State sponsored attacks. Supply chain attacks come from using compromised third-party software as an opening into government system. In addition, State-sponsored cyber-attacks continued to be a focus, from China, Russia, and Iran. In 2023, cybercrime activity is expected to pass \$8 trillion in cost to organizations.

To combat the growing threats, the City of Dallas IT Security team continues to focus on raising awareness, increasing maturity, protecting our endpoints (those devices connected to our network and used by our employees to conduct business), and screening emails and other transactions to remove malware, ransomware and other malicious software.

The following graphic provides information about the target countries against which targeted attacks have been reported. The continued trend is for municipalities and owners of critical government infrastructure to be the targets of attacks.



## B. Awareness Training

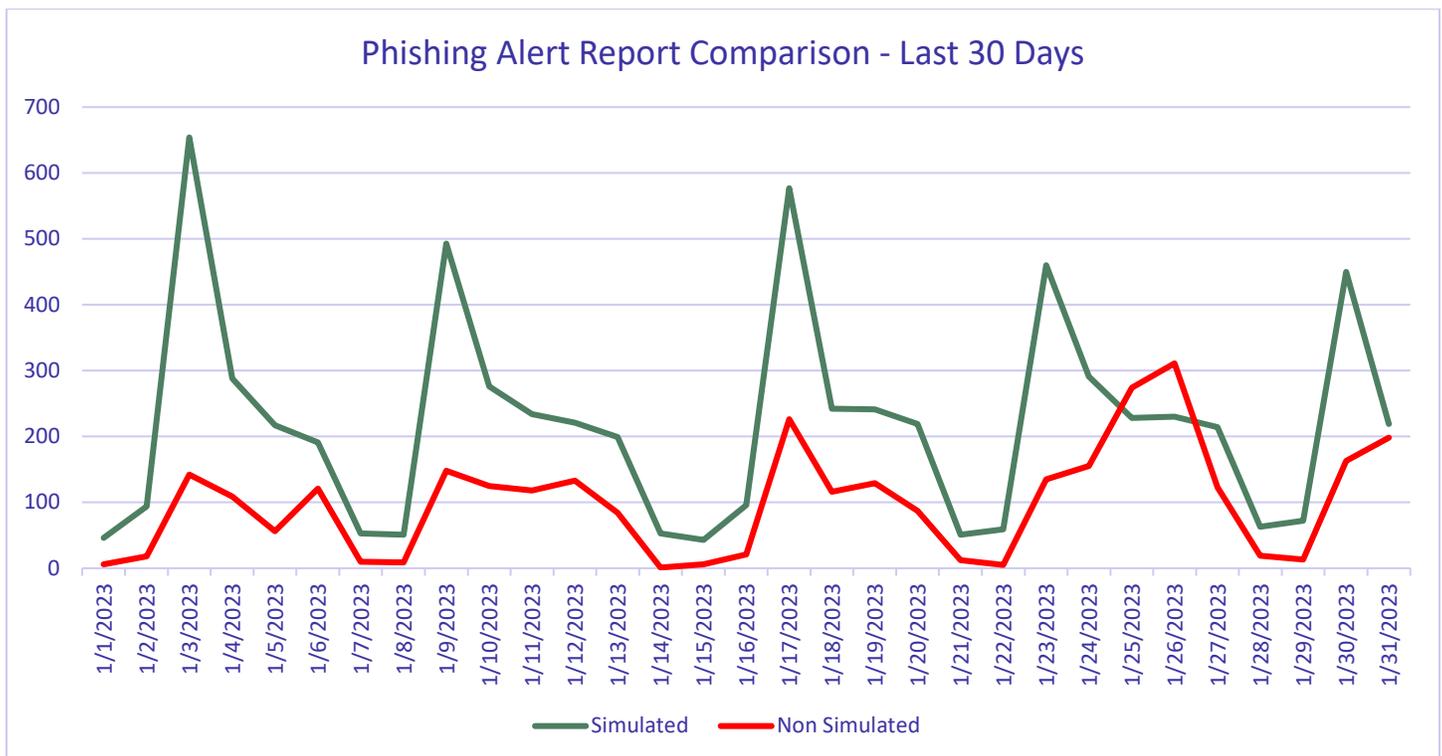
Security Awareness training is measured on an annual basis. Over the past 12 months ITS has witnessed a steady decline in risk scoring for Employee’s annual training. Beginning with each new fiscal year the City will undergo a new set of security awareness courses to meet not only the best practices, but State of Texas House Bill 3834 requirements for all government employees. The information below illustrates the enrollment and completion efforts of employee training over the course of the year. FY 2021-22 the City completed 99% of 18 training campaigns covering HIPAA, PCI, and Cybersecurity.

- 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

## As of 1/31/23

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



### C. 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.

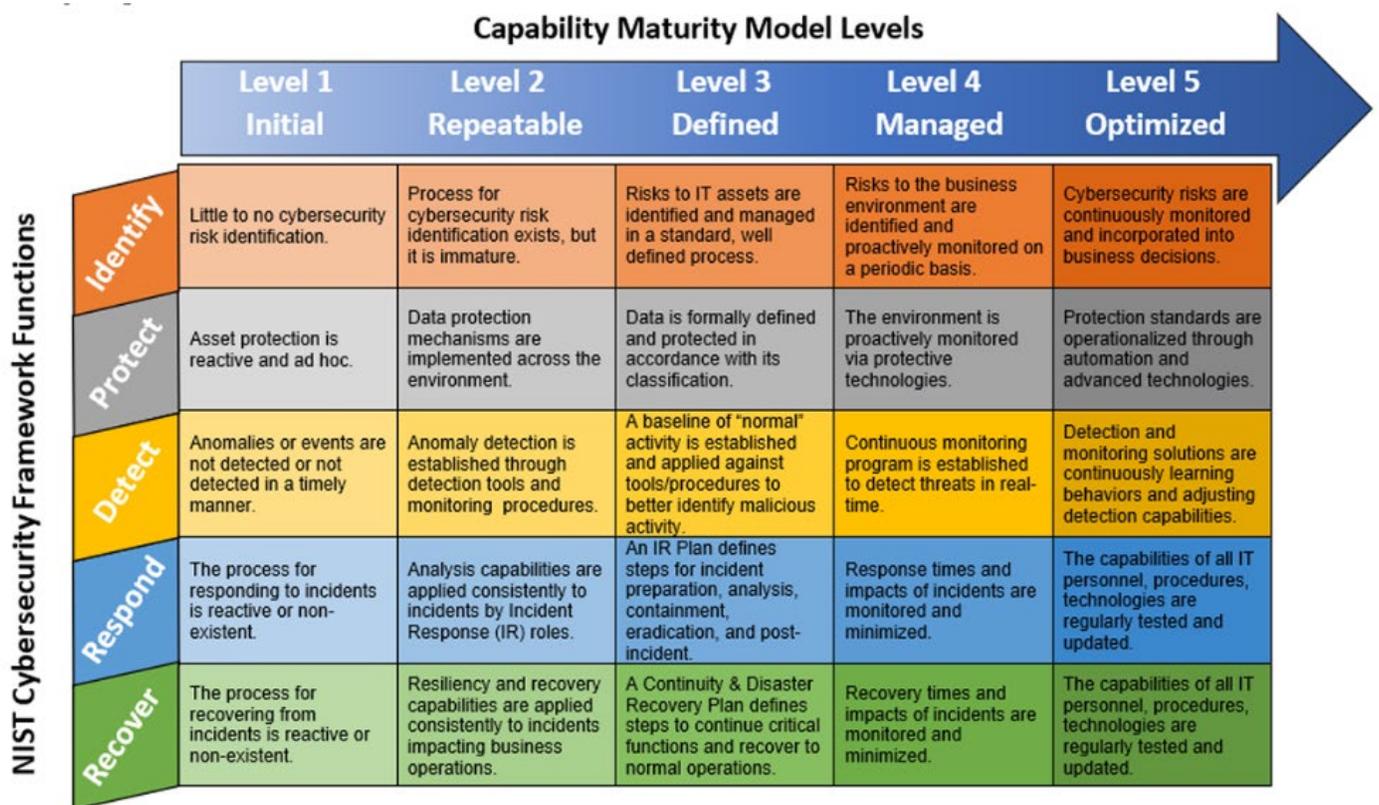
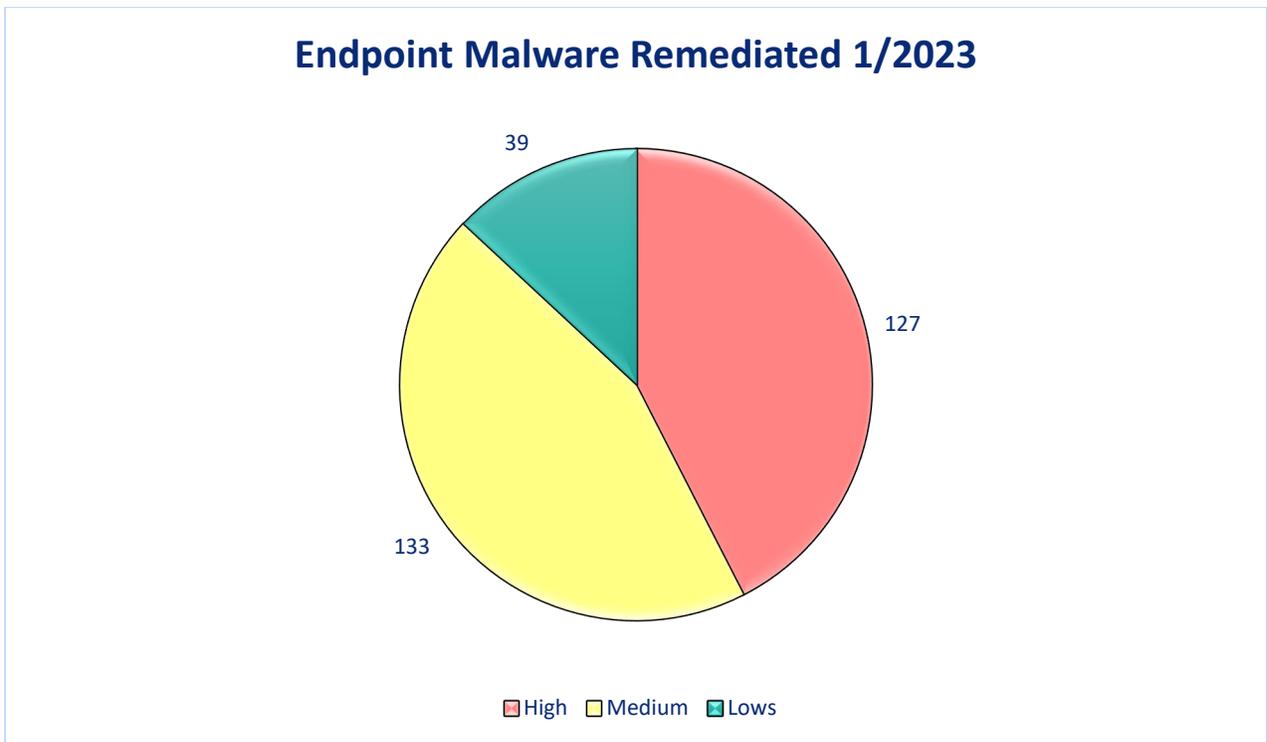


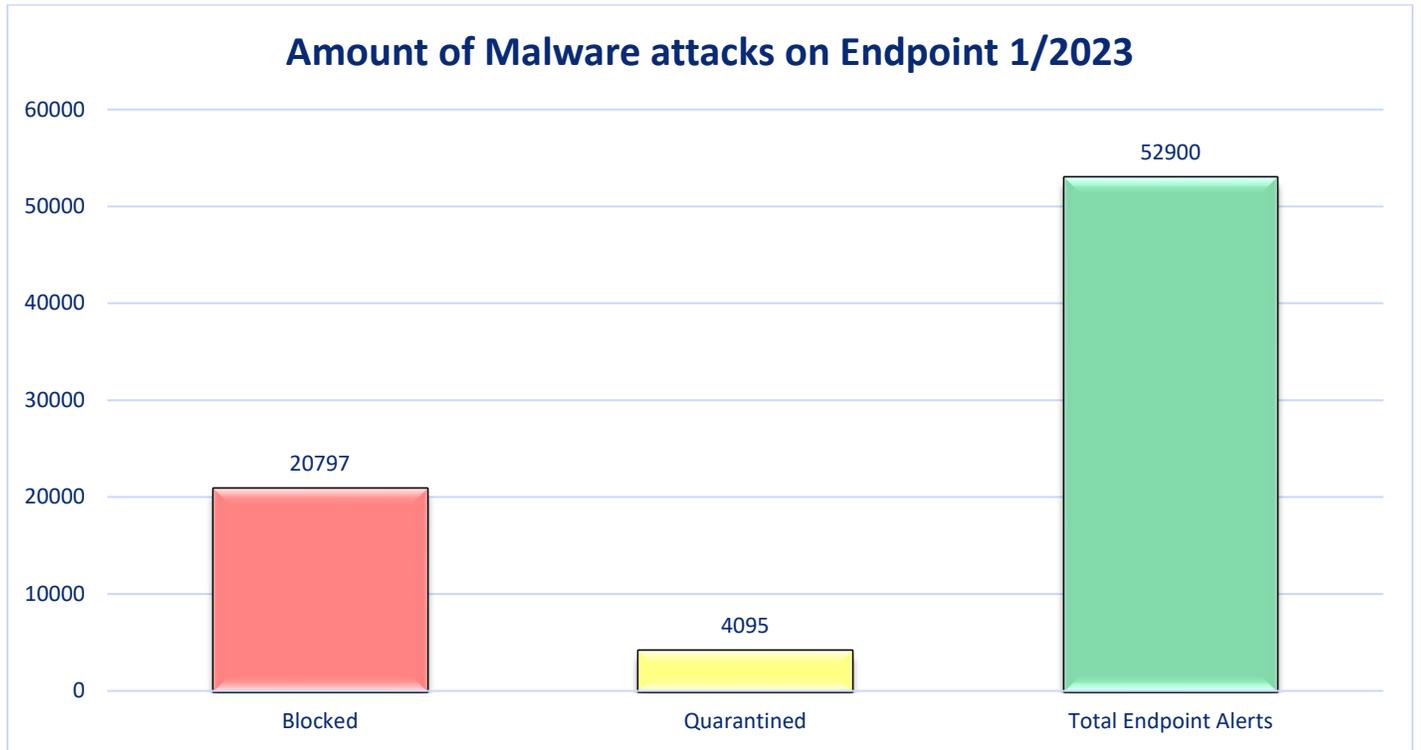
Figure 3: Assessing Cybersecurity Maturity

## D. Data Protection & Privacy

### 1. Endpoint Protection

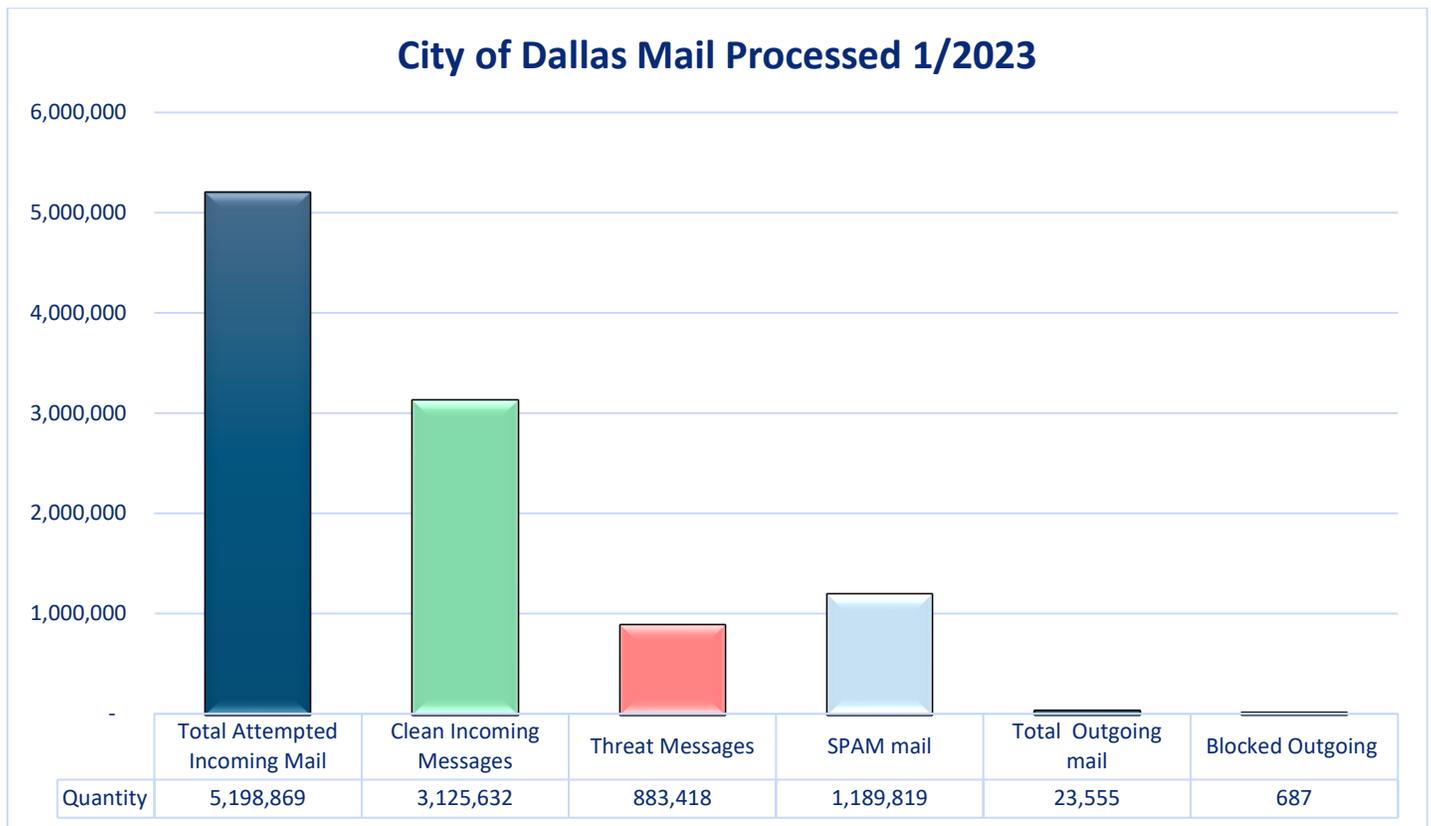
Endpoint protection is one component to the organization's ability to handle daily malware. All devices needing connection to the internet are subject to attacks. Attacks are mitigated through technologies monitoring the systems in real time reacting and responding to those attacks. Technologies like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





## 2. Email Screening

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



## Section 5: IT Infrastructure

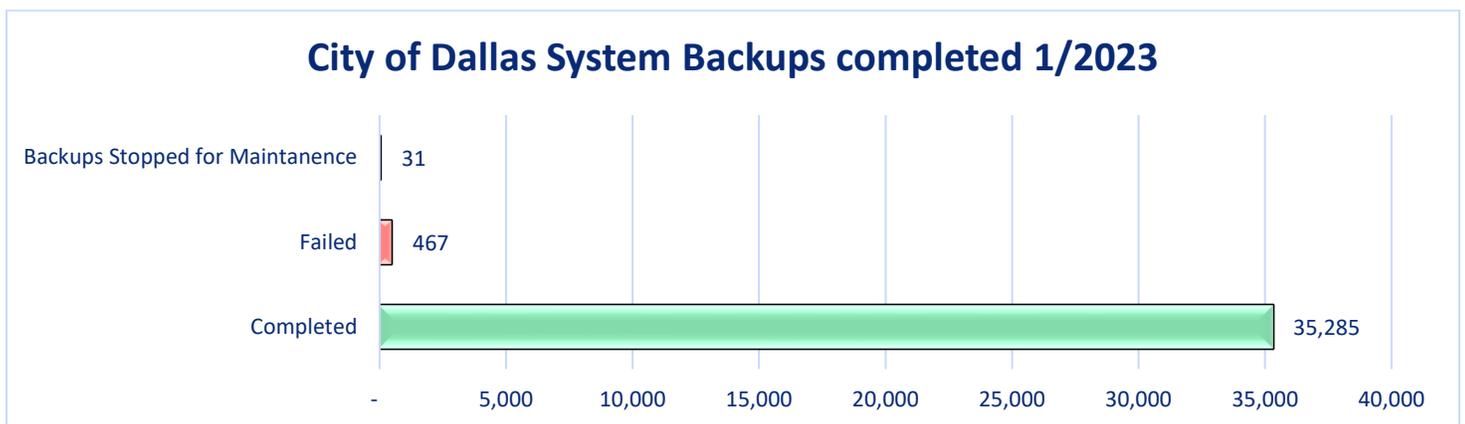
IT Infrastructure information and status updates on efforts to upgrade and improve the IT infrastructure used by the City to reduce technical debt, better meet current needs, and build for future service needs.

### 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. Technical Debt

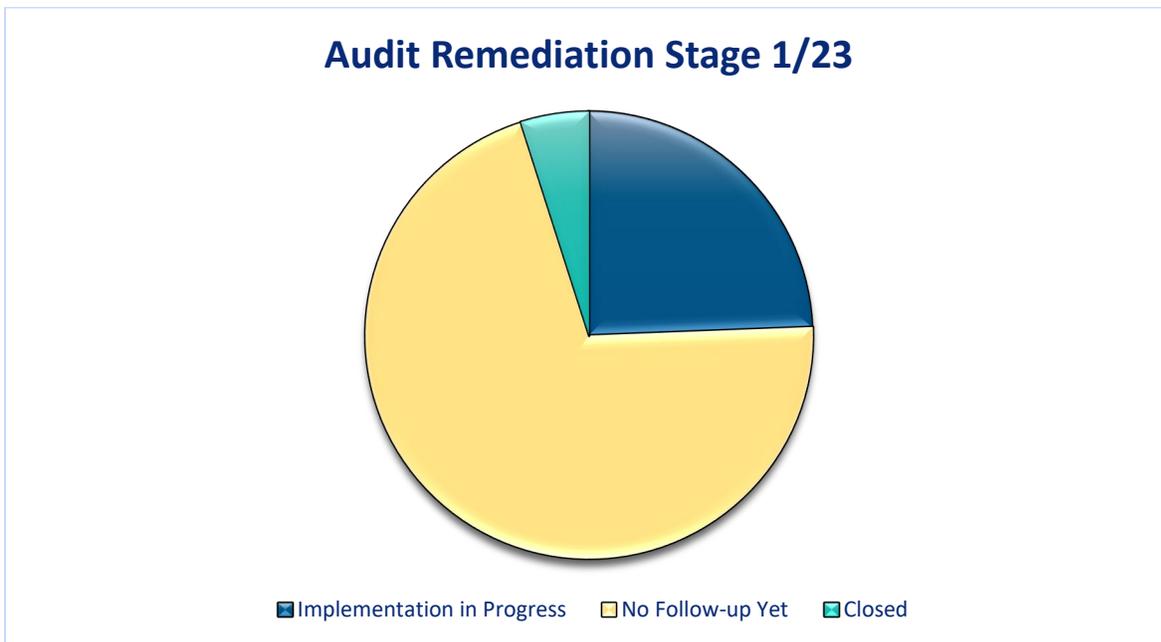
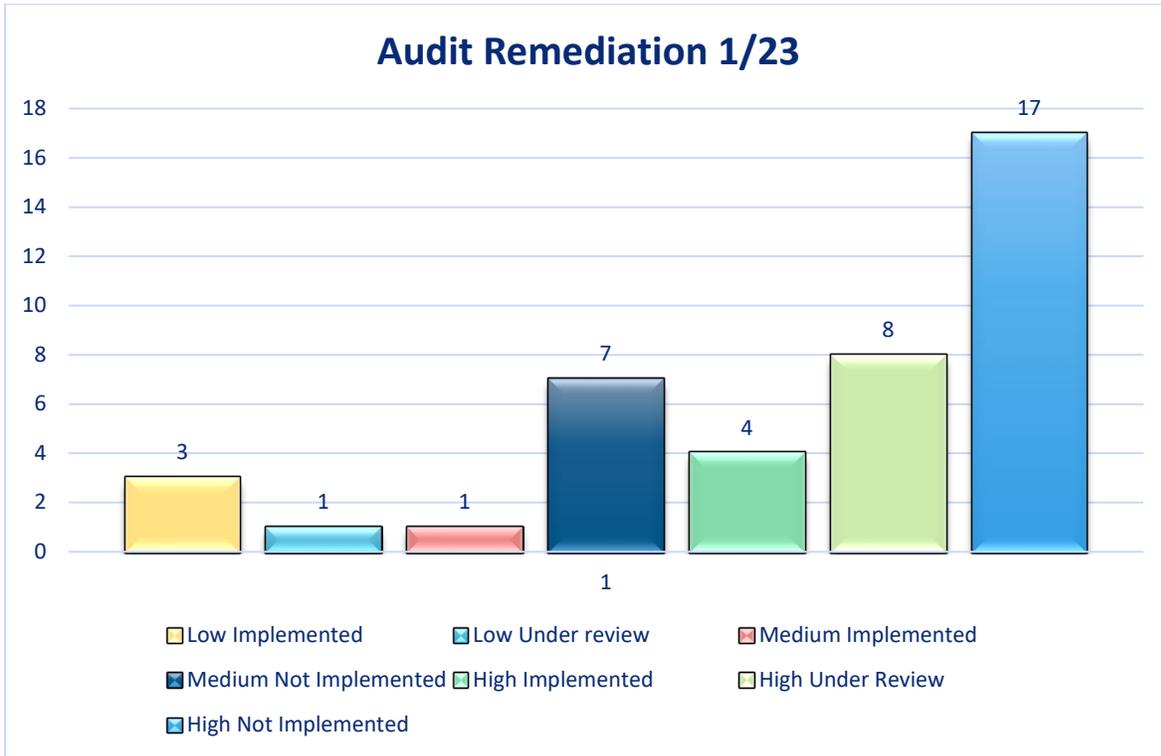
Technical debt refers to the accumulation of design or implementation compromises made during the development of software, applications, or systems. Similar to how financial debt, accrues interest over time, technical debt also accumulates and incurs a cost in the form of increased maintenance and development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

As a part of the City's IT Infrastructure improvement direction, a proactive approach has been taken that identifies, tracks, and will communicate the potential risks and costs associated with technical debt to City departments. The City's Technical debt has accumulated over time, reducing the IT effectiveness for services. This must involve setting aside a time and resources, specifically for the deficit.

By ITS developing a comprehensive technical debt management strategy, organizations can prevent the accumulation of technical debt, reduce development costs and timelines, and improve system stability and maintainability over the long term. This leads to a long-term sustainability and maintainability.

### C. Audit

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





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-623

**Item #:** G.

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Quarterly Investment Report (Information as of December 31, 2022)  
[City Controller's Office]



**MEEDER**

**PUBLIC FUNDS  
PATTERSON GROUP**

# City of Dallas

## Quarterly Investment Report

PRESENTED BY:

JASON HEADINGS, SR. VICE PRESIDENT

**DECEMBER 31, 2022**

# Executive Summary

- In the fourth quarter, the Federal Reserve increased the target rate for the federal funds rate another 1.25 percentage points, ending the year at a range of 4.25% to 4.50%. At the December meeting, the FOMC voted to slow the pace of increase to just 0.50%, following four consecutive 0.75% hikes. The updated Statement of Economic Projections released in December showed the majority of the FOMC members expect the target range to end 2023 at 5.00% to 5.25%, meaning that we could see a total of 0.75% of hikes in 2023. Meanwhile, the bond market continues to push against this, as the yield curve is inverted and is pricing in rate cuts towards the end of 2023 as market participants expect economic data will continue to soften and that the Federal Reserve will pivot in the second half of the year.
- This past quarter, we continued to extend the portfolio while making opportunistic swaps on existing holdings. Our purchases included a mix of high coupon non-callable agencies, treasury bonds, and high-grade commercial paper. We still see value in commercial paper on the front-end and found two swap opportunities that allowed us to increase overall portfolio yield and income.
- Looking to 2023, the City should expect the same areas of focus: continued cash flow analysis to work with the City on the amount to be invested in the City's portfolio, identifying opportunities to rebalance positions in the 0–1-year maturity to take advantage of the higher interest rates, and extending the portfolio to our longer-term targets while matching known future debt payments.



**M E E D E R**

**PUBLIC FUNDS  
PATTERSON GROUP**

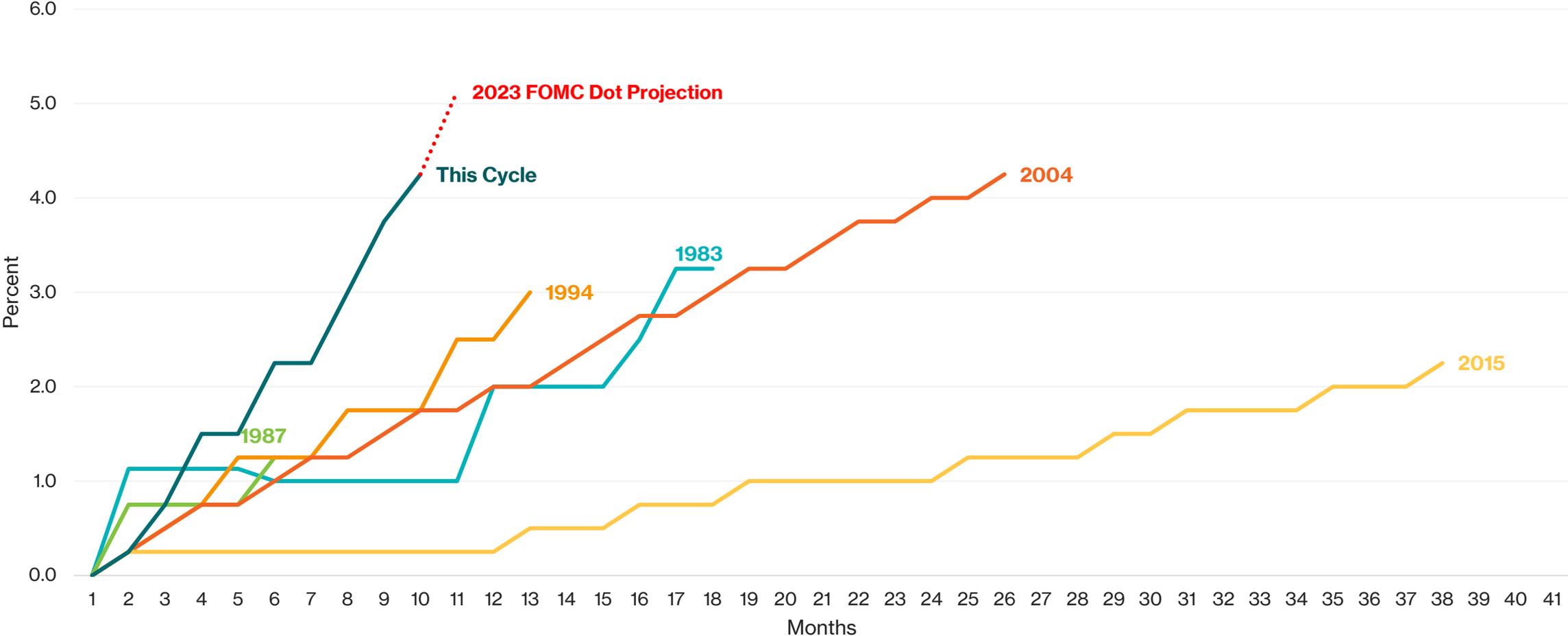
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# Economic Update

<h2>Fed started down the path to aggressive tightening</h2> <p>Fed Funds rate went from 0-0.25% to 4.25-4.50% Included 4 extraordinary 0.75% hikes</p>		<p>Markets began the year pricing in a rate of <b>0.82%</b> for Fed Funds by year end 2022 The 2yr Treasury note yielded <b>0.73%</b> and ended the year at <b>4.42%</b> The 10yr Treasury note yielded <b>1.51%</b> in Dec 2021 and ended 2022 at <b>3.87%</b></p>	<p><b>Stock indices</b> endured one of the worst years in recent history The S&amp;P 500 was down 18.13% and the NASDAQ was down 32.51%</p>
<p>Russia invaded the nation of Ukraine, causing <b>market volatility</b> and concerns about energy and grain distribution Hastening a <b>push to de-globalization</b></p>	<p>The US officially passed 1 million <b>COVID deaths</b> early in the year</p>		<p><b>Bond markets</b> suffered the same fate Bloomberg Barclays Aggregate Index was down 13%</p>
<p>FTX declared bankruptcy after seeing a valuation of \$32bln in January, in what may be the <b>largest financial crime</b> since Bernie Madoff</p>	<p>The Omicron COVID variant begins to spread and causes many countries to take <b>restrictive steps</b></p>	<p>Elizabeth Holmes is <b>found guilty</b> of defrauding investors in Theranos</p>	
<p><b>Bitcoin dropped 64%</b></p>		<p>Will Smith smacks Chris Rock at the <b>Oscar's</b> award ceremonies</p>	<p>Rishi Sunak <b>replaces</b> Liz Truss, who went down in history as the shortest sitting UK Prime Minister</p>
		<p>Elon Musk purchased <b>Twitter</b></p>	<p><b>Queen Elizabeth</b> of England passed away in September</p>

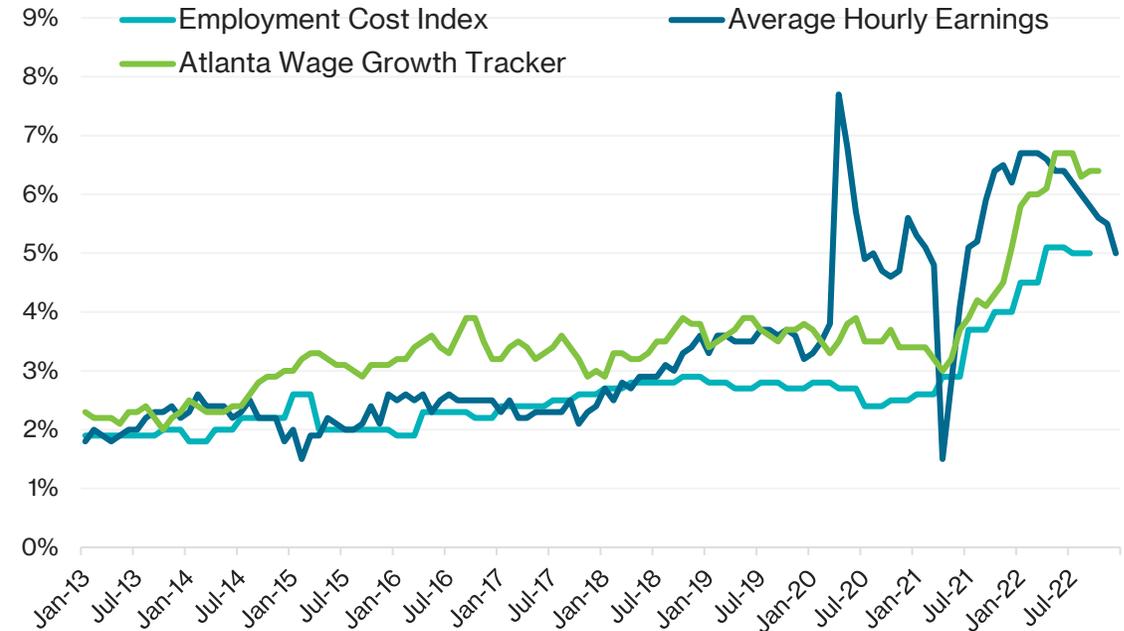
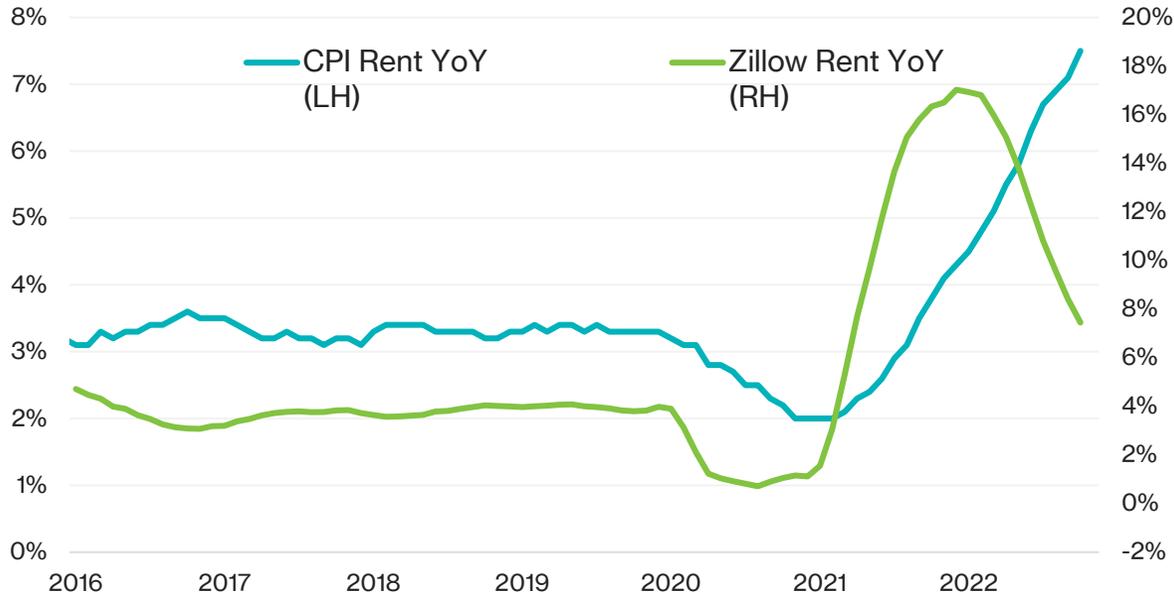
# Fastest Rate Hiking Cycle

The current hiking cycle has been faster than each of the cycles since 1983



SOURCE: BLOOMBERG

# Earnings and Rents Driving Inflation

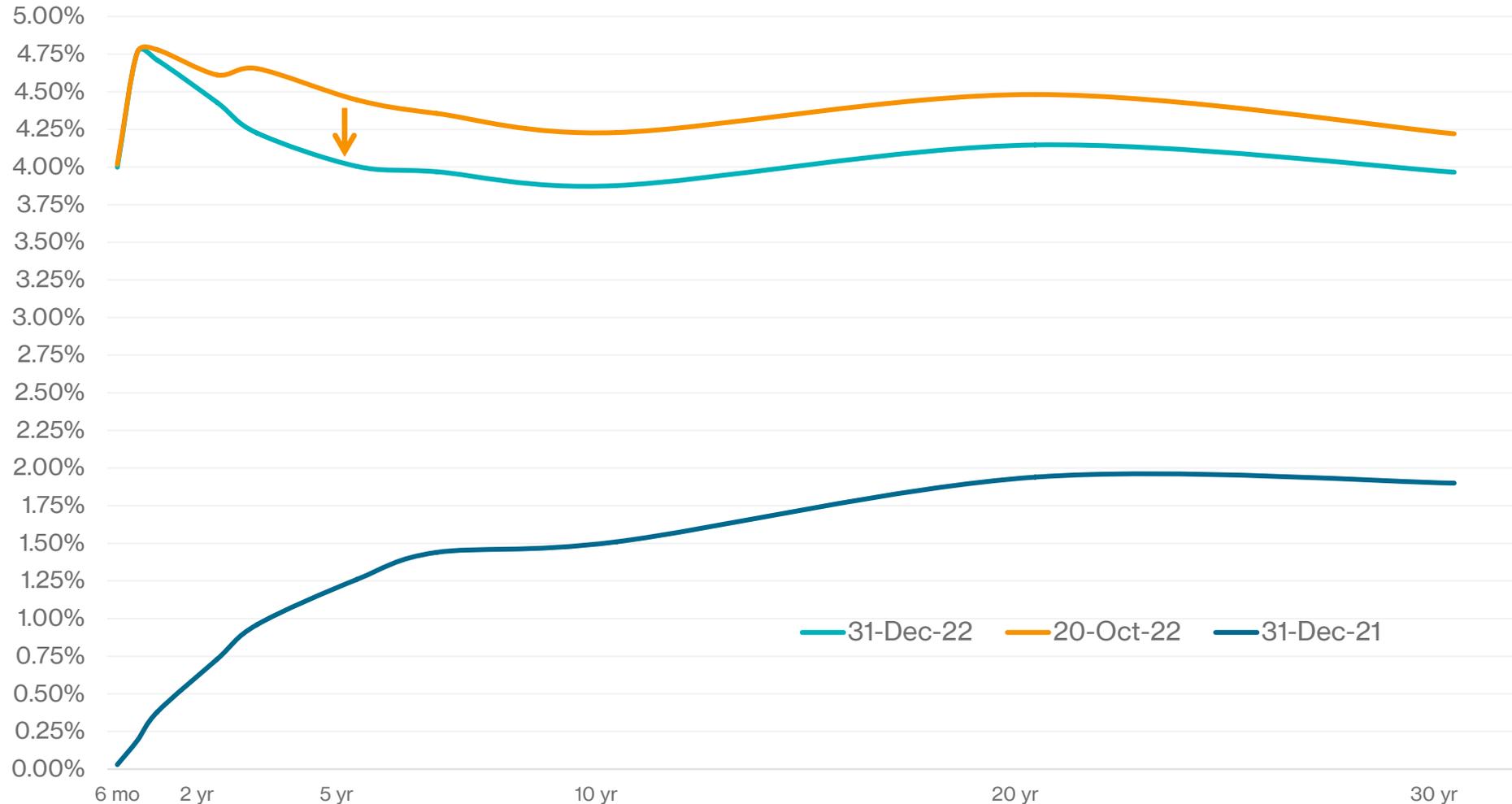


- Shelter, the service that a housing unit provides its occupants, is one of the largest parts of the Consumer Price Index (CPI) basket at 33% of CPI
- Methodology to calculate CPI Shelter historically lags homes price change by 4 quarters.
- Zillow’s measure of market rents – rents for new lease by a new tenant indicates CPI rent should fall over next year.

- A weaker labor market is a key goal for Fed – December SEP has unemployment rate rising from 3.7% to 4.6% by end of 2023
- Economists estimate wage growth of 2%-3.5% as being consistent with 2.00% inflation target.
- Multiple indicators point to wage growth having peaked

SOURCE: BLOOMBERG; ZILLOW DATA

# US Treasury Yield Curves



- Yield curve has continued to invert with 3-month yields far exceeding 10-year yields
- Yield curve reflects market expectations for economic growth and inflation
- Shape of the curve indicates heightened expectation for a recession

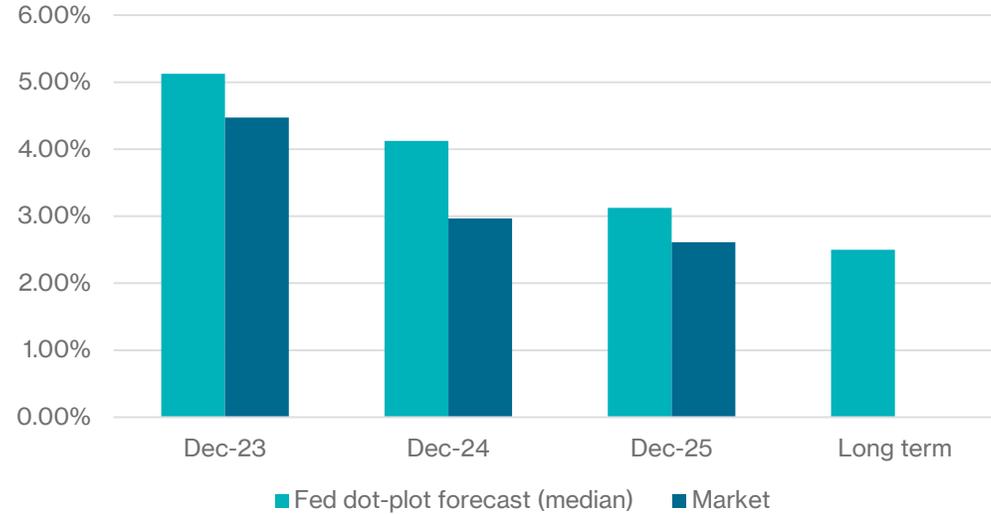
SOURCE: BLOOMBERG AS OF 12/31/2022

# Rates at a Glance

### U.S. Treasury Note Yields



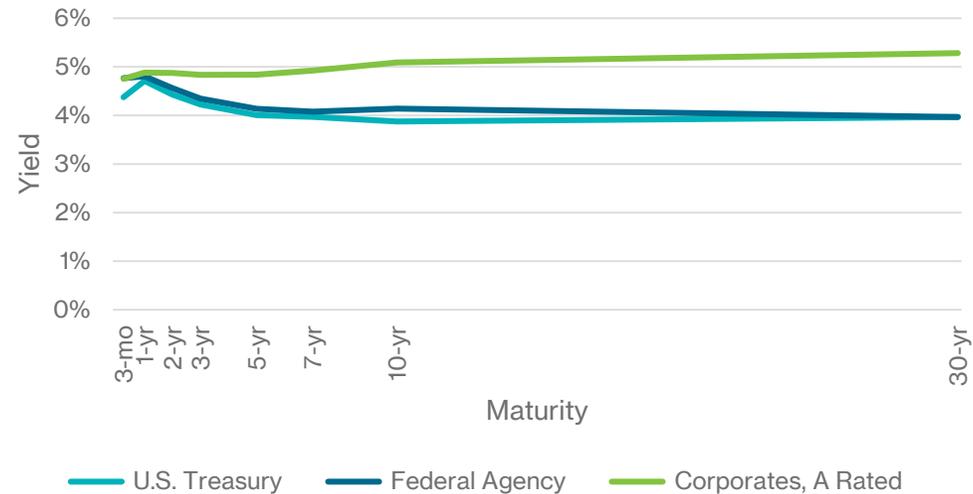
### Fed Dot Plot



### U.S. Treasury Yields

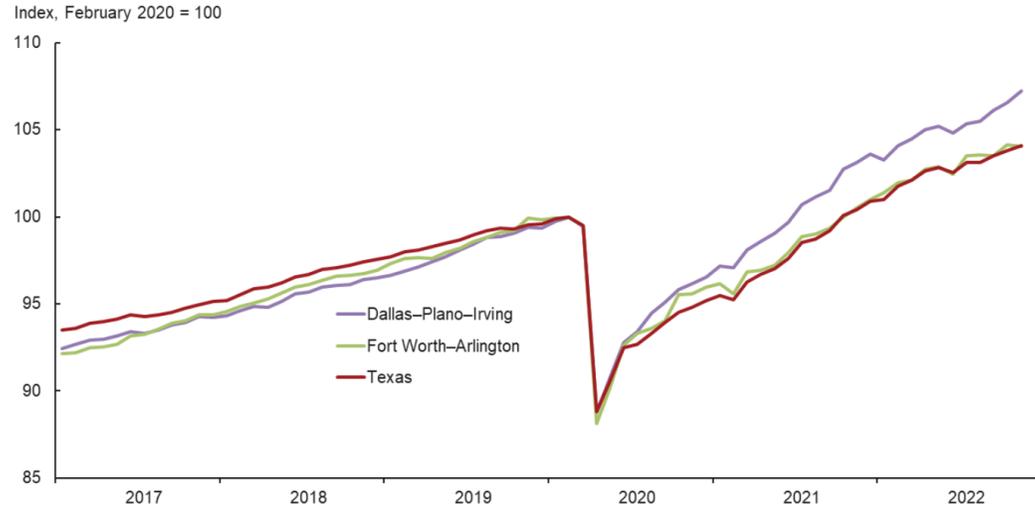
Maturity	Dec '22	Sep '22	Change over Quarter	Dec '21	Change over Year
3-Month	4.37%	3.27%	1.10%	0.04%	4.33%
1-Year	4.71%	3.99%	0.72%	0.38%	4.33%
2-Year	4.43%	4.28%	0.15%	0.73%	3.70%
5-Year	4.01%	4.09%	(0.09%)	1.26%	2.74%
10-Year	3.88%	3.83%	0.04%	1.51%	2.37%
30-Year	3.97%	3.78%	0.19%	1.90%	2.06%

### Yield Curves as of 12/31/2022



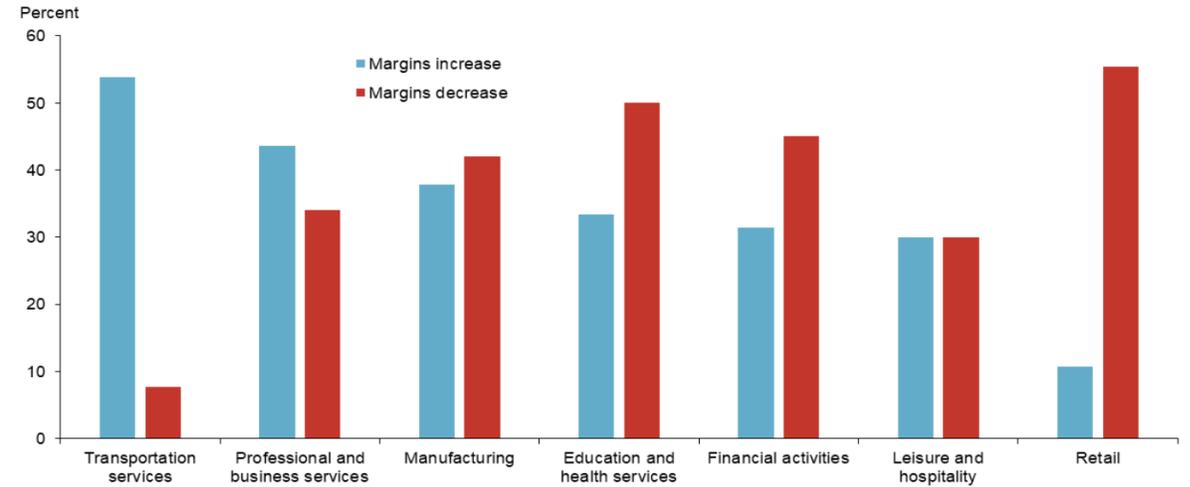
# Regional Economic Information

## Employment Growth



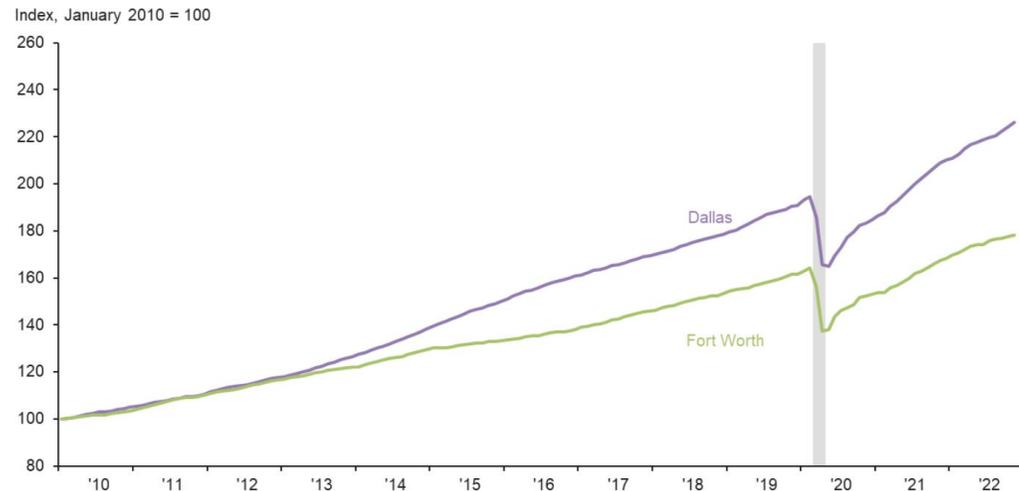
SOURCE: Bureau of Labor Statistics; Texas Workforce Commission; seasonal and other adjustments by the Dallas Fed.

## Outlook on Expected Margins



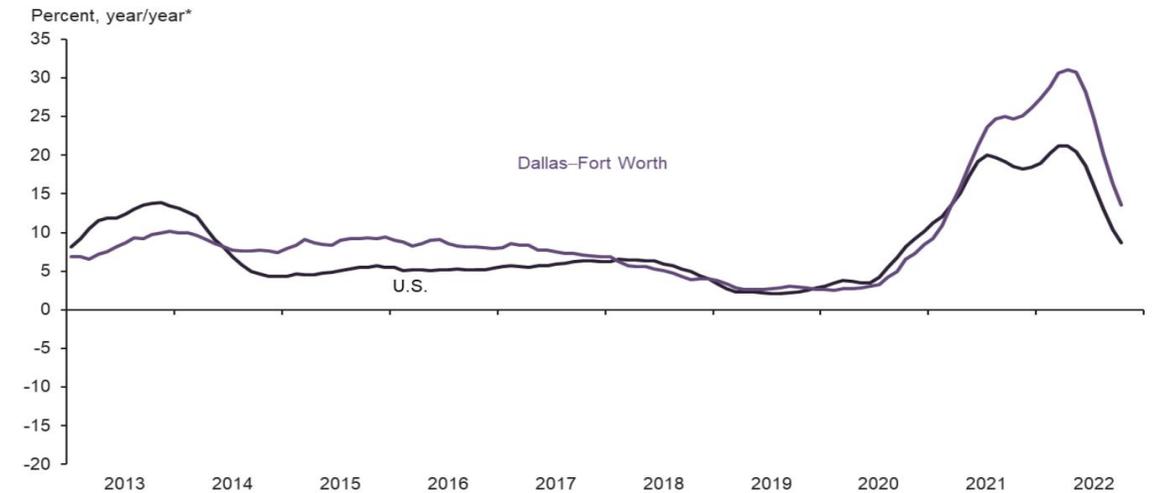
NOTE: Respondents were asked, "How do you expect your firm's operating margin (defined as earnings before interest and taxes as a share of total revenue) to change over the next six months?"  
SOURCE: Texas Business Outlook Surveys.

## Dallas and Fort Worth Business-Cycle Index



NOTE: The gray bar indicates the COVID-19 recession.  
SOURCE: Dallas Fed.

## House Price Index



\*Seasonally adjusted.  
NOTE: Data are through October 2022.  
SOURCE: S&P CoreLogic Case-Shiller Home Price Index.



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# Portfolio Review

# Quarterly Portfolio Summary – All Funds



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

Portfolio as of September 30, 2022		Portfolio as of December 31, 2022	
Beginning Book Value	\$3,005,880,611	Ending Book Value	\$2,939,622,830
Beginning Market Value	\$2,943,775,465	Ending Market Value	\$2,888,264,818
		Investment Income for the period	\$12,822,554
Unrealized Gain/(Loss)	(\$62,105,146)	Unrealized Gain/(Loss)	(\$51,358,012)
		Change in Unrealized Gain/(Loss)	\$10,747,134
Weighted Average Maturity	445 days	Weighted Average Maturity	419 days
Weighted Average Yield	1.81%	Weighted Average Yield	2.19%

Portfolio Market Value by Fund	9/30/2022	12/31/2022	Change	Interest Earned
Operating Portfolio	\$2,829,754,003	\$2,774,327,252.25	(\$55,426,750.87)	\$12,120,280.61
Arts Endowment	\$2,235,000.00	\$2,235,000.00	\$0.00	\$4,788.42
DWU Commercial Paper Program	\$13,960.15	\$13,960.15	\$0.00	\$103.33
GO Commercial Paper Program	\$20,772,501.66	\$20,688,605.94	(\$83,895.72)	\$160,202.91
Ida Green Library Fund	\$1,000,000.00	\$1,000,000.00	\$0.00	\$9,754.52
Water Reserve	\$90,000,000	\$90,000,000.00	\$0.00	\$527,424.67
<b>Total</b>	<b>\$2,943,775,465</b>	<b>\$2,888,264,818</b>	<b>(\$55,510,647)</b>	<b>\$12,822,554.46</b>

# Portfolio Summary – Investment Pool

As of 12/31/2022

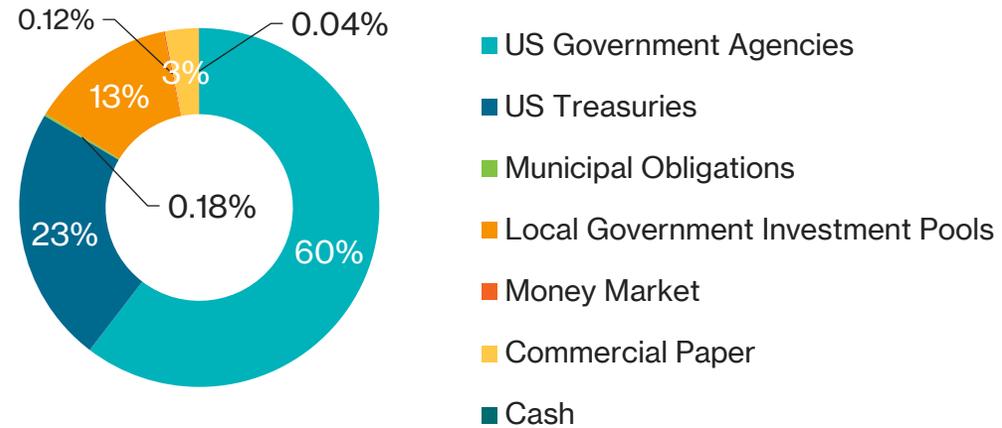
## Your Portfolio

Cash/LGIPs	\$352,235,433
Securities Book Value	\$2,473,449,831
Total Portfolio Book Value	\$2,825,685,264

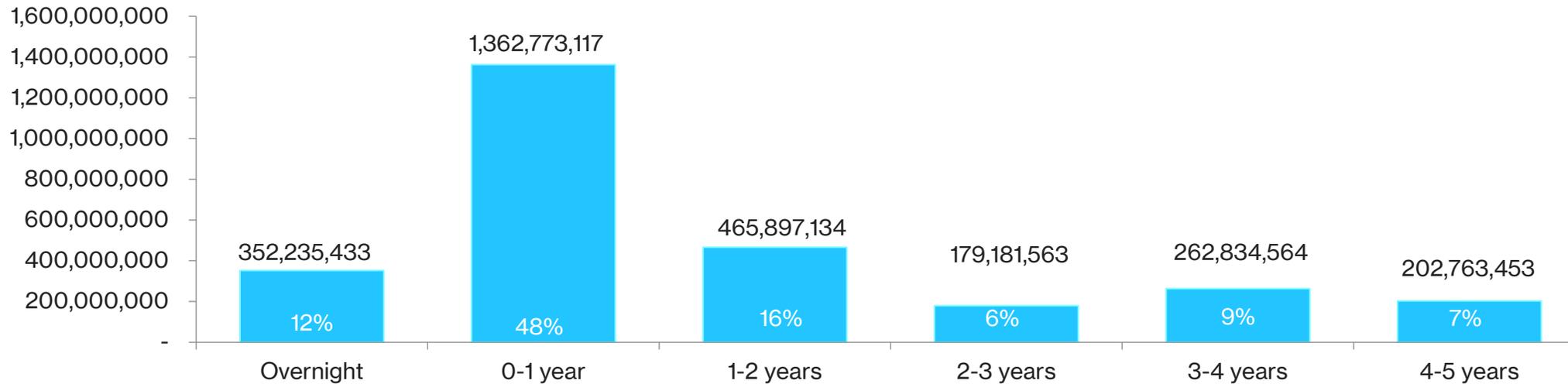
## Your Securities

Weighted Average Maturity	1.18 years
Weighted Average Yield	2.17%
Estimated Annual Interest Income	\$61,317,370

## Your Asset Allocation

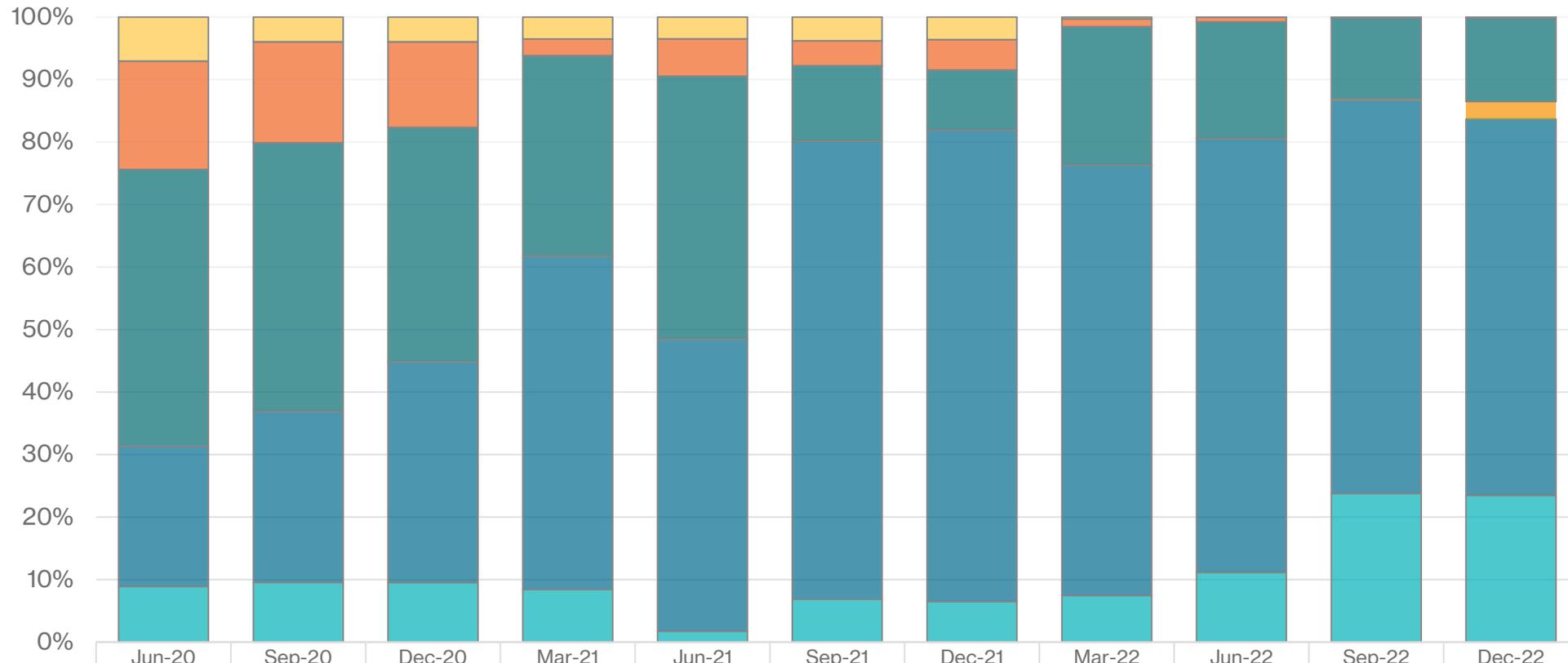


## Your Maturity Distribution



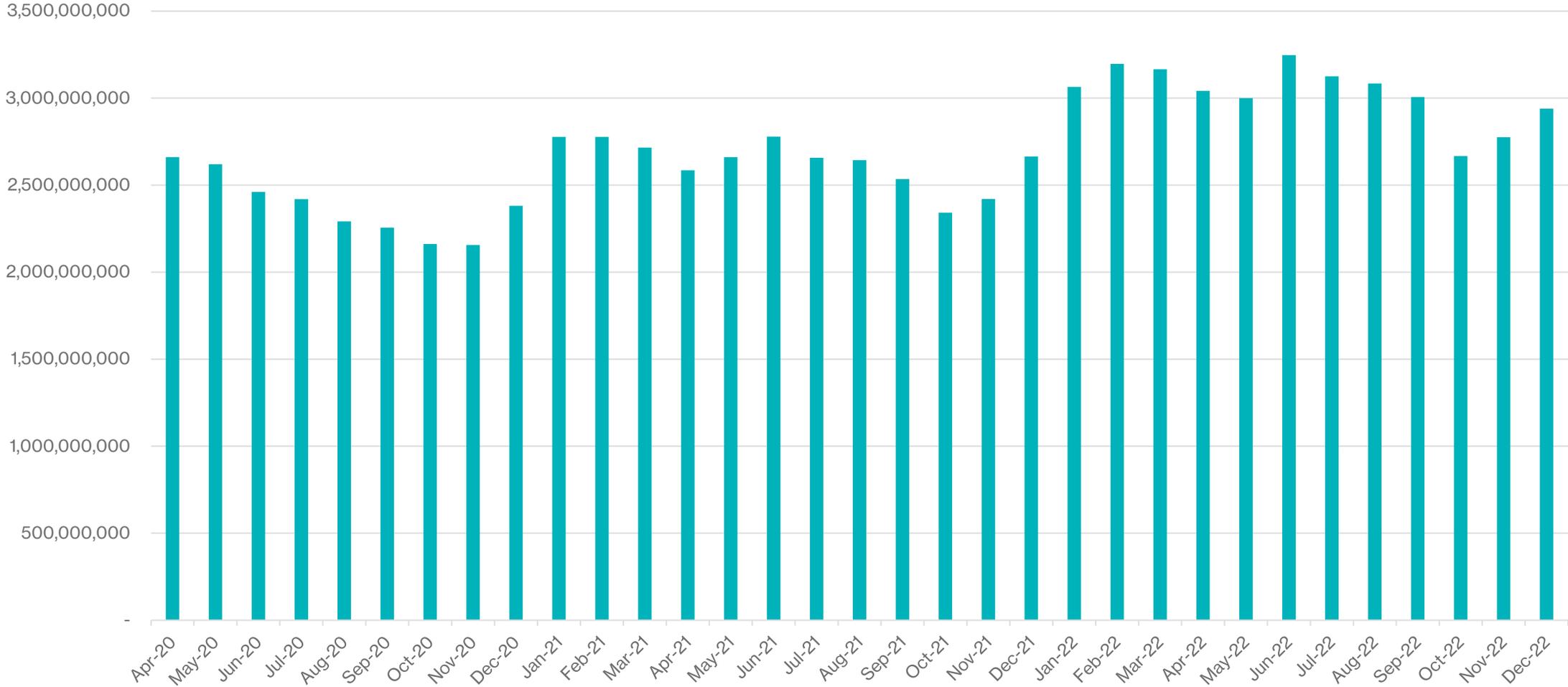
YIELD AND INTEREST INCOME INFORMATION IS ANNUALIZED. ALL YIELD INFORMATION IS SHOWN GROSS OF ANY ADVISORY AND CUSTODY FEES AND IS BASED ON YIELD TO MATURITY AT COST. PAST PERFORMANCE IS NOT A GUARANTEE OF FUTURE RESULTS.

# Asset Composition

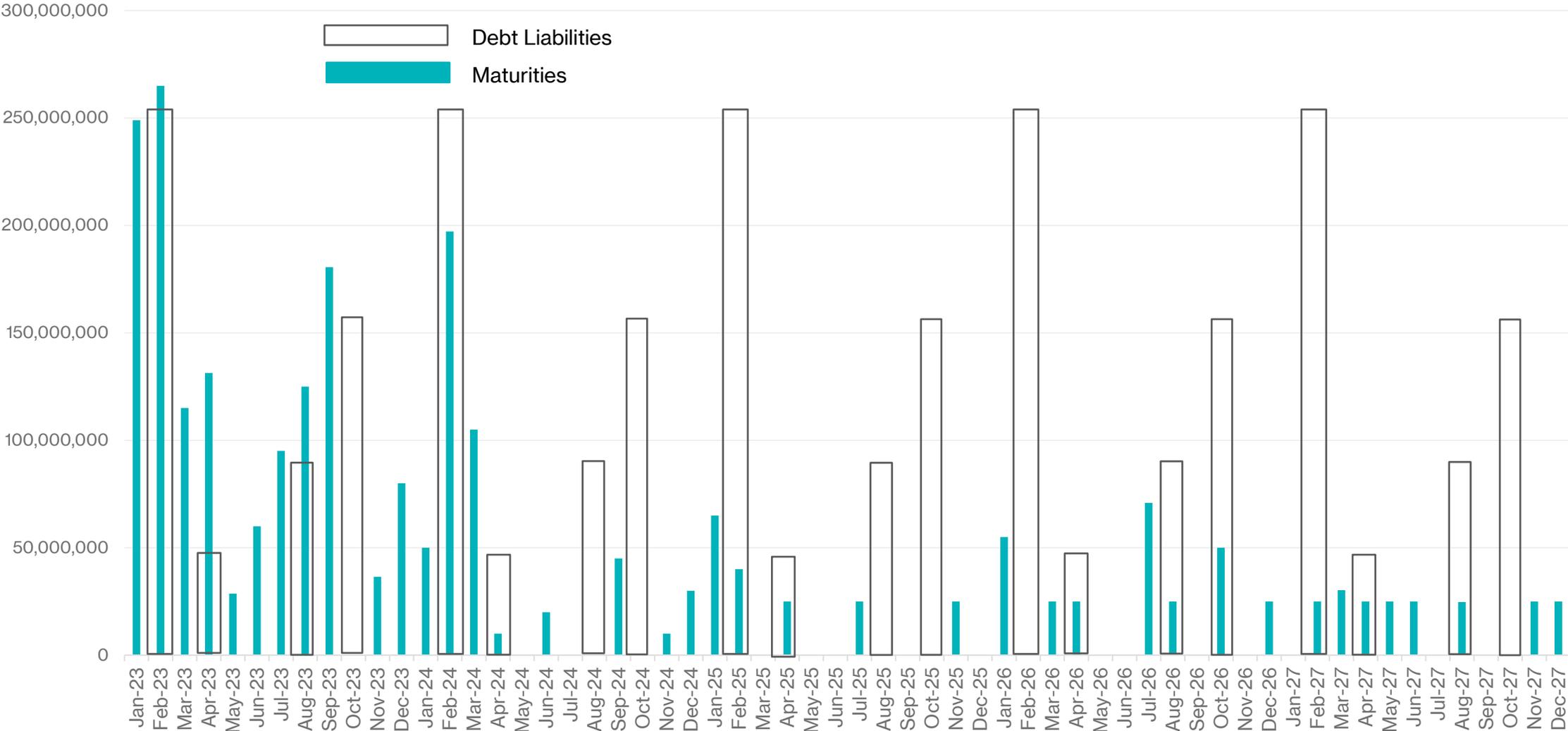


	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22
Cash & Equivalents	7.05%	3.98%	3.97%	3.51%	3.49%	3.81%	3.61%	0.31%	0.03%	0.03%	0.04%
Money Market	17.34%	16.16%	13.71%	2.68%	5.97%	3.98%	4.89%	1.24%	0.75%	0.12%	0.12%
LGIPs	44.28%	42.92%	37.51%	32.07%	42.10%	11.99%	9.56%	22.13%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

# Historical Balances – Book Value



# Maturity Distributions



# Compliance Certification

The undersigned have acknowledged that they have reviewed this quarterly investment report for the period ending December 31, 2022. The City officials designated as investment officers by the City's Investment Policy attest that all investments are in compliance with the Texas Public Funds Investment Act and the City's Investment Policy as adopted in Sec. 17.0 of the City's Investment Policy.

Jack Ireland

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Chief Financial Officer

Sheri Kowalski

---

City Controller

Jenny Kerzman

---

Treasury Manager

# Disclosures

## PAST PERFORMANCE IS NOT INDICATIVE OF FUTURE RESULTS.

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

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

Investment advisory services provided by Meeder Public Funds, Inc.

**Meeder Public Funds  
Patterson Group**

Barton Oaks Plaza II  
901 S. MoPac Expy  
Suite 195  
Austin, Texas  
78746

800.817.2442



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PATTERSON GROUP**

[Patterson-MPF.com](http://Patterson-MPF.com)



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-624

**Item #:** H.

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Update on Illegal Solicitation Initiative  
[Office of Homeless Solutions]

# Memorandum



CITY OF DALLAS

DATE February 27, 2023

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

SUBJECT **Update on Illegal Solicitation Initiative**

The following is an update on the city's holistic strategy to address homelessness equitably through an Illegal Solicitation Initiative. This is done in partnership with the Office of Homeless Solutions (OHS), the City Attorney's Office, the Office of Integrated Public Safety, Data Analytics and Business Intelligence, Communications and Marketing (COM), the City Marshal's Office, and the Transportation Department. A summary of progress made on the initiative is outlined below:

## **Campaign Focus**

The focus of the Give Responsibly campaign, as presented to Government Performance & Financial Management Committee in November 1, 2022, by COM was to reduce illegal solicitation and educate the public on the most efficient ways to give to those in need without unintentionally incentivizing illegal solicitation across the city. Through this campaign, staff have focused attention on augmenting existing signage posted at key intersections in 2021 through a wider public awareness campaign aimed at community members who continue to give direct assistance to those illegally soliciting within the City of Dallas. As a dynamic campaign, we also understand that in trying to change entrenched behaviors, tactics will need to evolve as we gain additional insight through our on-the-ground outreach efforts.

## **Donation Strategy**

The Give Responsibly campaign engages residents to "be the solution" to reduce homelessness in a way that does not incentivize illegal solicitation. Through this campaign, a Text to Help tool directs users to text the number 214-740-7886 with the prompt CARES. Due to time constraints, we are utilizing this number while staff continues to work with a third-party on a shorter version of this text tool. In the interim, this link directs the community to the [Donate](#) page of the OHS website, [DallasHomelessSolutions.com](https://DallasHomelessSolutions.com). This page includes live links to access our vast partners who make up the local Continuum of Care. From there residents may:

- Donate to the [Communities Foundation of Texas](#) OHS fund, which provides funding for items to include emergency shelter, rapid rehousing, permanent supportive housing, and diversion resources.
- Volunteer with and donate to OHS' nonprofit partners, who provide crucial services through the local [Continuum of Care](#).
- Access OHS' [Responsible Giving](#) flyers and graphics (attached below) to engage residents and stakeholders.

### **Outreach**

The groundwork to elevate the campaign is underway. A critical component of this initiative includes educating our well-intentioned faith and community leaders and volunteers on best practices for most efficiently giving to those in need across the city to reduce homelessness and not unintentionally incentivize illegal solicitation. Distribution of materials is also underway and will be ongoing, utilizing boots on the ground staff through the H.A.R.T. team, OHS Community Liaison, and more aggressively engaging our partners and elected officials to push this messaging to area organizations, businesses, and residential communities. Over the last two months, we've utilized our H.A.R.T. team to target frequent hotspots, broken down by City Council District as identified by 311 and listed below; providing flyers, decals, and Give Responsibly messaging to area organizations, businesses, and residential communities to challenge them to be the solution.

H.A.R.T. outreach events educate the community about the adverse effects of street charity and how to give in the most impactful way, through partnerships with homeless service providers and/or area organizations. This is being implemented in three phases.

As of February 23, 2023, staff activities around this initiative have included:

#### **Phase One: Planning and Tactics**

- COM started promoting the Medium Giant-designed [DallasHomelessSolutions.com](#) site launched in Q1 of FY23, to bring awareness to the effects of street charity via earned media and organic digital media including City social media posts and blog posts. Tactics have included interviews with local journalists highlighting OHS' staff subject matter expertise, press releases and blog posts, and shareable social media graphics and bilingual messages in weekly Taking Care of Business (TCB) and memorandums to the City Council.

The comprehensive nature of this campaign is key and is being augmented with a consolidated marketing plan, currently being coordinated with our third-party vendor through Communications and Marketing. To address the issues at hand in real-time, staff began field work during the 2022 holiday season immediately, knowing that a marketing plan would be needed for further work.

**Phase Two:** Boots on the ground engagement

- OHS started community outreach meetings with leaders from faith-based nonprofits in January 2023 to educate community members on the ill effects of street charity and the most efficient ways to help unsheltered individuals.
  - OHS will continue to schedule meetings with faith leaders and nonprofit groups across the city to discuss and share this messaging.
- OHS has conducted outreach to businesses in areas with high levels of illegal solicitation based on 311 reports, across 49 locations, including Deep Ellum and high traffic intersections. A graphical representation of these frequent hotspot intersections, based on 311 data from December 2022 through February 2023 is attached below and summarized here:
  - Council Districts with intersections with decreased activity
    - 1, 2, 3, 4, 5, 8, 9, 10, 11, 13, 14
  - Council Districts with intersections with increased activity
    - 12
  - Council Districts with intersections with documented activity but not 311 requests
    - 2, 4, 6, 7, 8
- Starbucks has identified 6 locations throughout the city to host community meetings where educational materials will be shared to promote the Give Responsibly campaign in the community. The locations are as follows:
  - 7995 LBJ Freeway, Suite 118
  - 7718 Forest Lane
  - 3100 Forest Lane
  - 3701 West Northwest Highway, Suite 410
  - 2285 West Northwest Highway
  - 11844 Josey Lane

**Phase Three:** Full Marketing Campaign

- An update to OHS' strategic marketing plan is underway by COM's third-party contract vendor, The Voice Society.
- Using an equitable engagement framework being developed to support our Racial Equity Plan goals, OHS' campaign will incorporate targeted outreach opportunities for the general public and faith and business leaders, leveraging Medium Giant's video PSAs and DallasHomelessSolutions.com website; COM's in-kind dynamic digital signage; earned and paid media highlighting OHS and nonprofit partners' subject matter expertise; and collateral and social media graphics and messages for dissemination by City Council Members and staff at City-sponsored events.
- Details on this plan will be briefed next quarter and staff will continue to keep the City Council abreast of any revisions as our approach evolves to meet changing needs and incorporate community input.

DATE February 27, 2023  
SUBJECT **Update on Illegal Solicitation Initiative**  
PAGE **4 of 4**

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

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

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

*Christine Crossley*

Christine Crossley  
Director, Office of Homeless Solutions

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

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

Column1	Column2	Column3	Column4	Column5
		December	January	February
District 1	Jefferson & 9th St	0	1	0
	Ft. Worth Ave & Westmoreland	2	1	0
	Riverfront & Cadiz	1	1	0
District 2	Inwood Rd & Lemmon Ave	3	3	1
	Houston St & Commerce St	0	1	1
	Webb Chapel & NW Highway	0	0	0
District 3	Kiest & 67	2	1	1
	Hampton & Ledbetter	1	1	0
District 4	Lancaster & Kiest	0	2	0
	Lancaster & 52nd	0	1	1
	Frwy 35 & 10th St.	0	0	0
	Ledbetter & 35	0	0	0
	Lancaster & 20	1	0	0
	Cockrell Hill & 20	1	0	0
District 5	Buckner & Lake June	0	4	2
	Lake June & Holcomb	1	9	3
District 6	Harry Hines & W NW Highway	0	0	0
District 7	Buckner & 30	0	0	0
	Jim Miller & 30	0	0	0
	Samuel & Buckner	0	0	0
District 8	Beltline & 175	2	3	1
	Bonnie View & 20	0	0	0
District 9	635 & NW Highway	1	0	0
District 10	635 & Greenville	7	13	1
District 11	635 & Hillcrest	1	7	6
	635 & Coit	13	10	7
	Royal & 75	28	7	2
	Forest & 75	30	21	3
	Meadows & 75	30	12	5
District 12	Frankford & Dallas N Tollway	6	12	13
District 13	635 & Hillcrest	1	7	6
	635 & Coit	13	10	7
	Royal & 75	28	7	2
	Forest & 75	30	21	3
	Meadows & 75	30	12	5
District 14	Lovers & 75	8	23	3

# GIVE RESPONSIBLY

## TO DALLAS RESIDENTS EXPERIENCING HOMELESSNESS



### TEXT TO GIVE

Text the word **CARES** to 214-740-4886



### SCAN TO GIVE



### GIVE ONLINE

[bit.ly/GiveResponsiblyDallas](https://bit.ly/GiveResponsiblyDallas)

# BE THE SOLUTION



City of Dallas

# DA DE MANERA RESPONSABLE

## A LOS RESIDENTES DE DALLAS QUE PADECEN DE FALTA DE VIVIENDA



### ENVÍA UN MENSAJE

Envía la palabra CARES al  
214-740-4886



### ESCANEA PARA DONAR

## SÉ LA SOLUCIÓN



### DA EN LÍNEA

[bit.ly/GiveResponsiblyDallas](https://bit.ly/GiveResponsiblyDallas)





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-625

**Item #:** I.

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City Internet Site Update  
[Information & Technology Services]

# Memorandum



CITY OF DALLAS

DATE February 27, 2023

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

SUBJECT **City Website Update – February 2023**

Information & Technology Services (ITS) continues to work with City departments to update and enhance their web presence and improve residents' user experience. The ITS Web Services team works closely with departments using a human-centric design process to understand and reflect departmental goals and efforts to present them to users in a friendly, intuitive, and modern fashion. ITS ensures that departmental sites and apps adhere to the City's style and brand standards and works with Communications, Outreach, & Marketing (COM) to add resources and new features critical to improve communication with residents. We also work with other ITS service delivery teams to ensure the environment is highly available, stable, and secure.

Web Services has worked with departments and offices to enhance functionality and features and has redesigned and migrated over thirty sites and initiatives since January 2022. Notable projects include the City Managers' Big Audacious Goals, the redesign and standardization of the City's Boards and Commission sites, and a refresh of the Campaign Finance Electronic Filing System. We will launch the City Manager's Top 25 Goals in March 2023 and will launch several additional sites in the late Winter and Spring. These updates help ensure we deliver a modern, accessible, consistent, and user-friendly experience for all City departments. The attached document provides additional detailed information regarding the launched and upcoming sites and improvements.

We continue to focus on the accessibility of the site at a global, departmental, and component level. This effort helps support the abilities and preferences of our diverse community and allow residents to access our services with dignity. We work with the Office of Equity and Inclusion - Human Rights Division to promote and ensure compliance.

As we look forward, we will continue to strive to innovate and enhance the experience for residents, businesses, and employees. We are exploring what our next-gen content management system (CMS) will be through market/industry research and the RFCSP process. This system will further enhance the self-service creation capabilities such as easily dragging pre-made components to sections of the page. Features like this will grant departments more autonomy while still adhering to web and accessibility standards. The CMS implementation will be aligned with a fresh and modern new design to build upon in

the future. We will engage with residents and employees for feedback as we plan and deliver this effort.

The following statistics show usage of the website by departments and external users.

## Website Statistics

**12.98 Million Pageviews**

FY21 + FY22  
dallascityhall.com

**6.07 Million Sessions**

FY21 + FY22  
dallascityhall.com

**3.34 Million Users**

FY21 + FY22  
dallascityhall.com

**1,200+ Published Updates**

Since January 2022  
dallascityhall.com

**719 Events Created**

Since January 2022  
Event Calendar

**45,000+ Calendar/Event Pageviews**

Since January 2022  
Event Calendar

**42 Orgs Created Events**

Since January 2022  
Event Calendar

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



Jack Ireland  
Chief Financial Officer

[Attachment]

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

The following initiatives were completed since January 2022. It also includes items launching within the next month, in progress, and upcoming items. Migrations are websites that were previously hosted externally and have been brought in-house under ITS support. These initiatives do not include day-to-day support, domain management, training, maintenance, or administration.

## Completed

- Sitewide Accessibility Updates (Continuous)
  - Improved global navigation
  - Improved keyboard, mouse, and screen-reader support
  - Improved contrast
- [City Manager's Big Audacious Goals Website](#) (January 2023)
- [Boards & Commissions Redesign](#) (October 2022)
  - [Annual Reports](#) (February 2022)
  - Boards and Commissions (26) - Animal Advisory Commission, Arts and Culture Advisory Commission, Board of Adjustment, Reinvestment Zone Board, Veteran Affairs Commission, Citizen Homelessness Commission, Park and Recreation Board, Commission on Disabilities, Community Development Commission, Environmental Commission, North Texas Education Finance Corporation, Municipal Library Board, Fire Code Advisory and Appeals Board, Senior Affairs Commission, Youth Commission, Martin Luther King Jr. Community Center Board, Judicial Nominating Commission, Building Inspection Advisory, Examining & Appeals Boards, City Plan and Zoning Commission, Civil Service Board, South Dallas/Fair Park Opportunity Fund Board, Dallas Area Partnership to End Homelessness, Landmark Commission, Ethics Advisory Commission, Permit and License Appeal Board, Community Police Oversight Board
- Branch Out Dallas Request Form 2022 (August 2022)
- [Campaign Finance Electronic Filing System Refresh](#) (June 2022)
- [City Attorney Redesign](#) (March 2022)
  - [Planned Development District Regulations Tool](#) (March 2022)
  - [Matters of Interest](#) (April 2022)
  - [Deeds Restriction](#) (April 2022)
- [Civil Service Redesign](#) (June 2022)
  - [Recruitment-and-Examining Division](#) (June 2022)
  - [Test Development & Validation Division](#) (June 2022)
- [Dallas 365 Redesign](#) (January 2022)
- [Dallas Dam Safety](#) (September 2022)

- [Dallas Department of Transportation \(DDOT\) Redesign](#) (March 2022)
- [Dallas Secure App](#) (December 2022)
- [Development Services Redesign](#) (June 2022)
  - [Land Development Division](#) (June 2022)
  - [Customer Advocate Team](#) (June 2022)
  - [Digital Equity Redesign](#) (January 2023)
- [Disaster Recovery \(CDBG\)](#) (October 2022)
- Director's Page Template (December 2022)
  - [Example: Office of Government Affairs](#)
- [Domestic Violence Website](#) (September 2022)
- [Housing & Neighborhood Revitalization Redesign](#) (October 2022)
- Housing Income Limits Survey Tool (November 2022)
- HR Electronic Document Management System - Canon Scanning SharePoint Configuration (August 2022)
- Office of Equity and Inclusion
  - [Equity Division](#) (January 2022)
  - [Fair Housing Division](#) (January 2022)
  - [Human Rights Division](#) (January 2022)
  - [Newsletter Archive](#) (October 2022)
  - [Racial Equity Plan](#) (January 2022)
- [Office of Government Affairs Redesign](#) (August 2022)
- [Office of Homeless Solutions Landing Page](#) (November 2022)
- [Resilient Dallas Redesign](#) (May 2022)
- [VGov](#) (Form Center) (December 2022)
  - User Experience enhancements
  - PCI compliance enhancements
  - Enhanced reporting
  - Application process enhancements
  - Created admin dashboard

### Completed Migrations

- [City Attorney](#)
- [Dallas Dam Safety Website](#)
- [Dallas Redistricting](#)

### Launching Soon

- City Manager's 2023 Top 25 Goals (Launching March 2023)
- Office of Aviation (Launching March 2023)
  - Transportation Regulation
- Office of Emergency Management (Launching March 2023)
- [Data Analytics and Business Intelligence](#) (April 2023)
  - [Data Products](#) (April 2023)

### In-Progress

- Housing & Neighborhood Revitalization - Pillar Alignment (Late Winter/Spring 2023)
- Office of Environmental Quality (Spring 2023)
- Green Dallas Migration and Redesign (Spring 2023)
- Office of Integrated Public Safety Solutions (Spring 2023)
- Sanitation Services (Spring 2023)
- Water Payment Upgrade Website (Late Winter/Spring 2023)

### Upcoming

- Mayor and City Council Redesign
- Budget & Management Services
- Short-Term Rentals



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-630

**Item #:** J.

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Status of Audit Recommendation Implementations Status (2016-2018) as of February 22, 2023  
[City Controller's Office]

# Memorandum



CITY OF DALLAS

DATE February 27, 2023

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

SUBJECT **Status of Audit Recommendation Implementation (2016-2018) as of February 22, 2023**

Last Fall, the City Auditor's Office reported to GPFM that 85 audit findings from 2016 through 2018 had not been implemented. Since that time, the City Controller's Office (Financial Compliance Auditing and Monitoring Division) has been working with departments to determine the status of each audit recommendation.

We provided an update to GPFM in both December and January. As of the January 23 GPFM meeting, we reported that 62 of 85, or 73% of the audit recommendations had been completed. Since then, we have continued to work with departments to complete and close the old audit findings. At this time, an additional six, or total of 68 of 85 (80%) have been completed.

Currently, 17 of 85 (20%) outstanding audit recommendations from 2016 through 2018 are not yet implemented. As requested, we have added a date for anticipated completion for the remaining 17. Attached is a listing of the remaining recommendations. We will continue to work with departmental staff to resolve these remaining recommendations.

Please let me or Kevin Ann Mullen, CCO Assistant Director of Financial Compliance Auditing and Monitoring know if you have any questions or need additional information.

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

Jack Ireland  
Chief Financial Officer

## Attachment

c: TC Broadnax, City Manager  
Tammy Palomino, Interim City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
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Dr. Robert Perez, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

<b>FY Issued</b>	<b>Audit Name</b>	<b>Dept</b>	<b>Rec. No.</b>	<b>Audit Recommendation</b>	<b>CCO Status</b>	<b>Anticipated Complete</b>
FY2016	Audit of Leasing, Concessions, and Other Activities for the Department of Aviation	AVI	1	We recommend the Director of the Department of Aviation (AVI) develops and implements formal (written, signed, and dated) contract monitoring policies and procedures.	Not Implemented	03/31/23
FY2016	Audit of Department of Dallas Fire-Rescue's Fleet Maintenance Management	DFD	6b	We recommend DFR Fire Chief: (2) Implements a compensation structure with guidance from the City's Department of Human Resources (HR) to ensure high-performing mechanics are rewarded for their performance, years of experience, and certifications.	Not Implemented	09/30/23
FY2016	Audit of Department of Dallas Fire-Rescue's Fleet Maintenance Management	DFD	4a	We recommend the DFR Fire Chief coordinates with the Director of EBS to: (1) Segregate MGMT roles between the Fleet Section Manager and the Automotive Parts Warehouse Manager.	Not Implemented	09/30/23
FY2016	Audit of Department of Dallas Fire-Rescue's Fleet Maintenance Management	DFD	1b	We recommend the DFR Fire Chief ensures PM services are performed timely and in accordance with the NFPA's and the manufacturers' recommended schedules for all DFR emergency vehicles by: (2) Creating reports to periodically evaluate when PM services are d	Not Implemented	09/30/23
FY2016	Audit of the Performance Measures Process for the Dallas Police Department	DPD	4b	We recommend the Chief of Police: • Strengthen supervisory review of data input and calculations	Not Implemented	06/30/23
FY2016	Audit of the Performance Measures Process for the Dallas Police Department	DPD	4a	We recommend the Chief of Police: • Develop comprehensive written procedures for performance measures	Not Implemented	06/30/23
FY2016	Audit of the Performance Measures Process for the Dallas Police Department	DPD	3b	We recommend the Chief of Police: • Develop and document comprehensive procedures that include consistent use of a single methodology	Not Implemented	06/30/23
FY2016	Audit of the Performance Measures Process for the Dallas Police Department	DPD	3a	We recommend the Chief of Police: • Clarify the definition of the performance measure by including a timeframe	Not Implemented	06/30/23
FY2016	Audit of the Performance Measures Process for the Dallas Police Department	DPD	1c	We recommend the Chief of Police: • Strengthen supervisory review controls	Not Implemented	06/30/23
FY2016	Audit of the Performance Measures Process for the Dallas Police Department	DPD	1b	We recommend the Chief of Police: • Provide continuity and training on the performance measurement process during leadership rotations and/or transfers	Not Implemented	06/30/23
FY2016	Audit of the Performance Measures Process for the Dallas Police Department	DPD	1a	We recommend the Chief of Police: • Develop comprehensive written procedures for performance measures	Not Implemented	06/30/23
FY2020	Audit of the City's Open Records Request Process - Dallas Police Department	DPD	F.1	We recommend the Dallas Police Department determine information request patterns using word analysis tools for open data posting.	Not Implemented	09/30/23
FY2016	Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance - Aquatic Facilities	PKR	4b	We recommend the Director of PKR: • Develops and implements internal controls to ensure compliance with City Code Compliance inspections	Not Implemented	09/30/23
FY2016	Audit of Department of Dallas Water Utilities' Maintenance of Infrastructure	DWU	1	We recommend the Director of DWU reviews water pipeline replacement needs and develops and regularly reports on one water pipeline target replacement rate.	Not Implemented	12/31/23

<b>FY Issued</b>	<b>Audit Name</b>	<b>Dept</b>	<b>Rec. No.</b>	<b>Audit Recommendation</b>	<b>CCO Status</b>	<b>Anticipated Complete</b>
FY2016	Audit of Department of Dallas Fire-Rescue's Fleet Maintenance Management	<b>DFD</b>	7b	We recommend the DFR Fire Chief: (2) Retains training records to verify each mechanic has completed the minimum training requirements.	Not Implemented	09/30/24
FY2016	Audit of Department of Dallas Fire-Rescue's Fleet Maintenance Management	<b>DFD</b>	6a	We recommend DFR Fire Chief: (1) Creates incentives to encourage mechanics to obtain relevant certifications.	Not Implemented	09/30/24
FY2016	Audit of Department of Dallas Fire-Rescue's Fleet Maintenance Management	<b>DFD</b>	3	We recommend the DFR Fire Chief ensures the DFR Maintenance Division (Division) mechanic supervisors consistently perform quality control procedures for all PM services by preparing, signing, and retaining the Division's checklists.	Not Implemented	09/30/24



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-629

**Item #:** K.

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Data Analytics and Business Intelligence - List of Major Public Facing Projects  
[Data Analytics and Business Intelligence]

# Memorandum



CITY OF DALLAS

DATE February 27, 2023

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

SUBJECT **Data Analytics and Business Intelligence – List of Major Public Facing Projects**

Please find below a list of major public-facing projects currently being developed by the Office of Data Analytics and Business Intelligence (DBI). This information was requested by GPFM Chair Mendelsohn.

- **Bond Project Selection Tool** – A tool to use data driven decisions to select the projects for the next General Obligation Bond Program.
- **Code Compliance Dashboard** – This interactive dashboard will provide a convenient and accessible way for the public to see the performance and quality work that Code Compliance does every day.
- **Commercial and Trades Permits Dashboard** – This dashboard will showcase commercial and trades permits metrics for the City of Dallas.
- **Dallas Animal Services Distemper Analysis** – This study analyses impact of a shelter protocol change on distemper cases in animal shelters for a 12-month period.
- **Dallas Fire Rescue Fire Predictive Model** – DBI is working on a predictive model and implementing it to identify areas with high risk of fire incidents.
- **Digital Divide Dashboard** – The goal of this project is to show enrollment rates in the Affordable Connectivity Program and identify areas that benefit and those that are eligible but are not enrolled in the program.
- **Environmental Justice Screening Tool** – This application will combine environmental indices with socio-demographic data by census tract to compare the impact of environmental pollutants.
- **Human Trafficking Dashboard** – At the request of the Mayor’s Domestic Violence and Human Trafficking Advisory Council and human trafficking advocacy groups, DBI is partnering with DPD and advocacy groups to collect data and create a tracking tool for the groups to share information about their efforts.
- **Racial Equity Plan Measures Dashboard and Hub Site** – This project will combine the City’s REP measures for all 42 departments to then showcase the City’s progress via dashboards and a hub site.

DATE February 27, 2023  
SUBJECT **Data Analytics and Business Intelligence – List of Major Public Facing Projects**  
PAGE **2 of 2**

- **Racial Equity Story Map** – This is a story of racial equity in Dallas. It includes maps, pictures, and videos of the impacts of historical inequities, leading to how Dallas is moving forward bringing in policy change and the adoption of the Racial Equity Plan.
- **Senior Demographics** – In collaboration with the Office of Community Care and the Senior Affairs Commission, this tool will deliver an overview of a variety of socio-economic and demographic characteristics of Dallas’ seniors.
- **Vision Zero Analysis** – In partnership with the Department of Transportation and the Vision Zero Task Force, DBI is collecting, tracking, and analyzing data as part of the City’s commitment to Vision Zero.

Should you have any questions, please contact Chief Data Officer, Dr. Brita Andercheck.



Jack Ireland  
Chief Financial Officer

cc: T.C. Broadnax, City Manager  
Tammy Palomino, Interim City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
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Dr. Robert Perez, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-713

**Item #:** L.

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Approved Positions, Current Headcount, and Overtime Usage  
[Budget and Management Services]

# Memorandum



CITY OF DALLAS

DATE February 27, 2023

Honorable Members of the Government Performance and Financial Management

TO Committee: Cara Mendelsohn (Chair), Gay Donnell Willis (Vice Chair), Tennell Atkins, Adam Bazaldua, Adam McGough, Paul Ridley, Chad West

SUBJECT **Approved Positions, Current Headcount, and Overtime Usage**

On Friday, February 24, GPFM Chair Mendelsohn requested an additional item be placed on the Monday, February 27 GPFM agenda. The request was for a briefing memo to include data by City department including: (1) number of positions approved, (2) number of staff members currently employed, and (3) number of overtime hours worked for the current fiscal year. This item was placed on the GPFM agenda which was required to be posted with the City Secretary's Office by 1:00 p.m. on Friday.

Unfortunately, time did not allow us to have the report available for today's GPFM meeting. I will provide the information by memo to committee members as soon as we have the information compiled and reconciled.

I apologize for the delay in providing the information, however, the information was not available in a format that could simply be forwarded to the committee. The data requested is not available from a single data source. Additional time is required to extract data by department and by pay period back to the beginning of the fiscal year. Additionally, the payroll system and the financial system capture data differently which must be reconciled.

Thank you for your support as we ensure that information that we make public is accurate. Let me know if you have additional questions.

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

Jack Ireland  
Chief Financial Officer

c: TC Broadnax, City Manager  
Tammy Palomino, Interim City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
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Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-626

**Item #:** M.

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GPFM Committee Forecast

# GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT COMMITTEE FORECAST

	TITLE	DEPARTMENT
<b>TUESDAY, MARCH 21, 2023, 1:00 P.M.</b>		
<b>BRIEFING ITEMS</b>	Development Services- Monthly Update	City Manager's Office
	Office of the City Auditor Briefing on Internal Audit Reports Released Between February 18, 2023 and March 10, 2023	Office of the City Auditor
	Results of the FY22 External Audit of the Annual Comprehensive Financial Report	City Controller's Office
	DFW Airport Annual Bond Ordinance	DFW Airport
	2022 Executive Performance Management Process for Council Appointees Update	Human Resources
<b>BRIEFINGS BY MEMORANDUM</b>	Budget Accountability Report (Information as of January 31, 2023)	Budget & Management Services
	Technology Accountability Report (Information as of February 28, 2023)	Information & Technology Services
	FY2021-22 End of Year Budget v. Actual Report	Budget & Management Services
	Appointment of City Auditor	City Manager's Office
	Upcoming Agenda Item: A Supplemental Agreement No. 1 to the Contract (VC0000006239) to appoint Hardwick Law Firm, LLC to provide co-disclosure counsel legal services	City Attorney's Office
	CGI Upgrade	Information & Technology Services
<b>MONDAY, APRIL 24, 2023, 1:00 P.M.</b>		
<b>BRIEFING ITEMS</b>	Development Services- Monthly Update	City Manager's Office
	Office of the City Auditor Briefing on Internal Audit Reports Released Between March 11, 2023 and April 14, 2023	Office of the City Auditor
	Owner Controlled Insurance Program	Office of Risk Management
	FY2022-23 Mid-Year Appropriation Adjustments	Budget & Management Services
	Financial Plan Update for KBHCC and Fair Park	City Controller's Office
<b>BRIEFINGS BY MEMORANDUM</b>	Budget Accountability Report (Information as of February 28, 2023)	Budget & Management Services
	Technology Accountability Report (Information as of March 21, 2023)	Information & Technology Services



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-718

**Item #:** A.

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



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-719

**Item #:** B.

---

Office of the City Auditor Briefing on Internal Audit Reports Released Between February 18, 2023 and March 10, 2023

[Mark Swann, City Auditor, Office of the City Auditor]

# Office of the City Auditor

Auditor Briefing Update

Reports Released between February 18, 2023,  
and March 10, 2023

March 21, 2023  
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee





# Audit of the Office of Environmental Quality and Sustainability's Environmental Education and Awareness

February 27, 2023

Mark S. Swann, City Auditor

---

## Mayor

Eric Johnson

## Mayor Pro Tem

Carolyn King Arnold

## Deputy Mayor Pro Tem

Omar Narvaez

## Council Members

Tennell Atkins

Adam Bazaldua

Paula Blackmon

B. Adam McGough

Cara Mendelsohn

Jesse Moreno

Jaime Resendez

Paul E. Ridley

Jaynie Schultz

Casey Thomas, II

Chad West

Gay Donnell Willis



# Report Issued – February 27, 2023

## Audit of Office of Environmental Quality and Sustainability's Environmental Education and Awareness

### Objective and Scope

The objective of this audit was to determine if the Office of Environmental Quality and Sustainability's environmental education and awareness program is efficient and effective.

The scope was from October 1, 2020, to December 31, 2021.

# Report Issued – February 27, 2023

## Audit of Office of Environmental Quality and Sustainability's Environmental Education and Awareness

### Observed Conditions

The compliance training program has shared oversight and does not monitor costs, making it difficult to know if the program is efficient.

The Environmental Management System is implemented under out-of-date administrative directives. The administrative directives have not been updated to support standards revised in 2015 or the City's *Comprehensive Environmental & Climate Action Plan*.

# Report Issued – February 27, 2023

## Audit of Office of Environmental Quality and Sustainability's Environmental Education and Awareness

### Recommendations

**A.1:** Evaluate the environmental education and awareness programs to increase efficiency in training delivery methods, content, and document retention. This may include developing performance measures. **(Agree)**

**A.2:** Expand the environmental education and awareness program to departments not currently in the Environmental Management System to support a clean, safe, and healthy environment. **(Agree)**

**A.3:** Track the annual cost of the Office of Environmental Quality and Sustainability environmental education and awareness program, which may include other departments' training costs. **(Agree)**

**B.1:** Review and update the Environmental Policy, administrative directives, and internal procedures for the Environmental Management System, as appropriate, to meet current standards, requirements, and City priorities, such as the *Comprehensive Environmental & Climate Action Plan*. **(Agree)**

# Office of the City Auditor

Auditor Briefing Update

Reports Released between February 18, 2023,  
and March 10, 2023

March 21, 2023  
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee



# APPENDIX – Audit Reports

Here is the final report and link for your reference.

March Update:

- [Audit of Office of Environmental Quality and Sustainability's Environmental Education and Awareness](#)



# Audit of the Office of Environmental Quality and Sustainability's Environmental Education and Awareness

February 27, 2023

Mark S. Swann, City Auditor

---

## Mayor

Eric Johnson

## Mayor Pro Tem

Carolyn King Arnold

## Deputy Mayor Pro Tem

Omar Narvaez

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B. Adam McGough

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Chad West

Gay Donnell Willis



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# Executive Summary

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## Objective and Scope

The objective of this audit was to determine if the Office of Environmental Quality and Sustainability's environmental education and awareness program is efficient and effective.

The scope was from October 1, 2020, to December 31, 2021.

## Recommendations

Management should:

- Improve the availability of environmental training courses.
- Monitor the cost for environmental education and awareness.
- Update administrative directives and develop internal policies for ensuring compliance.
- Review the emerging risk related to implementing environmental stewardship.

## Background

The Dallas Environmental Policy states that the City is committed to a clean, safe, and healthy environment.

The policy aligns with the need to comply with federal and state requirements. A 2006 Environmental Management Consent Decree (Consent Decree) with the U.S. Department of Justice on behalf of the U.S. Environmental Protection Agency and Texas Commission on Environmental Quality requires that the City maintain an environmental compliance program. According to management, the City will continue the compliance program even if the Consent Decree requirements are removed.

Environmental education and awareness are important to create and maintain an ongoing clean, safe, and healthy environment.

The Office of Environmental Quality and Sustainability has met compliance requirements, and no violations were stated by an external audit performed by DQS Management Systems Solutions in November 2020 and a Texas Commission on Environmental Quality compliance review in April 2022.

## Observed Conditions

The compliance training program has shared oversight and does not monitor costs, making it difficult to know if the program is efficient.

The Environmental Management System is implemented under out-of-date administrative directives. The administrative directives have not been updated to support standards revised in 2015 or the City's *Comprehensive Environmental & Climate Action Plan*.

## Important Definitions

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**Compliance obligations** are legal requirements that the organization must comply with and other requirements that an organization must or chooses to comply with.

**Effectiveness** is the extent to which planned activities are realized and planned results achieved.

**Environmental Management System** is a system used to manage environmental aspects, fulfill compliance obligations, and address risk and opportunities.

**Training** is the act of teaching a particular skill or type of behavior.

## Objectives and Conclusions

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1. Is the Office of Environmental Quality and Sustainability's environmental education and awareness program effective?

**Generally, yes.** The City's compliance efforts are working well, as reflected by recent audits performed by an external auditor and the Texas Commission on Environmental Quality. However, dated administrative directives may limit environmental education and awareness activities. (See [Observation B.](#))

2. Is the Office of Environmental Quality and Sustainability's environmental education and awareness program efficient?

**Generally, no.** The compliance training program provides limited content because it is solely related to compliance, availability of on-demand training is limited, and the costs are not tracked as indicated in the governing Administrative Directive. (See [Observation A.](#))

## Audit Results

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*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 following audit observations listed are offered to assist management in fulfilling their internal control responsibilities.

### **Observation A:** Environmental Education and Awareness Program

The Office of Environmental Quality and Sustainability's compliance training program has several challenges that reduce the program's effectiveness and efficiency offered to City employees and the public. The audit's entire scope was during the COVID-19 pandemic, which impacted all City programs. Specific challenges include:

**Oversight:** Responsibility for environmental training compliance is distributed to each of the 15 departments participating in the Environmental Management System. The departments are responsible for ensuring their staff is trained and the method each department demonstrates compliance can vary. The 15 departments represent over 10,000 employees and oversee 79 facilities with environmental compliance assessments required annually.

The Office of Environmental Quality and Sustainability's Environmental Management System training program includes training provided by the office and a core-competence training matrix that outlines compliance training requirements for the 15 departments. The Office of Environmental Quality and Sustainability then conducts audits of the departments' training but does not collect or maintain related departmental training data.

There are other departments with potential impacts on the environment, such as Development Services and Housing and Neighborhood Revitalization, that are not currently participating in the Environmental Management System and do not have environmental training requirements.

**Course Content:** The training courses are primarily focused on environmental compliance and limited to stormwater permit management, landfill and waste management operations, construction operations, and pollution and spill prevention. While these courses are essential for employees to meet daily responsibilities, these training courses' content does not support educating other City employees without Environmental Management System responsibilities in promoting environmental awareness.

**Course Availability:** A City-wide email is sent each month that provides a schedule of available environmental course offerings for that month. During the audit period, these classes were offered on the Microsoft Teams platform. Four of the 27 environmental stewardship courses are also offered on the City's online training platform, City University, as on-demand training for employees. The remaining courses are unavailable at the City University or in electronic format. Enrolling in courses for the public can involve creating a log-on account and password, increasing complexity.

**Document Retention:** The Office of Environmental Quality and Sustainability does not track all environmental training course attendance and their costs to the City as required by Administrative Directive 3-73, *Environmental Management Program, Section 5.6.5*. The Office of Environmental Quality and Sustainability monitors attendance of the training it provides but does not track related costs. The Office of Environmental Quality and Sustainability has established procedures that require other departments to track their employee's environmental training. The requirements of Administrative Directive 3-73 and the internal procedures are not regularly communicated to the departments.

**Cost:** The Office of Environmental Quality and Sustainability does not break out the cost of training in its annual budget. The training costs are included within larger program areas, such as the Environmental Management System or public education, outreach, involvement, and participation costs for the stormwater management team, each with an annual budget of \$800,000 to \$900,000.

## Criteria

- ❖ Administrative Directive 3-73, *Environmental Management Program*
- ❖ Standards for Internal Control in the Federal Government, *Principle 4 – Demonstrate Commitment to Competence*

Assessed Risk Rating:

**Moderate**

We recommend that the **Director of the Office of Environmental Quality and Sustainability**:

**A.1:** Evaluate the environmental education and awareness programs to increase efficiency in training delivery methods, content, and document retention. This may include developing performance measures.

**A.2:** Expand the environmental education and awareness program to departments not currently in the Environmental Management System to support a clean, safe, and healthy environment.

**A.3:** Track the annual cost of the Office of Environmental Quality and Sustainability environmental education and awareness program, which may include other departments' training costs.

## Observation B: Policy, Administrative Directives, and Procedures

The City's requirements for environmental programs are based on administrative directives that are dated and need revisions. Current environmental policy and procedure documents are also dated and may need revision. Outdated administrative directives and other policy or procedure documents may limit environmental education and awareness activities.

*Environmental Policy.* The highest-level environmental requirements are established in the Environmental Policy, initially approved by the City Council in 2005 and signed by the city manager in 2018. The policy has not been updated since its approval in 2005. See [Appendix B](#) for this document.

*Administrative Directives.* The second level of more detailed internal requirements are established in three administrative directives. The relevant administrative directives cover the City's Environmental Management System and spill prevention practices, which have not been updated since 2008. At least one requirement related to environmental training is no longer used and conflicts with current operations. The environmental administrative directives are:

- Administrative Directive 3-73, *Environmental Management Program*, was developed and updated in 2004.
- Administrative Directive 2-49, *Environmental Management System*, was developed and updated in 2008.
- Administrative Directive 3-74, *Environmental Spill Prevention*, was developed and updated in 2004.



The relevant standard for environmental management systems, the International Organization for Standardization (ISO) Standard ISO 14001, was significantly updated in 2015 and the administrative directives have not been updated to reflect the new standard.

*Internal ISO-Related Procedures.* The third level of internal requirements is established through 16 city-wide ISO-based standard procedures that cover topics under the Administrative Directives such as environmental training and internal audits. These procedures have been updated in 2017 or 2020 after the new ISO 14001:2015 standard, but may not reflect more recent city priorities, such as the City's *Comprehensive Environmental & Climate Action Plan*, approved in 2020.

#### Criteria

- ❖ Administrative Directive 2-1, *Administrative Directives*
- ❖ Administrative Directive 3-73, *Environmental Management Program*
- ❖ Standards for Internal Control in the Federal Government: *Principle 1 Demonstrate Commitment to Integrity and Ethical Values*
- ❖ International Organization for Standardization 14001: 2015 *Environmental Management Systems*

Assessed Risk Rating:

**Moderate**

We recommend the **Director of the Office of Environmental Quality and Sustainability:**

**B.1:** Review and update the Environmental Policy, administrative directives, and internal procedures for the Environmental Management System, as appropriate, to meet current standards, requirements, and City priorities, such as the *Comprehensive Environmental & Climate Action Plan*.

## Emerging Risk

An emerging risk could impact the internal controls, effectiveness, and efficiency of activities performed by the Office of Environmental Quality and Sustainability or other departments:

### Implementing Environmental Stewardship

Environmental stewardship is the responsible use and protection of the natural environment through conservation and sustainable practices to enhance ecosystem resilience and human well-being. The City's environmental outreach programs do not fully incorporate environmental stewardship functions.

The City could implement a framework for environmental stewardship using current industry standards and develop an inventory of environmental aspects (direct and indirect) and impacts on areas of local environmental stewardship.

## Areas Working Well

The Office of Environmental Quality and Sustainability has met compliance requirements, and no violations were stated by an external audit performed by DQS Management Systems Solutions in November 2020 and a Texas Commission on Environmental Quality compliance review in April 2022.

The Office of Environmental Quality and Sustainability measures its internal efficiency and effectiveness of the environmental training program through:

- Ongoing monitoring of quarterly scorecards.
- Reduction in the penalties and fees from noncompliance at construction sites.
- Number of attendees at public outreach activities.

An annual performance measure for increasing outreach by at least 10 percent from the prior year was met in Fiscal Year 2021. The audit did not include validating this performance measure.

## Appendix A: Background and Methodology

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### Background

The City's environmental policy establishes that the City of Dallas is committed to a clean, safe, and healthy environment. The City's environment and sustainability strategic goal is to be a global leader focused on sustainability, conservation, climate change, and environmental justice to build a more resilient city. See [Appendix B](#) for more information about the environmental policy.



Training helps people better understand how to perform their duties in the best way possible. Environmental stewardship training is used to communicate the environmental laws, policies, and expectations needed for employees and public members to meet the City's environmental goals.

The City's *Comprehensive Environmental and Climate Action Plan* is also consistent with the requirements of a 2006 Environmental Management Consent Decree (Consent Decree) the City entered with the United States Department of Justice, on behalf of the United States Environmental Protection Agency and the Texas Commission on Environmental Quality. The Consent Decree has specific requirements, including that certain training efforts are maintained and performed as part of a broader environmental program to prevent pollution. The Texas Commission on Environmental Quality conducted a compliance review in April 2022 and stated that no violations had been identified.

The Consent Decree included requirements to implement an Environmental Management System meeting the requirements of the International Organization for Standardization Method 14001: 2004 *Environmental Management Systems* for the City facilities specifically listed in Appendix D of the Consent Decree.

### Training Administration

The City's environmental administrative directives establish the important roles city departments and the Office of Environmental Quality and Sustainability, formerly the Office of Environmental Quality, serve in the environmental programs.

Department Directors assume responsibility for training employees and the employee's actions regarding environmental compliance. They are also responsible for implementing and maintaining a pollution prevention program within their departments.

The Office of Environmental Quality and Sustainability also has the following key responsibilities:

- Administer the City's Environmental Compliance Program.
- Assist and advise each City department in implementing, administering, and maintaining environmental programs.
- Develop, implement, and coordinate City-wide training programs.
- Maintain comprehensive City incident, training, and cost records.
- Prepare and provide regular reports based on such data to appropriate management personnel.

Also, in October 2018, significant organizational changes occurred, and the Office of Environmental Quality was renamed the Office of Environmental Quality and Sustainability and grew in budget and number of personnel, incorporating the sustainability-related functions from the former Trinity Watershed Management Department, Dallas Water Utilities, and Sanitation Services Department. These departments have or had several Consent Decree facilities, increasing the importance of compliance for the Office of Environmental Quality and Sustainability.

## Methodology

The audit methodology included: (1) interviewing personnel from the Office of Environmental Quality and Sustainability and other city departments; (2) reviewing policies and procedures, the *Texas Local Government Code*, applicable administrative directives, and best practices; and (3) performing various analyses. This audit was performed as a design assessment. In addition, we considered all five components of *Standards for Internal Control in the Federal Government*.

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

Dan Genz, CIA, CFE – In-Charge Auditor

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

Jennifer Phung, CIA – Auditor

## Appendix B: Dallas Environmental Policy

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### Environmental Policy

The City of Dallas is committed to a clean, safe, and healthy environment. As such, we will exercise environmental stewardship in our dealings with employees, other governments, citizens, City contractors, business and others in the community for our world today as well as for future generations. Caring for the environment is one of our core values, and this is demonstrated by ensuring our activities are in harmony with the natural world around us.

This commitment is embodied by the following actions:

- ❖ Implementation of programs and procedures with an intent to meet or exceed all applicable environmental laws and regulations.
- ❖ Continual improvement of our environmental performance through proactive environmental management and self-assessments and/or third-party assessments.
- ❖ Prevention of pollution at its source through implementation of best management practices and resource conservation measures to reuse, reclaim, and recycle materials we generate.
- ❖ Utilization of Environmental Management Systems, as appropriate for our operations, to provide a framework for systematically reviewing and reducing our environmental footprint.
- ❖ Employees will abide by all environmental regulations and demonstrate environmental compliance in their daily work practices.
- ❖ Educate City employees on Dallas' environmental policies and motivate and encourage employees to practice environmental stewardship by raising awareness and sensitivity to environmental issues through City policies, regulations, training, and interactive dialogue.
- ❖ Outreach to the citizens and businesses of our community by communication of this Policy and education on the importance of environmental stewardship for clean air and water and sustainable development for the City of Dallas.

Signed \_\_\_\_\_

T.C. Broadnax  
City Manager

3/21/2018  
Date

Approved by Dallas City Council January 26, 2005



## Política Ambiental

La Ciudad de Dallas tiene el compromiso de mantener un medio ambiente limpio, seguro y sano. Y por ende atenderemos al cuidado ambiental en nuestras relaciones con los empleados, otros gobiernos, ciudadanos, contratistas de la Ciudad, negocios y otros individuos de la comunidad, para bien de nuestro mundo de hoy y de las futuras generaciones. El cuidado del medio ambiente es uno de nuestros valores esenciales, y eso se demuestra asegurando que nuestras actividades estén en armonía con el mundo natural que nos rodea.

Este compromiso se manifiesta en las siguientes medidas:

- ❖ Puesta en práctica de programas y procedimientos con la intención de cumplir con, o rebasar en el cumplimiento de, todas las leyes y reglamentaciones ambientales pertinentes.
- ❖ Mejora continua de nuestro desempeño ambiental a través de control ambiental proactivo y de autoevaluaciones y/o evaluaciones de terceros.
- ❖ Prevención de la contaminación en su origen mediante la puesta en práctica de las mejores prácticas de control y de medidas de conservación de recursos para reutilizar, recuperar y reciclar materiales que generamos.
- ❖ Utilización de Sistemas de Control Ambiental (Environmental Management Systems), según sea apropiado para nuestras operaciones, a fin de proveer una estructura para revisar y reducir de forma sistemática las huellas que dejamos en el medio ambiente.
- ❖ Los empleados deberán respetar todas las reglamentaciones ambientales y demostrar cumplimiento con lo establecido respecto al medio ambiente en sus prácticas laborales diarias.
- ❖ Educar a los empleados de la Ciudad con relación a las políticas ambientales de Dallas, y motivar y exhortar a los empleados a practicar el cuidado del medio ambiente a través de la elevación de la conciencia y la sensibilidad respecto a los asuntos ambientales mediante políticas, reglamentaciones, capacitación y diálogo interactivo por parte de la Ciudad.
- ❖ Llegar a los ciudadanos y negocios de nuestra comunidad a través de la comunicación de esta Política y de educación sobre la importancia del cuidado del medio ambiente para tener aire y agua limpios y desarrollo sostenible de la Ciudad de Dallas.

Firmado por \_\_\_\_\_

*T.C. Broaghax*  
 T.C. Broaghax  
 Administradora de la Ciudad

*3/21/2018*  
 Fecha

Aprobado por el Concejo de la Ciudad de Dallas el 26 de enero de 2005

# Appendix C: Management's Response

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## Memorandum



CITY OF DALLAS

**DATE:** February 15, 2023  
**TO:** Mark S. Swann – City Auditor  
**SUBJECT:** Response to Audit of the Office of Environmental Quality and Sustainability's Environmental Education and Awareness

This letter acknowledges the City Manager's Office received the *Audit of the Office of Environmental Quality and Sustainability's Environmental Education and Awareness* and submitted responses to the recommendations in consultation with the Office of Environmental Quality and Sustainability.

City management appreciates the hard and valuable work of the City Auditor and his staff, and we recognize the importance of effective and efficient internal and external outreach and engagement efforts that encompass the breadth of environmental compliance, environmental stewardship, and environmental justice.

The Office of Environmental Quality and Sustainability has demonstrated the effectiveness of the environmental and awareness programs and meets compliance requirements. For example, no violations were cited in DQS Management Systems Solutions November 2020 external audit or the Texas Commission on Environmental Quality compliance review in April 2022.

Additionally, we are proud of the ongoing outreach and engagement efforts to support environmental compliance with the City's Environmental Management Consent Decree that the City entered into with the US Department of Justice (DOJ) and the US Environmental Protection Agency (EPA) in 2006. Moving forward, the City will continue to operate the Environmental Management System program as a critical component for the City's ongoing compliance with the City's Stormwater Management Plan and the permit that permits the City to discharge drainage runoff into waters of Texas and the United States.

While City management agrees with the auditor's recommendations, we believe the risk ratings for the recommendations should be low due to the City's demonstrated effectiveness in meeting compliance requirements, the recommendations' limited financial risk, the department's operational awareness of programmatic opportunities for improvement, and management's commitment to fund the expansion of the department's outreach and engagement efforts, including, but not limited to the expansion of training efforts around sustainability and environmental stewardship.

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

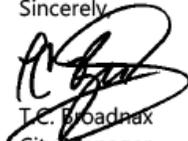
Response to Audit of the Office of Environmental Quality and Sustainability's Environmental Education and Awareness

February 15, 2023

Page 2 of 2

In summary, City management agrees to implement the auditor's recommendations by increasing training efficiency, expanding course marketing and content geared to departments that are not part of the Environmental Management System, tracking OEQS's annual cost supporting education and training costs, and ensuring policies, procedures, and other authoritative documents are current and accurate.

Sincerely,



T.C. Broadnax  
City Manager

C: Genesis D. Gavino, Chief of Staff  
Jack Ireland, Chief Financial Officer  
Elizabeth Cedillo-Pereira, Assistant City Manager  
Carlos Evans, Director, Office of Environmental Quality & Sustainability

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

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
<b>Moderate</b>	We recommend the <b>Director of the Office of Environmental Quality and Sustainability:</b>			
	<b>A.1:</b> Evaluate the environmental education and awareness programs to increase efficiency in training delivery methods, content, and document retention. This may include developing performance measures.	<b>Agree:</b> The Office of Environmental Quality and Sustainability ("OEQS") will formally evaluate the environmental education and awareness programs to increase efficiency and may develop performance measures.  Additionally, OEQS is improving efficiency by increasing the availability of online training courses for departments using tools like City University and for external stakeholders using tools like YouTube.	12/31/2023	12/31/2024  (Timeframe allows for assessment of full year's efforts)
	<b>A.2:</b> Expand the environmental education and awareness program to departments not currently in the Environmental Management System to support a clean, safe, and healthy environment.	<b>Agree:</b> Recognizing that OEQS courses are already open to all employees, OEQS will expand course marketing and content geared to Non-EMS departments to better ensure a healthy, clean, and safe environment.  Specifically, OEQS will begin increasing access to appropriate training courses for departments, including non-EMS departments, using City University and other tools.  In addition, OEQS is developing a Comprehensive Environmental & Climate Action Plan (CECAP) Education, Engagement, and Outreach Plan. OEQS anticipates leveraging the plan's content for internal training to departments, including non-EMS departments.	12/31/2023	12/31/2024

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
<b>Moderate</b>	We recommend the <b>Director of the Office of Environmental Quality and Sustainability:</b>			
	<b>A.3:</b> Track the annual cost of the Office of Environmental Quality and Sustainability environmental education and awareness program, which may include other departments' training costs.	<b>Agree:</b> OEQS will work with appropriate departments to add a project code which OEQS will use to assess its training costs. However, OEQS does not have the ability to track costs in other departments.	12/31/2023	12/31/2024 (Timeframe is intended to capture a full fiscal year of activity)
	<b>B.1:</b> Review and update the Environmental Policy, administrative directives, and internal procedures for the Environmental Management System, as appropriate, to meet current standards, requirements, and City priorities, such as the <i>Comprehensive Environmental &amp; Climate Action Plan</i> .	<b>Agree:</b> OEQS will review and update the Environmental Policy, administrative directives, and internal procedures to meet current standards, requirements, and City priorities.  Specifically, OEQS has already begun to address the recommendation by drafting revisions to the administrative directives and related procedures.	12/31/2023	12/31/2024



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-720

**Item #:** C.

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2022 External Audit Presentation and Discussion  
[Sara Dempsey, Partner-in-Charge, Governmental Services, Weaver]

# 2022 External Audit Presentation and Discussion

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City of Dallas



# Team in Attendance



Sara Dempsey, CPA  
Partner-in-Charge,  
Government Services

- ▶ **19+ years** of public accounting experience
- ▶ Served on the **AICPA State and Local Government Expert Panel**, Special Review Committee for the GFOA, and **the Financial Reporting and Regulatory Response Committee** of the GFOA of Texas
- ▶ Dallas office

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Jeff Wada, CPA  
Senior Manager,  
Government Services

- ▶ **9+ years** of public accounting experience
- ▶ Member of the **TXCPA**
- ▶ Serves on the Special Review Committee for the GFOA
- ▶ Dallas office

# Audit Organization



# Audit Testing

Our audit process is a risk-based approach in which we identified potential areas of risk that could lead to material misstatement of the financial statements.

Financial Statement Level Risk	Procedures Performed
Management override of internal controls	<ul style="list-style-type: none"> <li>- tested approval of journal entries</li> <li>- tested approval of cash disbursements</li> <li>- tested approval of payroll disbursements</li> <li>- tested bid procedure process</li> <li>- tested valuation process</li> <li>- tested budget amendments</li> <li>- agreed disclosures to support</li> <li>- tested estimates for reasonableness</li> </ul>
Audit Area Risks	Procedures Performed
Improper revenue recognition for DWU, Aviation, Convention Center, and Sanitation	<ul style="list-style-type: none"> <li>- tested existence, valuation, and cutoff of receivables and revenue</li> <li>- obtained customer activity and detail for evidence of the service being performed and that payment was received</li> <li>- recalculated revenue using authorized rates and meter readings</li> <li>- performed analytical procedures</li> </ul>
Improper grant revenue and receivable recognition	<ul style="list-style-type: none"> <li>- agreed amounts recorded in the general ledger to the final Schedule of Federal and State Awards</li> <li>- tested expenditures to ensure they were allowable costs and eligible for reimbursement</li> <li>- tested receipts from granting agencies</li> <li>- read grant agreements to test for compliance</li> </ul>

# Audit Testing, continued

Audit Area Risks	Procedures Performed
Improper revenue recognition for other funds	<ul style="list-style-type: none"> <li>- tested existence, valuation, and cutoff of receivables and revenue</li> <li>- obtained detail for evidence of the service being performed and that payment was received</li> <li>- performed analytical procedures</li> </ul>
Capital assets	<ul style="list-style-type: none"> <li>- inspected records and documents related to significant projects</li> <li>- vouched transactions to invoices, pay apps, and bid procedures</li> </ul>
Long-term liabilities	<ul style="list-style-type: none"> <li>- tested the existence and occurrence of long-term liabilities</li> <li>- tested the disclosures and presentation</li> <li>- tested covenants and continuing disclosures</li> </ul>
Evaluation of estimates	<ul style="list-style-type: none"> <li>- evaluated the reasonableness of significant estimates, such as allowance for doubtful accounts</li> </ul>
Leases (GASB 87)	<ul style="list-style-type: none"> <li>- tested the existence and occurrence, and completeness of leases</li> <li>- tested the disclosures and presentation</li> <li>- read lease contracts on a sample basis</li> </ul>

# Audit Testing, continued



Other Areas	Procedures Performed
Information Technology	<ul style="list-style-type: none"> <li>- logical security: access is authenticated and approved</li> <li>- change management: tested process of implementing new applications and system changes</li> <li>- computer operations: critical data is backed up regularly</li> </ul>
Investments	- tested valuation, fair value, disclosures, and Public Funds Investment Act
Risks, uncertainties, contingencies	<ul style="list-style-type: none"> <li>- read City Council and GPFM Committee minutes</li> <li>- Inquired of management</li> <li>- received attorney letter</li> <li>- read contracts and agreements</li> </ul>
Performed data mining procedures	<ul style="list-style-type: none"> <li>- obtained detail of disbursements, approved vendors, payroll transactions, addresses</li> <li>- tested significant vendors, employees paid after termination dates, employees with significant overtime</li> </ul>

## Other areas tested:

- Passenger Facilities Charge compliance
- Love Field Airport Modernization Corporation and related transactions
- TCEQ compliance

# Deliverables

## Completed:

- Annual Comprehensive Financial Report
- Downtown Dallas Development Authority Tax Increment Financing District

## Pending Completion:

- Federal Single Audit
- State Single Audit
- Dallas Convention Center Hotel Development Corporation
- Dallas Water Utilities
- Airport Revenues Fund and Passenger Facility Charge compliance
- Texas Commission on Environment Quality financial assurance agreed-upon procedures

# Financial Audit Results

Type of Report:	UNMODIFIED
Internal control over financial reporting:	
Any material weaknesses identified?	NO
Any significant deficiencies that are not material weaknesses?	NO
Any noted noncompliance material to financial statements?	NO

# Required Communications



Communication	Results
Audit Adjustments	No audit adjustments
Management representations	We requested certain representations from management that were included in the management representation letter.
Auditor independence	No independence issues noted.
Other information contained in documents containing audited financial statements	We performed limited procedures on the Management's Discussion and Analysis (MD&A) and Required Supplementary Information (RSI). We did not provide any assurance on this information and other supplementary information.
Management judgments and accounting estimates	Management's estimates of allowances for uncollectible receivables were evaluated and determined to be reasonable in relation to the financial statements as a whole.

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# FINANCIAL HIGHLIGHTS

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# Government-Wide (in millions)



	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>
Governmental					
Change in net position	\$ 622	\$ 857	\$ 400	\$ 118	\$ 1,228
Total net position	\$ (822)	\$ (1,447)	\$ (2,304)	\$ (2,704)	\$ (2,822)
Ending unrestricted net position	\$ (4,553)	\$ (4,942)	\$ (5,561)	\$ (5,752)	\$ (5,904)
Capital assets, net	\$ 4,895	\$ 4,703	\$ 4,453	\$ 4,277	\$ 4,085
Business-type					
Change in net position	\$ 245	\$ 92	\$ 63	\$ 42	\$ 152
Total net position	\$ 3,856	\$ 3,618	\$ 3,526	\$ 3,463	\$ 3,420
Ending unrestricted net position	\$ (156)	\$ (266)	\$ (286)	\$ (224)	\$ (143)
Capital assets, net	\$ 7,553	\$ 7,287	\$ 7,187	\$ 7,071	\$ 6,890

Total net position increased for both governmental and business-type activities in 2018-2022.

Unrestricted net position continued to increase in 2022 for both governmental and business-type activities.

Capital assets, net continued to increase in 2022 for both governmental and business-type activities.

Capital assets include right-to-use lease assets due to GASB 87 implementation beginning in 2022.

# Property Tax Rate and Debt



	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>
Governmental					
Tax rate (per \$100 valuation)					
Total	0.7733	0.7763	0.7766	0.7767	0.7804
General Fund	0.5658	0.5688	0.5691	0.5667	0.5580
Debt Service Fund	0.2075	0.2075	0.2075	0.2100	0.2224
Taxable assessed valuation (in billions)	\$ 155.9	\$ 147.4	\$ 140.2	\$ 130.1	\$ 118.3
Total GO Debt (in billions)	\$ 1,660	\$ 1,667	\$ 1,657	\$ 1,808	\$ 1,558
Debt service expenditures as a percentage of noncapital expenditures	20.55%	20.80%	15.57%	16.46%	15.23%

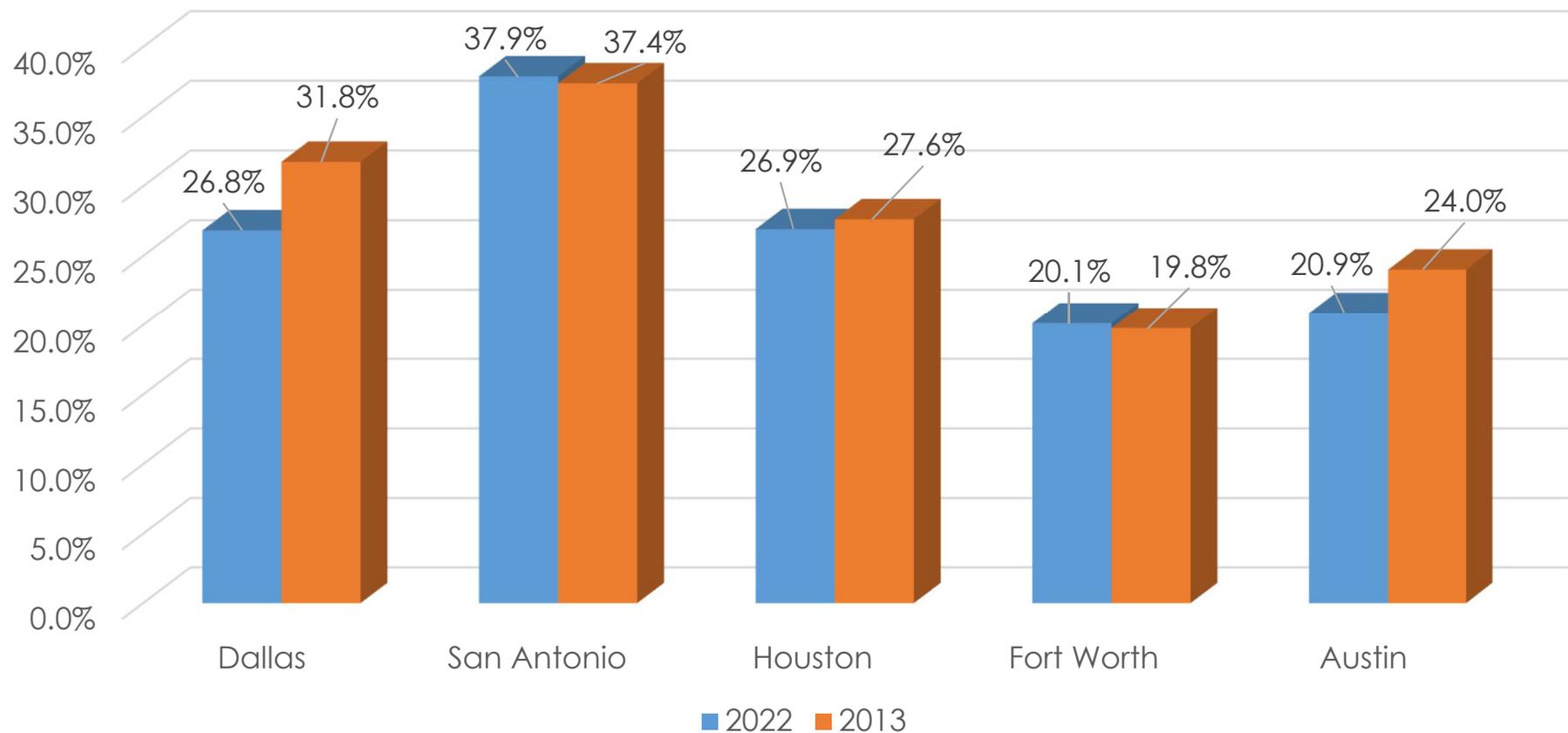
Total tax rate has decreased annually from 2018-2022.

Debt service tax rate has decreased or remained flat since 2018.

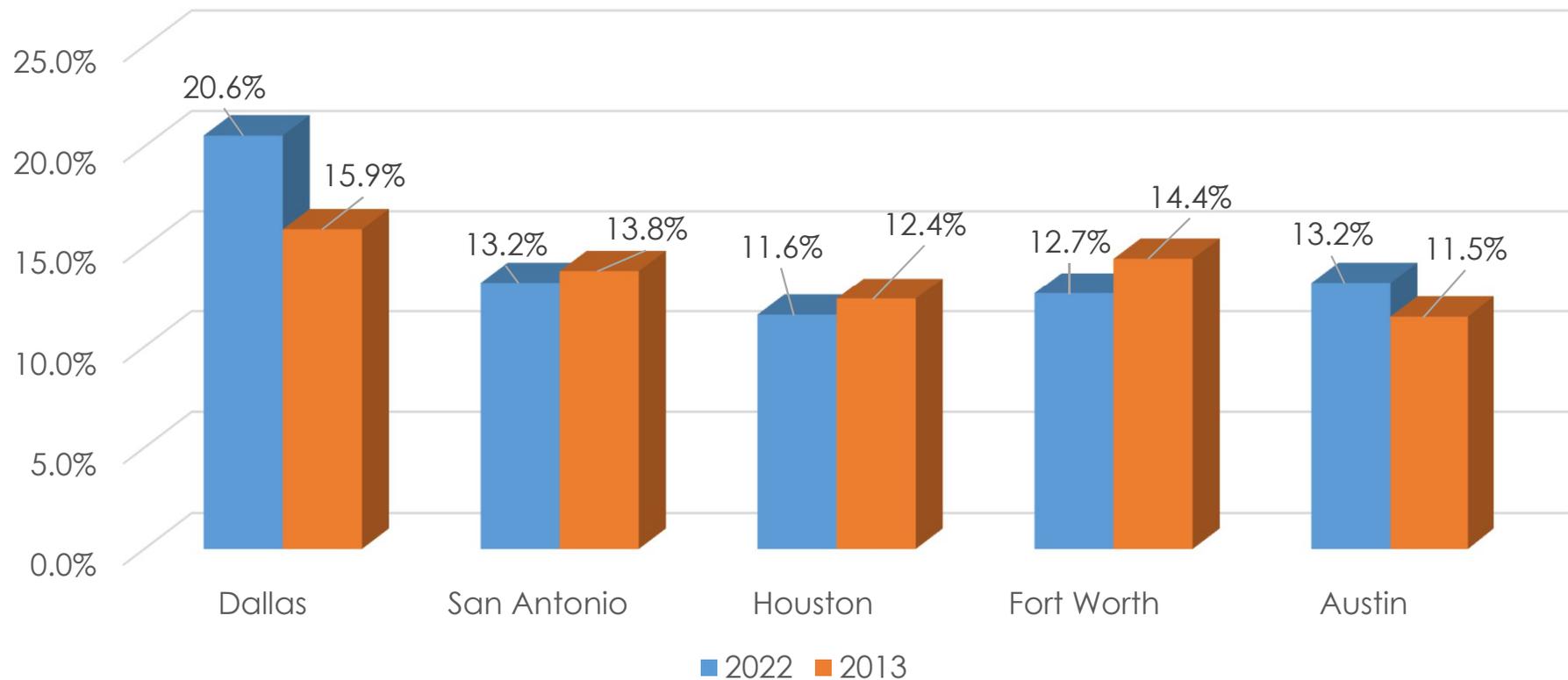
Taxable assessed valuation has increased annually from 2018-2022.

Debt service expenditures as a percentage of noncapital expenditures decreased in 2018, 2020, and 2022.

## Debt Service Component of Tax Rate as a Percentage of Total Rate



## Debt Service Expenditures as a Percentage of Non-Capital Expenditures



The City of San Antonio's 2022 financial statements were not published at the time this presentation was created, so the 2021 balance was used.

# General Fund (in millions)



	2022	2021	2020	2019	2018
General Fund Balance					
Total fund balance	\$ 442.3	\$ 400.5	\$ 344.6	\$ 297.2	\$ 256.3
Unassigned	\$ 370.6	\$ 324.3	\$ 277.5	\$ 234.2	\$ 212.8
General Fund expenditures	\$ 1,477.2	\$ 1,378.3	\$ 1,285.4	\$ 1,280.7	\$ 1,235.6
Unassigned general fund balance as a percentage of expenditures	25.09%	23.53%	21.59%	18.29%	17.22%
Excess (deficiency) of revenues over (under) expenditures	\$ 48.7	\$ 48.6	\$ 41.8	\$ 30.2	\$ 9.8
Transfers in(out) of general fund, net	\$ (7.4)	\$ 6.7	\$ 5.3	\$ (165.3)	\$ (51.6)

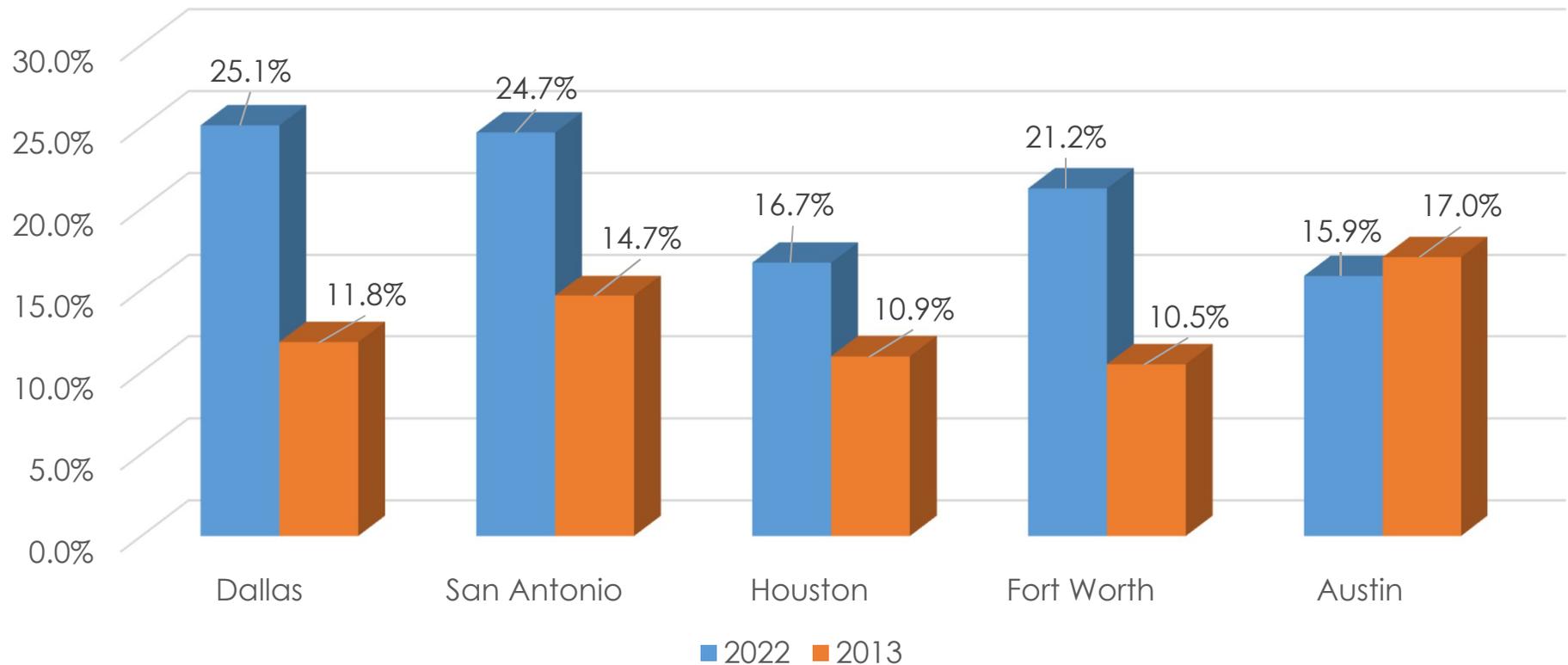
Total fund balance of the general fund has increased annually from 2018-2022.

The unassigned fund balance has increased annually from 2018-2022.

The unassigned fund balance as a % of expenditures has increased from 2018-2022.

Transfers were a net transfer in during 2021 and 2020, and transfers were a net transfer out during 2022, 2019, and 2018.

## Unassigned General Fund Balance as a Percentage of General Fund Expenditures



The City of San Antonio's 2022 financial statements were not published at the time this presentation was created, so the 2021 balance was used.

# Enterprise Funds



	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>
Income (loss) before transfers and contributions					
Dallas Water Utilities	\$ 161.6	\$ 55.1	\$ 56.2	\$ 30.5	\$ 123.4
Convention Center	\$ 11.3	\$ (4.6)	\$ 1.4	\$ 16.5	\$ 13.7
Airport revenue	\$ 70.6	\$ 21.2	\$ 26.3	\$ 25.4	\$ 16.4
Sanitation	\$ 11.8	\$ 6.2	\$ 6.1	\$ (7.7)	\$ 11.2
Total capital assets, net					
Dallas Water Utilities	\$ 5,788	\$ 5,599	\$ 5,496	\$ 5,366	\$ 5,200
Convention Center	\$ 386	\$ 398	\$ 415	\$ 433	\$ 450
Airport revenue	\$ 1,291	\$ 1,221	\$ 1,208	\$ 1,204	\$ 1,187
Sanitation	\$ 68	\$ 66	\$ 65	\$ 66	\$ 51
Revenue bond coverage					
Dallas Water Utilities	2.10	1.63	1.68	1.74	1.96
Convention Center	2.00	1.10	1.50	2.10	2.00
Airport revenue	2.11	1.83	4.36	3.47	2.91
Sanitation	n/a	n/a	n/a	n/a	n/a

DWU income increased in 2020 and 2022, and decreased in 2018, 2019, and 2021.

Revenue bond coverage for DWU increased in 2018 and 2022 and decreased in 2019, 2020, and 2021.

Revenue bond coverage for Convention Center increased in 2018, 2019, 2022 and decreased in 2020, and 2021.

Revenue bond coverage for Airport increased in 2019, 2020, and 2022 and decreased in 2021.

# Risk funds, OPEB, Pension, & Landfill (in millions)



	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>
Internal service net position					
Risk funds deficit	\$ (76.4)	\$ (47.2)	\$ (64.0)	\$ (23.5)	\$ (213.2)
Risk funds total liability	\$ 140	\$ 132	\$ 132	\$ 85	\$ 248
Risk funds deficit as a % of total general fund balance	17.27%	11.79%	18.57%	7.91%	83.18%
Landfill closure and post-closure liability	\$ 49	\$ 47	\$ 45	\$ 44	\$ 42
Net pension liability	\$ 4,029	\$ 5,703	\$ 4,693	\$ 4,739	\$ 3,175
Total OPEB liability	\$ 222	\$ 266	\$ 531	\$ 565	\$ 511

The City's self-insured risk activities are being funded on a pay-as-you-go basis.

The risk fund deficit as a % of total fund balance increased in 2018, 2020, and 2022 and decreased in 2019 and 2021.

The landfill closure and post-closure liability has increased between 2018-2022.

The net pension liability decreased in 2018, 2020, and 2022 and increased in 2019 and 2021.

The total OPEB liability decreased in 2020-2022 and increased in 2018-2019.

# DISCUSSION



Contact Us

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Partner, Assurance Services  
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Email: [sara.dempsey@weaver.com](mailto:sara.dempsey@weaver.com)





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-723

**Item #:** D.

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Budget Accountability Report (Information as of January 31, 2023)  
[Budget & Management Services]

# Memorandum



CITY OF DALLAS

DATE March 17, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – January 2023**

Please find attached the January Budget Accountability Report (BAR) based on information through January 31, 2023. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

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

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

Jack Ireland  
Chief Financial Officer

[Attachment]

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

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

# BUDGET ACCOUNTABILITY REPORT

As of January 31, 2023



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

Prepared by Budget & Management Services

1500 Marilla Street, 4FN  
Dallas, TX 75201

214-670-3659  
[financialtransparency@dallas.gov](mailto:financialtransparency@dallas.gov)

# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	✓	✓
Development Services	✓	✓
Municipal Radio	10% over budget	10% over budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	✓
Equipment and Fleet Management	✓	✓
Express Business Center	15% over budget	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	7% over budget	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 25  
On Target

! 3  
Near Target

✗ 7  
Not on Target

#### Year-End Forecast

✓ 35  
On Target

! 0  
Near Target

✗ 0  
Not on Target

### Budget Initiative Tracker

● 2  
Complete

! 0  
At Risk

✓ 33  
On Track

✗ 0  
Canceled

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through January 31, 2023, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 28, 2022, effective October 1, 2022, through September 30, 2023. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-date (YTD) actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the year-end (YE) forecast, which projects anticipated revenues and expenditures as of September 30, 2023. The variance is the difference between the FY 2022-23 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

## General Fund Overview

The General Fund overview provides a summary of financial activity through January 31, 2023.

	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$308,405,349	\$308,405,349		\$322,248,566	\$13,843,217
Revenues	1,706,814,187	1,706,814,187	1,167,380,923	1,722,130,500	15,316,313
Expenditures	1,706,814,187	1,706,814,187	586,673,784	1,717,553,938	10,739,750
Ending Fund Balance	\$308,405,349	\$308,405,349		\$326,825,128	\$18,419,780

**Fund Balance.** Through September 30, 2022, the audited unassigned ending fund balance for FY 2021-22 is \$329,048,566 and includes FY 2021-22 YE savings. As of January 31, 2023, the beginning fund balance for YE forecast reflects the FY 2021-22 audited unassigned ending fund balance and usage of Contingency Reserve in the amount of \$6,800,000 as approved by the City Council on December 14, 2022. This allocation from Contingency Reserve was used to establish the 2022 Severe Weather and Flooding Fund to facilitate repair of insured city facilities.

**Revenues.** Through January 31, 2023, General Fund revenues are projected to be \$15,316,000 over budget. Sales tax revenue is projected to be \$11,719,000 over budget based on actual collection trends four months into the fiscal year. Fines and forfeitures combined with auction sales are projected to be \$3,760,000 over budget.

**Expenditures.** Through January 31, 2023, General Fund expenditures are projected to be \$10,740,000 over budget primarily due to uniform overtime expenses and capital expenditures in PKR. These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments.

## FY 2022-23 Financial Forecast Report

**GENERAL FUND REVENUE**

Revenue Category		FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$961,502,880	\$961,502,880	\$957,091,736	\$961,502,880	\$0
2	Sales Tax	417,232,383	417,232,383	143,640,160	428,951,153	11,718,770
3	Franchise and Other	127,865,821	127,865,821	26,322,157	127,865,821	0
4	Charges for Services	115,554,550	115,554,550	24,346,871	115,366,711	(187,839)
5	Fines and Forfeitures	23,776,847	23,776,847	7,711,890	26,394,582	2,617,735
6	Operating Transfers In	28,185,836	28,185,836	0	28,185,836	0
7	Intergovernmental	13,161,563	13,161,563	506,996	13,161,563	0
8	Miscellaneous	7,967,394	7,967,394	3,148,842	9,110,144	1,142,750
9	Licenses and Permits	5,616,913	5,616,913	1,274,500	5,641,809	24,896
10	Interest	5,950,000	5,950,000	3,337,771	5,950,000	0
	<b>Total Revenue</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$1,167,380,923</b>	<b>\$1,722,130,500</b>	<b>\$15,316,313</b>

**VARIANCE NOTES**

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

**2 Sales Tax.** Sales tax revenue is forecast to be \$11,719,000 over budget based on actual collection trends four months into the fiscal year.

**4 Fines and Forfeitures.** Fines and Forfeiture revenue is projected to be over budget by \$2,618,000 primarily due to incoming revenue from bankruptcy settlements and the close-out of the SafeLight Auto Red Light Running fund (\$1,532,000), and increased wrecker fee collections at the Dallas Auto Pound (\$1,338,000).

**8 Miscellaneous.** Miscellaneous revenue is projected to be over budget by \$1,143,000 primarily due to increased collections from Dallas Auto Pound auction sales.

## FY 2022-23 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

	Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$285,227,838	\$285,168,289	\$79,705,154	\$274,044,932	(\$11,123,357)
	Non-uniform Overtime	8,144,953	8,154,053	4,964,420	11,316,391	3,162,338
	Non-uniform Pension	40,352,092	40,344,739	11,424,517	38,829,802	(1,514,937)
	Uniform Pay	527,979,958	527,979,959	167,257,537	503,209,505	(24,770,454)
	Uniform Overtime	39,791,958	50,642,015	31,098,957	85,736,617	35,094,602
	Uniform Pension	182,727,572	182,727,571	57,267,924	182,307,641	(419,930)
	Health Benefits	79,837,068	79,834,065	16,787,072	79,834,065	0
	Workers Comp	11,152,531	11,152,531	11,152,531	11,152,531	0
	Other Personnel Services	13,091,916	13,224,812	4,091,846	13,400,581	175,769
<b>1</b>	<b>Total Personnel Services</b>	<b>\$1,188,305,887</b>	<b>\$1,199,228,034</b>	<b>\$383,749,959</b>	<b>\$1,199,832,065</b>	<b>\$604,030</b>
<b>2</b>	<b>Supplies</b>	<b>84,389,204</b>	<b>82,738,170</b>	<b>30,008,895</b>	<b>82,966,929</b>	<b>228,759</b>
<b>3</b>	<b>Contractual Services</b>	<b>507,274,125</b>	<b>502,541,530</b>	<b>164,847,098</b>	<b>506,311,964</b>	<b>3,770,434</b>
<b>4</b>	<b>Capital Outlay</b>	<b>16,465,953</b>	<b>22,933,662</b>	<b>10,996,129</b>	<b>27,023,164</b>	<b>4,089,502</b>
<b>5</b>	<b>Reimbursements</b>	<b>(89,620,981)</b>	<b>(100,627,209)</b>	<b>(2,928,297)</b>	<b>(98,580,184)</b>	<b>2,047,025</b>
	<b>Total Expenditures</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$586,673,784</b>	<b>\$1,717,553,938</b>	<b>\$ 10,739,750</b>

**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 \$604,000 over budget primarily due to uniform overtime expenses in Dallas Fire-Rescue (\$19,236,000) and Dallas Police Department (\$15,846,000) and non-uniform overtime expenses which are primarily offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments. Dallas Police Department overtime expenses are partially offset by a budgeted American Rescue Plan Act (ARPA) reimbursement. DPD uniform overtime expenses are due in part to elevated attrition in FY 2021-22, consistent demand for police services (P1 call volume), focused support for 911 (\$2.0 million) and the speeding/racing initiative (\$1.8 million), as well as increased response/deployment to "hot spots". DFR uniform overtime expenses are projected to be \$19.2 million over budget as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements.

**4 Capital Outlay.** Capital outlay is projected to be \$4,090,000 over budget primarily due to PKR expenses related to unbudgeted preventive security and safety measures at recreational facilities, parks, and trails (\$3,171,000) and higher than budgeted CCS equipment and trucks for nuisance abatement, Pro-Active, and HART teams (\$454,000).

## FY 2022-23 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

#	Expenditure by Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,277,919	\$4,277,919	\$1,209,310	\$4,143,930	(\$133,989)
2	Building Services	30,390,891	30,390,891	11,686,630	30,390,891	0
3	City Attorney's Office	20,971,242	20,971,242	6,285,106	21,094,117	122,875
4	City Auditor's Office	3,163,255	3,163,255	871,510	2,898,250	(265,005)
5	City Controller's Office	8,567,559	8,567,559	2,948,021	8,567,559	0
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,205,072	929,628	3,078,122	(126,950)
8	City Secretary's Office	3,141,520	3,141,520	1,024,458	3,197,899	56,379
9	Elections	2,022,829	2,022,829	(81,392)	2,022,829	0
10	Civil Service	3,064,698	3,064,698	804,154	2,948,980	(115,718)
11	Code Compliance	41,342,433	41,342,433	12,940,131	41,342,433	0
12	Court & Detention Services	26,923,902	26,923,902	8,143,592	26,304,617	(619,285)
13	Jail Contract	8,344,443	8,344,443	2,086,111	8,344,443	0
14	Dallas Animal Services	17,725,448	17,725,448	5,649,092	17,702,376	(23,072)
15	Dallas Fire-Rescue	369,069,665	369,069,665	131,790,186	380,184,461	11,114,796
16	Dallas Police Department	611,908,283	611,908,283	203,412,717	611,900,635	(7,648)
17	Data Analytics & Business Intelligence	5,281,114	5,281,114	1,047,429	4,655,700	(625,414)
18	Housing & Neighborhood Revitalization	4,639,881	4,639,881	1,194,384	4,609,875	(30,006)
19	Human Resources	8,140,152	8,140,152	3,271,072	8,336,702	196,550
20	Judiciary	4,273,646	4,273,646	1,312,879	4,273,646	0
21	Library	37,544,060	37,544,060	10,562,939	37,196,838	(347,222)
	Management Services					
22	311 Customer Service Center	5,850,487	5,850,487	2,592,510	5,404,019	(446,468)
23	Communications, Outreach, & Marketing	3,699,446	3,699,446	745,922	3,268,846	(430,600)
24	Office of Community Care	9,365,486	9,365,486	1,748,691	9,317,802	(47,684)
25	Office of Community Police Oversight	811,382	811,382	163,123	780,122	(31,260)
26	Office of Emergency Management	1,344,664	1,344,664	404,266	1,318,163	(26,501)
27	Office of Environmental Quality & Sustainability	6,898,850	6,898,850	3,439,390	6,609,041	(289,809)
28	Office of Equity & Inclusion	3,809,929	3,809,929	688,366	3,605,326	(204,603)
29	Office of Government Affairs	956,162	956,162	355,715	974,541	18,379
30	Office of Historic Preservation	1,341,076	1,341,076	211,489	1,328,675	(12,401)
31	Office of Homeless Solutions	15,197,632	15,197,632	8,091,196	16,832,982	1,635,350
32	Office of Integrated Public Safety Solutions	5,630,099	5,630,099	912,760	5,630,099	0
33	Small Business Center	3,746,673	3,746,673	734,963	3,494,934	(251,739)
34	Mayor & City Council	6,645,643	6,645,643	1,696,157	6,743,937	98,294
35	Non-Departmental	135,306,683	135,306,683	8,292,651	134,394,144	(912,539)
36	Office of Arts & Culture	22,496,061	22,496,061	17,172,801	22,496,061	0
37	Office of Economic Development	3,918,798	3,918,798	1,522,490	3,918,798	0
38	Park & Recreation	106,863,878	106,863,878	43,279,267	109,440,006	2,576,128
39	Planning & Urban Design	5,150,852	5,150,852	1,766,434	5,046,494	(104,358)
40	Procurement Services	3,014,089	3,014,089	801,829	2,987,359	(26,730)
41	Public Works	89,209,383	89,209,383	64,873,612	89,209,383	0
42	Transportation	51,984,903	51,984,903	20,092,193	51,984,903	0
	<b>Total Departments</b>	<b>\$1,697,995,188</b>	<b>\$1,697,995,188</b>	<b>\$586,673,784</b>	<b>\$1,708,734,939</b>	<b>\$10,739,750</b>
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	3,501,999	3,501,999	0	3,501,999	0
45	Salary and Benefit Stabilization	5,317,000	5,317,000	0	5,317,000	0
	<b>Total Expenditures</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$586,673,784</b>	<b>\$1,717,553,938</b>	<b>\$10,739,750</b>

## 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 Attorney's Office.** ATT is projected to be \$123,000 over budget due primarily due to termination payouts for retiring employees and other personnel expenses.

**4 City Auditor's Office.** AUD is projected to be \$265,000 under budget primarily due to salary savings associated with three vacant positions.

**8 City Secretary Office.** SEC is projected to be \$56,000 over budget primarily due to a City Council approved equity adjustment.

**12 Court & Detention Services.** CTS is projected to be \$619,000 under budget primarily due to salary savings associated with 81 vacant positions.

**15 Dallas Fire-Rescue.** DFR is projected to be \$11,115,000 over budget primarily due to uniform overtime expenses (\$19,236,000 over budget) as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements. This is partially offset by salary savings as a result of vacant uniform positions and a reimbursement from the American Rescue Plan Act (ARPA) for eligible uniform salary expenses (\$2,500,000 for paramedic training) initially budgeted in FY 2021-22. The department is working to implement additional recruiting strategies that will positively impact headcount levels in the field.

**17 Data Analytics & Business Intelligence.** DBI is projected to be \$625,000 under budget primarily due to salary savings associated with 20 vacant positions.

**19 Human Resources.** HR is projected to be \$197,000 over budget primarily due to personnel costs associated with organizational changes. Funding in the amount of \$196,550 to support positions moved to HR will be reallocated at FY 2022-23 mid-year.

**22 311 Customer Service Center.** 311 is projected to be \$466,000 under budget primarily due to salary savings associated with vacant positions.

**23 Communications, Outreach, & Marketing.** COM is projected to be \$431,000 under budget primarily due to salary savings associated with 10 vacant positions.

**28 Office of Equity and Inclusion.** OEI is projected to be \$205,000 under budget primarily due to salary savings associated with seven vacant positions.

**29 Office of Government Affairs.** OGA is projected to be \$18,000 over budget primarily due to temporary staffing costs for an executive assistant.

**31 Office of Homeless Solutions.** OHS is projected to be \$1,635,000 over budget due to an emergency procurement for temporary housing of 94 individuals from an encampment decommissioned by the Dallas R.E.A.L. Time Rapid Rehousing Initiative(DRTRR) in January.

**33 Small Business Center.** SBC is projected to be \$252,000 under budget primarily due to salary savings associated with eight 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.

**34 Mayor & City Council.** MCC is projected to be \$98,000 over budget primarily due to personnel costs associated with organizational changes. Funding to support positions moved to MCC will be reallocated from COM at FY 2022-23 mid-year.

**35 Non-Departmental.** Non-D is projected to be \$912,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns.

**38 Park & Recreation.** PKR is projected to be \$2,576,000 over budget primarily due to unbudgeted preventive security and safety measures at recreational facilities and trails including cameras, lighting, and staff (\$1,500,000); high inflationary costs for supplies and services affecting park maintenance, repair, and cleanup (\$1,000,000); deferred maintenance (\$1,500,000); overtime and temporary staffing (\$2,628,000); and 2023 Southwest Showcase Televised Golf Tournament (\$100,000). These costs are partially offset by salary savings associated with vacant positions (\$4,152,000).

## FY 2022-23 Financial Forecast Report

**ENTERPRISE FUNDS**

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
------------	------------------------------	------------------------------	------------	-------------	----------

**1 AVIATION**

Beginning Fund Balance	\$53,227,959	\$53,227,959		\$75,205,004	\$21,977,045
Total Revenues	158,542,590	158,542,590	63,600,821	163,476,853	4,934,263
Total Expenditures	163,476,405	163,476,405	44,387,659	163,476,405	0
Ending Fund Balance	\$48,294,144	\$48,294,144		\$75,205,452	\$26,911,308

**2 CONVENTION & EVENT SERVICES**

Beginning Fund Balance	\$43,463,338	\$43,463,338		\$56,656,767	\$13,193,429
Total Revenues	113,230,392	113,231,392	34,715,200	116,656,341	3,424,949
Total Expenditures	113,231,392	113,231,392	38,049,725	116,656,341	3,424,949
Ending Fund Balance	\$43,462,338	\$43,463,338		\$56,656,767	\$13,193,429

**3 DEVELOPMENT SERVICES**

Beginning Fund Balance	\$45,375,814	\$45,375,814		\$38,036,071	(\$7,339,743)
Total Revenues	35,340,940	35,340,940	10,749,341	35,399,998	59,058
Total Expenditures	43,830,455	48,830,455	13,701,609	48,729,691	(100,764)
Ending Fund Balance	\$36,886,299	\$31,886,299		\$24,706,378	(\$7,179,921)

**4 MUNICIPAL RADIO**

Beginning Fund Balance	\$745,490	\$745,490		\$572,451	(\$173,039)
Total Revenues	1,003,095	1,003,095	326,660	1,107,287	104,192
Total Expenditures	1,003,095	1,003,095	571,818	1,100,313	97,218
Ending Fund Balance	\$745,490	\$745,490		\$579,425	(\$166,065)

**5 SANITATION SERVICES**

Beginning Fund Balance	\$19,328,242	\$19,328,242		\$19,627,964	\$299,722
Total Revenues	145,369,518	145,369,518	47,002,616	145,369,518	0
Total Expenditures	143,785,140	143,785,140	32,648,872	143,785,140	0
Ending Fund Balance	\$20,912,620	\$20,912,620		\$21,212,342	\$299,722

**6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES**

Beginning Fund Balance	\$15,732,597	\$15,732,597		\$19,962,402	\$4,229,805
Total Revenues	72,433,742	72,433,742	25,019,786	72,433,742	0
Total Expenditures	72,433,742	72,433,742	11,102,710	72,433,742	0
Ending Fund Balance	\$15,732,597	\$15,732,597		\$19,962,402	\$4,229,805

**7 WATER UTILITIES**

Beginning Fund Balance	\$133,050,983	\$133,050,983		\$168,023,058	\$34,972,075
Total Revenues	755,226,160	755,226,160	260,831,054	755,226,160	0
Total Expenditures	761,226,160	761,226,160	206,338,534	761,226,160	0
Ending Fund Balance	\$127,050,983	\$127,050,983		\$162,023,058	\$34,972,075

## FY 2022-23 Financial Forecast Report

**INTERNAL SERVICE FUNDS**

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
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**8 BOND & CONSTRUCTION MANAGEMENT**

Beginning Fund Balance	(\$14,768)	(\$14,768)		(\$1,400,504)	(\$1,385,736)
Total Revenues	23,087,146	23,087,146	822,955	22,275,755	(811,391)
Total Expenditures	23,087,146	23,087,146	4,911,808	22,261,641	(825,505)
Ending Fund Balance	(\$14,768)	(\$14,768)		(\$1,386,390)	(\$1,371,622)

**9 EQUIPMENT & FLEET MANAGEMENT**

Beginning Fund Balance	\$10,783,384	\$10,783,384		\$11,008,909	\$225,525
Total Revenues	66,009,566	66,009,566	5,418,386	66,901,154	891,588
Total Expenditures	66,600,148	66,600,148	17,780,296	67,491,736	891,588
Ending Fund Balance	\$10,192,802	\$10,192,802		\$10,418,327	\$225,525

**10 EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$5,684,817	\$5,684,817		\$5,940,355	\$255,538
Total Revenues	2,593,790	2,593,790	855,285	2,992,922	399,132
Total Expenditures	2,361,983	2,361,983	570,883	2,326,869	(35,114)
Ending Fund Balance	\$5,916,624	\$5,916,624		\$6,606,408	\$689,784

**11 INFORMATION TECHNOLOGY**

Beginning Fund Balance	\$9,119,837	\$9,119,837		\$20,013,158	\$10,893,321
Total Revenues	108,985,933	108,985,933	35,290,696	108,985,933	0
Total Expenditures	110,191,357	110,191,357	56,366,121	109,751,542	(439,815)
Ending Fund Balance	\$7,914,413	\$7,914,413		\$19,247,549	\$11,333,136

**12 RADIO SERVICES**

Beginning Fund Balance	\$1,139,315	\$1,139,315		\$2,712,126	\$1,572,811
Total Revenues	16,863,428	16,863,428	4,895,638	16,863,428	0
Total Expenditures	16,867,557	16,867,557	4,804,118	16,814,074	(53,483)
Ending Fund Balance	\$1,135,186	\$1,135,186		\$2,761,480	\$1,626,294

## FY 2022-23 Financial Forecast Report

**OTHER FUNDS**

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
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**13 9-1-1 SYSTEM OPERATIONS**

Beginning Fund Balance	\$4,180,269	\$4,180,269		\$5,652,626	\$1,472,357
Total Revenues	12,017,444	12,017,444	3,965,918	12,829,221	811,777
Total Expenditures	14,212,742	14,212,742	5,854,491	14,176,204	(36,538)
Ending Fund Balance	\$1,984,971	\$1,984,971		\$4,305,643	\$2,320,672

**14 DEBT SERVICE**

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$84,537,164	\$17,669,467
Total Revenues	408,298,161	408,298,161	362,924,657	408,298,161	0
Total Expenditures	412,314,869	412,314,869	0	412,314,869	0
Ending Fund Balance	\$62,850,989	\$62,850,989		\$80,520,456	\$17,669,467

**15 EMPLOYEE BENEFITS**

City Contributions	\$108,965,789	\$108,965,789	\$26,906,351	\$109,342,574	\$376,785
Employee Contributions	44,675,798	44,675,798	14,523,769	44,718,099	42,301
Retiree	26,927,732	26,927,732	(18)	27,094,920	167,188
Other	0	0	103,206	86,495	86,495
Total Revenues	180,569,319	180,569,319	41,533,308	181,242,088	672,769
Total Expenditures	\$189,583,785	\$189,583,785	\$15,051,283	\$194,837,126	\$5,253,341

Note: FY 2022-23 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

**16 RISK MANAGEMENT**

Worker's Compensation	\$16,041,001	\$16,041,001	15,991,645	14,085,135	\$0
Third Party Liability	10,033,670	10,033,670	10,849,118	11,688,742	0
Purchased Insurance	13,445,548	13,445,548	13,447,476	11,096,779	0
Interest and Other	0	0	203,756	121,238	121,238
Total Revenues	39,520,219	39,520,219	40,491,995	36,991,894	121,238
Total Expenditures	\$57,449,878	\$57,449,878	15,275,460	\$44,365,600	(13,084,278)

Note: FY 2022-23 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (worker's compensation/liability/property insurance).

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of January 31, 2023, the beginning fund balance for the YE forecast represents the FY 2021-22 audited ending fund balance and includes FY 2021-22 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

**1 Aviation.** AVI revenues are projected to be \$4934,000 over budget due to higher concession for Food-Beverage than budgeted.

**2 Convention and Event Services.** CCT revenues are projected to be over budget \$3,425,000 due to higher number of events than budgeted. CCT expenses are projected to be over budget \$3,425,000 due to an increase in capital transfer.

**3 Development Services.** DEV revenues are projecting to be over budget by \$59,000 due to the Rapid single-Family VIP program. City Council increased DEV's budget by \$5,000,000 on November 9 by resolution 22-1676 for construction services at 7800 N Stemmons.

**4 Municipal Radio.** OCA revenues are expected to be \$104,000 over budget due to higher than budgeted reimbursements from KERA. OCA expenses are projected to be \$97,000 over budget due to a contract buy-out that creates savings on the Nielsen contract.

**8 Bond & Construction Management.** BCM revenues are expected to be \$811,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$826,000 under budget primarily due to salary savings associated with 48 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.** EFM revenues are projected to be \$892,000 over budget due to additional maintenance costs as a result of extending the maintenance schedules for Sanitation from 4-5 days and revised routes resulting in additional chargebacks. EFM expenses are projected to be \$892,000 over budget primarily due to contracted labor and temporary staffing used to offset 46 vacancies.

**10 Express Business Center.** Express Business Center revenues are projected to be \$399,000 over budget due to an increase in auto pound sales.

**13 9-1-1 System Operations.** 911 System Operations are projected to be over budget by \$812,000 due to an increase in 911 fee collections for both wireless and wireline phones based on year-to-date receipts.

**15 Employee Benefits.** Employee Benefits expenses are projected to be \$5,253,000 over budget primarily due to greater numbers of high-cost claims from August to December 2022. The increase in outpatient per unit cost and professional utilization experienced from August to December following the COVID-19 pandemic is anticipated to decrease in 2023.

**16 Risk Management.** ORM expenses are projected to be \$13,084,000 under budget primarily due to a delay in anticipated claims expenses from FY 2022-23 to FY 2023-24.

## FY 2022-23 Financial Forecast Report

**GENERAL OBLIGATION BONDS****2017 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$533,981,000	\$228,056,270	\$133,423,818	\$172,500,912
B	Park and Recreation Facilities	261,807,000	261,291,060	169,977,843	10,134,305	81,178,912
C	Fair Park	50,000,000	50,000,000	30,511,113	3,027,228	16,461,659
D	Flood Protection and Storm Drainage	48,750,000	48,688,152	12,321,232	11,879,467	24,487,453
E	Library Facilities	15,589,000	15,589,000	14,865,298	229,265	494,437
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	12,805,990	577,010	852,000
G	Public Safety Facilities	32,081,000	32,081,000	26,098,117	181,647	5,801,237
H	City Facilities	18,157,000	18,157,000	2,378,013	83,955	15,695,032
I	Economic Development	55,400,000	55,400,000	19,786,861	9,484,187	26,128,953
J	Homeless Assistance Facilities	20,000,000	20,000,000	15,065,752	1,375,331	3,558,917
<b>Total</b>		<b>\$1,050,000,000</b>	<b>\$1,049,422,212</b>	<b>\$531,866,488</b>	<b>\$170,396,213</b>	<b>\$347,159,511</b>

**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	\$256,743,250	\$6,575,140	\$3,620,497
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	241,979,965	56,432,080	27,962,955
3	Economic Development	55,000,000	55,000,000	37,827,528	4,609,747	12,562,724
<b>Total</b>		<b>\$642,000,000</b>	<b>\$648,313,887</b>	<b>\$536,550,744</b>	<b>\$67,616,967</b>	<b>\$44,146,176</b>

**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	\$393,500,520	\$8,511,434	\$4,478,599
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	297,907,936	14,874,079	29,975,151
3	Park and Recreation Facilities	343,230,000	353,343,060	347,694,529	1,383,248	4,265,283
4	Library Facilities	46,200,000	48,318,600	47,669,994	10,521	638,084
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	398	669,561
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	32,163,825	395,789	3,656,863
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	42,405,945	922,500	1,731,608
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,491,789	237,544	10,998,118
11	Court Facilities	7,945,000	8,146,606	7,869,762	120	276,724
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,323,005	4,737	745,196
<b>Total</b>		<b>\$1,353,520,000</b>	<b>\$1,401,388,107</b>	<b>\$1,317,236,977</b>	<b>\$26,340,382</b>	<b>\$57,810,748</b>

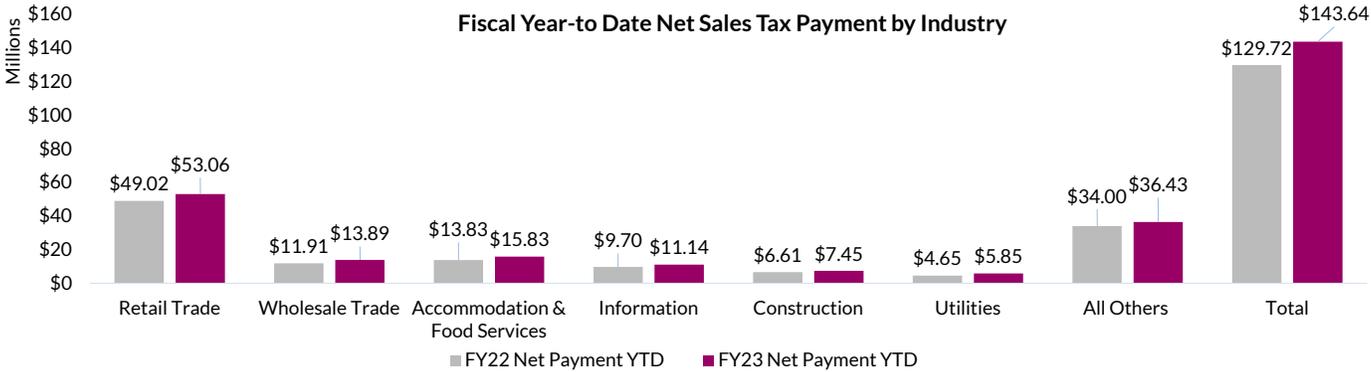
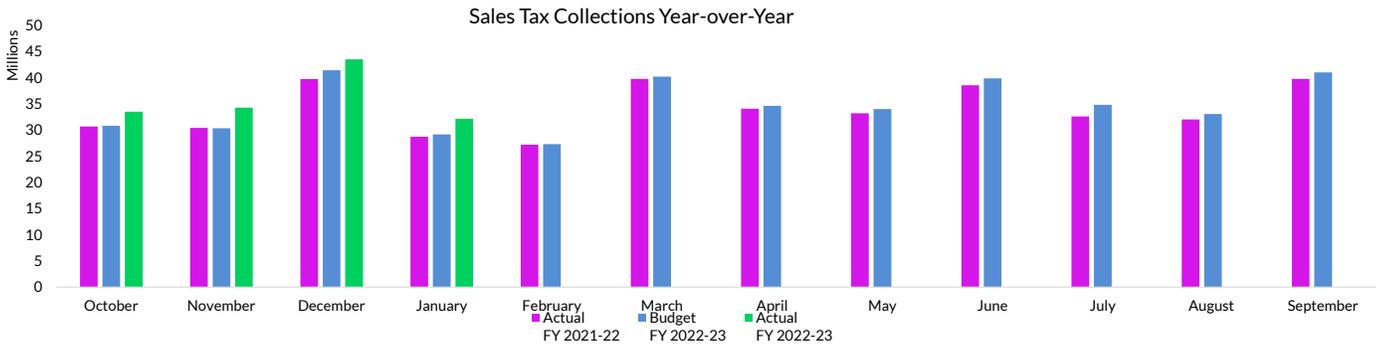
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

## Sales Tax

The current sales tax rate is 8.25 percent - 6.25 percent goes to the state, one percent to the City, and one percent to DART. In FY 2022-23, Sales Tax Budget is \$417,232,383. As of January 31, 2023, the sales tax forecast is \$428,951,153. 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 2022-23 Financial Forecast Report

**ECONOMIC INDICATORS**

Year-over-Year Change in Sales Tax Collections		
Industry	January FY23 over January FY22	FYTD23 over FYTD22
Retail Trade	19%	8%
Wholesale Trade	-4%	17%
Accommodation and Food Services	27%	14%
Information	11%	15%
Construction	13%	13%
Utilities	26%	26%
All Others	3%	7%
Total Collections	12%	11%

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

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

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

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

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

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

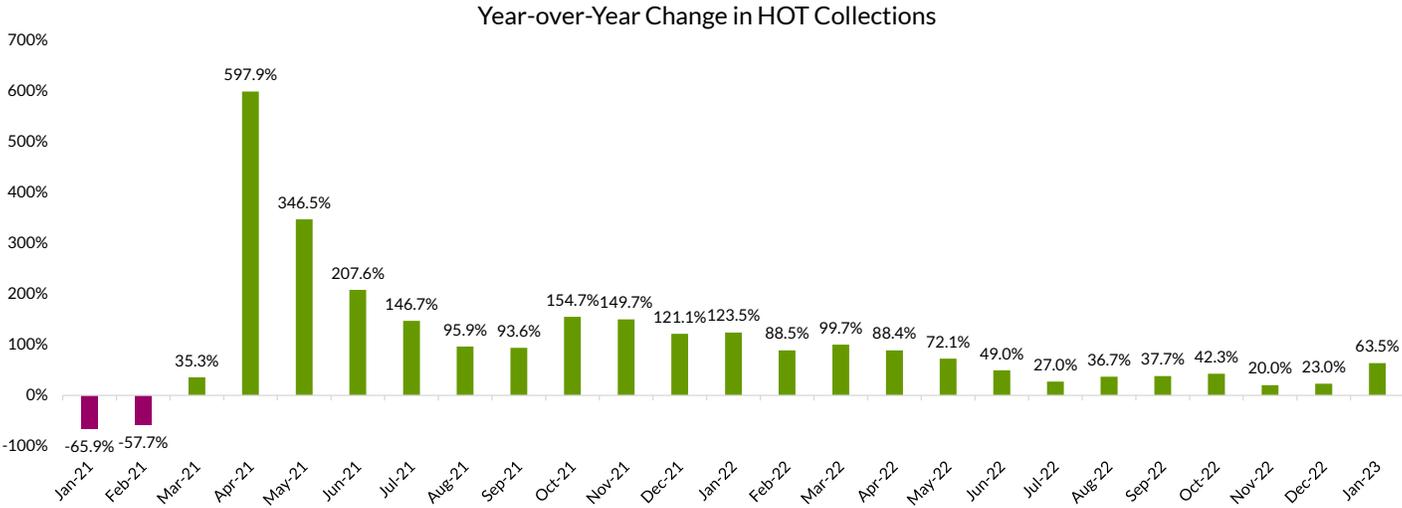
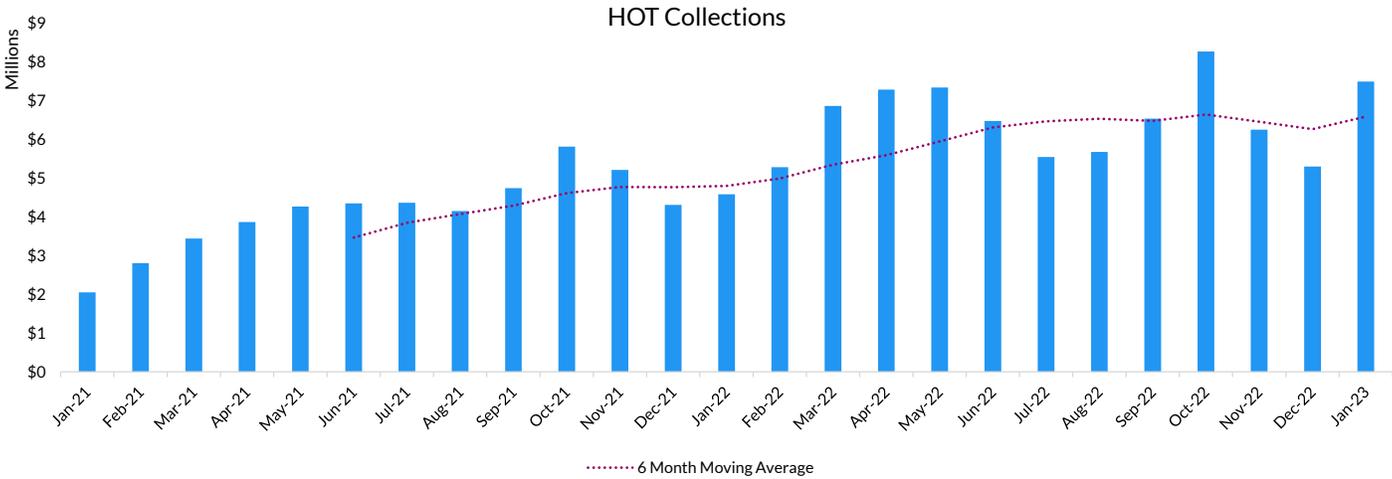
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

## Hotel Occupancy Tax

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



## FY 2022-23 Financial Forecast Report

**ECONOMIC INDICATORS**

## Convention Center Event Bookings

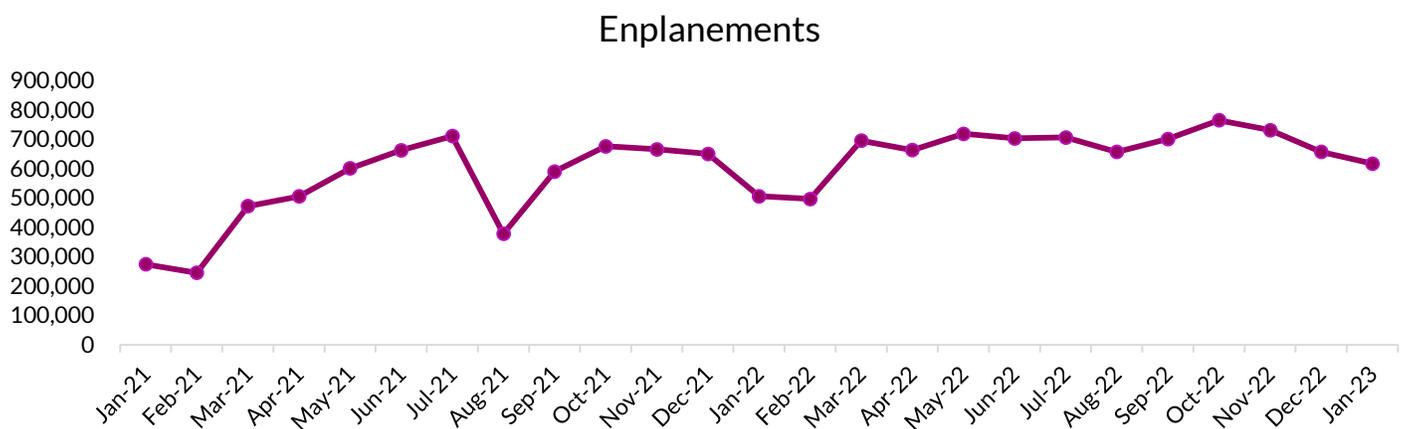
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY21 Actual	FY22 Actual	FY23 Planned	FY23 Actual/Forecast*
October	3	6	10	10
November	1	5	2	2
December	2	9	11	12
January	1	4	7	5
February	0	10	9	9
March	2	13	7	7
April	1	8	5	5
May	6	6	9	9
June	7	11	9	9
July	7	4	10	10
August	4	8	5	5
September	5	10	4	4
<b>Total</b>	<b>39</b>	<b>94</b>	<b>88</b>	<b>87</b>

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

## Love Field Enplanements

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

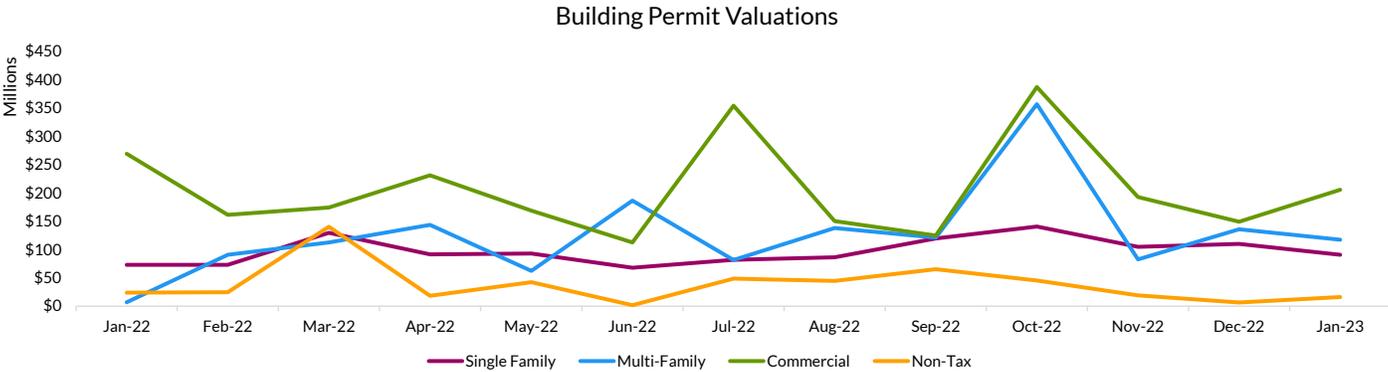
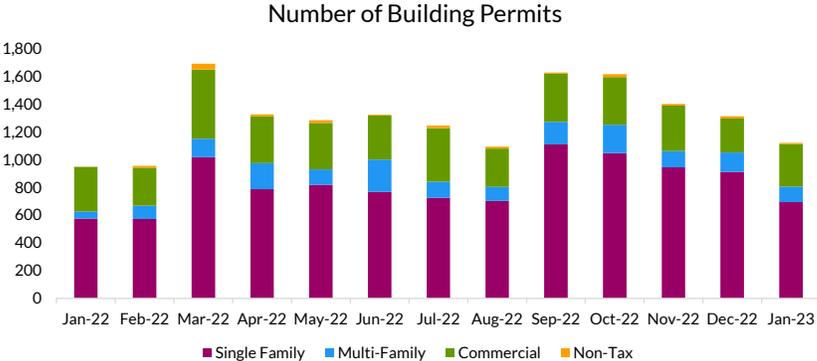


FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

## Building Permits

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



# DALLAS 365

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

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

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



#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Economic Development</b>						
1	Average number of business days to complete commercial permit application prescreen (Development Services)	5.7	5.0	2.0	5.0	5.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	98.0%	98.0%	98.0%
3	Percentage spent with local businesses (Small Business Center)	36.7%	53.0%	59.0%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	62.0%	60.0%	70.0%	70.0%
<b>Environment &amp; Sustainability</b>						
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	54.6%	54.6%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	100.0%	100.0%	95.0%	95.0%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	18.0%	18.0%	20.0%	20.0%

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

## FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Government Performance &amp; Financial Management</b>						
8	Percentage of invoices paid within 30 days (City Controller's Office)	88.1%	92.0%	88.0%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	91.0%	91.0%	90.0%	90.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	70.0%	60.0%	60.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	9.0%	80.0%	80.0%
<b>Housing &amp; Homeless Solutions</b>						
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	60.0%	0.0%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	94.0%	85.0%	89.0%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	98.6%	80.0%	141.3%	80.0%	80.0%
<b>Public Safety</b>						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.1%	90.0%	84.3%	90.0%	90.0%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.5%	90.0%	90.4%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302.0	2,000.0	2,179.0	2,000.0	2,000.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	47.6%	60.0%	52.2%	60.0%	60.0%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	96.4%	90.0%	98.2%	90.0%	90.0%
20	Complaint resolution rate (Office of Community Police Oversight)	82.2%	70.0%	71.2%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	52.6%	60.0%	64.6%	60.0%	60.0%

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

## FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Quality of Life, Arts, &amp; Culture</b>						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	83.6%	65.0%	82.7%	65.0%	65.0%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	33.4%	5.0%	9.1%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	75.0%	76.3%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	99.0%	93.0%	98.1%	93.0%	93.0%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	30.2%	25.0%	28.8%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,505	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	31.0%	80.0%	80.0%
<b>Transportation &amp; Infrastructure</b>						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	71.0%	71.6%	97.0%	97.0%
30	Percentage of planned lane miles improved (787 of 11,770 miles) (Public Works)	81.6%	1.0%	8.2%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	98.8%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.4%	91.0%	91.8%	91.0%	91.0%
33	Percentage of faded long line pavement marking miles improved (611 of 1,223 miles) (Transportation)	83.4%	0.0%	0.0%	50.0%	50.0%
<b>Workforce, Education, &amp; Equity</b>						
34	Percentage increase of original multicultural and multilingual content (on public, educational, and government) (Communications, Outreach, & Marketing)	40.2%	25.0%	620.0%	25.0%	25.0%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	59.9%	60.0%	60.0%

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

## FY 2022-23 Dallas 365

**VARIANCE NOTES**

**11** Due to POM staffing levels, informal solicitation requests are being carefully monitored to ensure processing within 15 business days. POM is working to address the performance variance by identifying temporary staffing to ensure timely solicitation reviews, stabilize ongoing workload, and reduce incurred delays. POM expects the percentage to improve in future reporting periods.

**12** No housing developments have been approved for funding by City Council this fiscal year. HOU brings developments to council as applications are received and processed. Winter tends to be a slower construction season. More applications are expected in the coming months.

**15** DFR continues to experience increased EMS response times due to a number of factors. Emergency call volume remains very high. Additionally, while DFR's EMS transport rate has historically been 40-45 percent, that figure is now over 60 percent. Increases in 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 cause increases in response times.

**17** Overall violent crime has increased to 5.99 percent for January 2023. With the focus on interrupting and disrupting violent people and places, DPD strives to continue to see a reduction in crimes against persons. DPD is targeting hot spots such as apartment complexes to decrease crime and is implementing the Place Network Investigations (PNI) plan as part of the Violent Crime Plan. DPD has seen a 20 percent decrease in Robbery offenses and a 17 percent decrease in Sexual Assault offenses, and overall crime is down. Total Crime is down (5.6) percent YTD by (500) offenses. There is an increase in Aggravated Assaults and this is due to single incidents having multiple complainants.

**18** DPD is 116 officers short of authorized positions and has resulted in an impact on call answering volume. One graduating class provided 21 officers to patrol staffing levels to assist with our departmental staffing goals. A recruit class began in January with 32 officers.

**28** Late Night Teen participation continues to be down due to programming only being offered on the first Friday of each month and lower levels of participation in the winter months. The TRec Program Coordinator was onboarded in January. Marketing initiatives are being developed for increased program participation as PKR approaches warmer spring months.

**30** Sixty four (64.8) lane miles have been completed out of 11,770 miles. PBW anticipates improved performance with the maintenance contract awarded in January (CR #23-0014).

# BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2022-23 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on track” for completion by the end of the fiscal year (green check mark), “at risk” of not being completed by the end of the fiscal year (yellow exclamation mark), or “canceled” (red x).



## In the Spotlight

Like so many others, COVID-19 forced the Dallas Public Library to rapidly change and deploy a new service model in an effort to continue serving its communities. Three years later, Dallas City Council adopted the City Manager’s budget to re-introduce and expand library hours at fifteen branch locations across the city. City of Dallas’ libraries offer a plethora of resources, foster learning opportunities, welcome communities, engage residents and enhance their quality of life. Libraries are essential in providing education and workforce development, senior engagement, and poverty elimination. In FY 2022-23, Dallas Public Library hosted a two-day job fair and accepted 210 applications. On-site interviews were conducted which aided in filling all 55 new positions to support expanded hours. This expansion allows for increased children’s services, workforce development, SMART summer participation, and adult learning programs at each of these locations.



## FY 2022-23 Budget Initiative Tracker

**ECONOMIC DEVELOPMENT****1 Building Permit Process** ✓

**INITIATIVE** Reform the City's building permit process and improve the customer experience through investments in a new centrally located facility, enhanced technology, and expanded staffing. In FY 2022-23, Development Services will hire additional staff to expand the Project Dox Intake Division, add a Housing Team to improve quality inspections, and add a 2nd Q-Team to increase the timeliness of project completions. (DEV)

**STATUS** DEV purchased a centrally located building at 7800 N Stemmons that will be used as a "One Stop Permitting Shop". The building should be partially occupied during the late spring or early summer of 2023. DEV plans to deploy a second Q-Team and an Affordable Housing Team and have the Statement of Work for the new permitting software by February 2023. Of the 54 newly added positions, the department has filled 21 and will continue to work on filling the remaining open positions.

**2 City Development Code** ✓

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

**STATUS** Procurement for the consultant will close on February 10. The next steps will be to score, select, and negotiate the contract.

**3 Planning and Urban Design** ✓

**INITIATIVE** Provide critical administrative support to boards and committees supported by Planning and Urban Design. In FY 2022-23, PNV will hire four additional positions to provide administrative and technical support, which are key critical functions currently performed by planning staff, managers, and executive staff. (PNV)

**STATUS** Two positions were hired with start dates in March. One position is posted and closing soon with interviews to be conducted within the next few weeks. The final position will be posted within the next few weeks.

**4 City Auto Pound** ✓

**INITIATIVE** Pave the way for redevelopment of the Vilbig Auto Pound by fully implementing the terms of the service contract that includes wrecker dispatch, wrecker response, storage of vehicles, collection of fees, and disposition of unclaimed vehicles for non-evidentiary tows and implementation of fee changes for towing and storage. (DPD)

**STATUS** Implementation of the Auto Pound Management contract is underway. ITS is finalizing the first data extract for the transfer of current inventory to the new platform. OKTA/AutoReturn log in connectivity testing has completed and will begin working with ITS to begin implementation. Capital Improvements at the Ledbetter location are complete. Goodnight Ln. location fencing is 90 percent complete but DPD is waiting on permits before completing other capital improvements.

## FY 2022-23 Budget Initiative Tracker

**ENVIRONMENT & SUSTAINABILITY****5 Water Conservation Five-Year Work Plan** ✓

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

**STATUS** The contract to put together the water supply plan was awarded in fall 2022. A kick-off meeting will be held in February 2023 between consultants and the City team to establish final steps, deliverables, stakeholders, and modeling for technical strategies.

**6 Emerald Ash Borer (EAB) Mitigation** ✓

**INITIATIVE** Protect the City's tree canopy and slow the spread of Emerald Ash Borer (EAB) through a multi-departmental mitigation effort. In FY 2022-23, PKR will hire four positions for the Forestry EAB strike team to respond to Emerald Ash Borer deterioration effects and plant trees in city parks. In FY 2022-23, PBW will hire seven positions and focus on tree inventory and EAB treatments to slow the spread of EAB and develop a tree planting plan for citywide right-of-way and parkways. (PKR and PBW)

**STATUS** The EAB response plan has been initiated. The PKR staff Arborist will continue special assignment assessing and mapping ash trees on park properties. As of December the Arborist has surveyed about 300 parks and inventoried approximately 900 ash trees in the maintained portions of park properties. The Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team. PKR will interview candidates for the Sr. Environmental Coordinator position in February 2023 with an anticipated hire date by spring 2023. The seven positions to be hired by PBW have been posted. Five positions have been filled, and the remaining two have been posted and are awaiting qualified candidates.

**7 Comprehensive Environmental & Climate Action Plan (CECAP) Outreach** ✓

**INITIATIVE** Develop a comprehensive multimedia outreach, education, and engagement program to provide information on environmental stewardship and sustainability, energy efficiency, and other related topics in the CECAP. In FY 2022-23, OEQ will implement effective community outreach in all areas of the City, including creative, media buys, banners, and other material to support greater community outreach and engagement efforts. (OEQ)

**STATUS** During the first three months of FY 2022-23 a vendor was selected to develop the marketing tool kit. The CECAP media plan is currently being consolidated into the overall OEQS department engagement plan and the effort will be facilitated by the OEQS Outreach and Engagement Team moving forward. The initial draft plan has been reviewed and there will be monthly meetings to refine and implement the media plan.

**8 Solar Energy Initiative** ✓

**INITIATIVE** Invest \$1.0 million in FY 2022-23 for a solar energy initiative, to install solar panels, energy efficient lighting, retrofit controls, and weatherization at City facilities; and invest \$500,000 for solar battery pack at a city facility. (BSD)

**STATUS** An RFP solicitation for a \$1M (\$500,000 Solar PV + \$500,000 Battery) Solar Photovoltaic and Battery Energy Storage System at the Bachman Recreation Center was opened on January 18 and closes on February 24. BSD is currently auditing the 8 resiliency centers, specifically focusing on ways to weatherize and increase energy efficiency, to determine the best use of the remaining \$500,000.

## FY 2022-23 Budget Initiative Tracker

**ENVIRONMENT & SUSTAINABILITY****9 Brownfield Program** 

**INITIATIVE** Further environmental justice efforts by setting aside \$1.5 million for educational programs and/or community-led solutions for environmental remediation projects as well as seed money for grants to build a brownfield program. In FY 2022-23, OEQ will hire two positions that will manage the program and develop a comprehensive Brownfields Program focused on community-informed solutions and potential Environmental Protection Agency (EPA) grants for environmental remediation projects to address brownfields throughout the city. (OEQ)

**STATUS:** One Environmental Coordinator position has been filled and the other is anticipated to be hired by March. Data Analytics & Business Intelligence has delivered a Dallas-based environmental justice screening tool to OEQ and staff is currently testing the tool to identify any needed modifications.

**10 Comprehensive Environmental and Climate Action Plan (CECAP)** 

**INITIATIVE** Continue advancement of various components of the CECAP including the neighborhood air quality program. In FY 2022-23, OEQ will complete the data platform and data qualification procedures to begin testing air quality in designated neighborhoods. (OEQ)

**STATUS** The first batch of monitors have been calibrated and deployed. The first three of eight are in the field and transmitting data from West Dallas and Dixon Circle. Staff are working with affected communities, Environmental Commission, and Council Members to schedule implementation of the remaining monitors in Joppa, Floral Farms, and Dixon Circle. Arrangements are being finalized for a monitor to be installed in the Joppa neighborhood, with a tentative installation of date of March 8, 2023. Additionally, a community meeting was held with the residents of the Floral Farms neighborhood on February 21, 2023. This meeting generated new information that staff is currently incorporating into future plans.

**11 Environmental Justice (EJ)** 

**INITIATIVE** With an emphasis on effectively addressing environmental justice, and the focus on using data to drive related policy, OEQ will hire one new Environmental Coordinator to develop, evaluate, and track environmental justice metrics for the department, and coordinate city-wide efforts association with EJ priorities, goals, and actions. The new position will work with other city departments to develop a Dallas-based EJ screening tool and help with the development of training to better ensure City staff integrate environmental justice into city work. (OEQ)

**STATUS** Human Resources is currently finalizing the job description for the Environmental Coordinator position. Hiring is anticipated by early spring 2023.

## FY 2022-23 Budget Initiative Tracker

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

**12** Equipment and Fleet

**INITIATIVE** Achieve a state of good repair in five years for all City fleet vehicles, including sanitation trucks, fire apparatus, police cruisers, and heavy equipment vehicles used by Public Works and Dallas Water Utilities by investing \$72.6 million for the purchase of replacement and additional fleet and equipment. (EFM, DFR, DPD, SDM, DWU, and SAN)

**STATUS** DFR has approved the specifications for all the Engines, Trucks, and Ambulances that will be purchased with FY 2022-23 funds. One Engine has been ordered through general fund monies (approved budget amendment) and seven Engines, two Trucks, nine Ambulances, and three Wildland Type VI vehicles have been ordered from the remaining funding allocation. Purchase agreements for two remaining Ambulances are in the process of being finalized for a total of 11. DFR was recently awarded a grant from the North Central Council of Governments for the acquisition of three blocker vehicles (to be ordered and delivered in FY 2022-23) to protect residents, first responders, and emergency fleet units during freeway responses. EFM has ordered 188 units using department funds totaling \$29.1 million. Departments include CCS (18 units), CTS(3), AVI (1), DFD (9), DPD (101), DWU (3), EFM(1), OEM (1), PBW (13), PKR (4), SAN (33), SEC (1).

## FY 2022-23 Budget Initiative Tracker

**HOUSING & HOMELESSNESS SOLUTIONS****13 Addressing Homelessness** ✓

**INITIATIVE** Contribute \$25 million to leverage an additional \$47 million in public and private investment for an overall \$72 million program. The program employs housing navigation services, landlord incentives, rental subsidies, move-in kits, and case management to reduce and prevent homelessness, in partnership with Dallas County, the Dallas Housing Authority, the Metro Dallas Homeless Alliance, and other cities in Dallas County. The program began in FY 2021-22 and will be implemented over three years (FY 2021-22 – FY 2023-24). It is anticipated that over 2,700 individuals will be housed by the end of 2023. The third year (FY 2023-24) of the program will be focused solely on providing rental assistance and case management to those individuals housed in FY 2021-22 and FY 2022-23. (OHS)

**STATUS** The Dallas Rapid Rehousing Initiative has housed 1,610 individuals since its onset in October 2021 through January 2023. Of those individuals housed, 47% percent are from households consisting of adults with children and 53% percent are adults only. OHS is partnering with Housing Forward to launch the encampment decommissioning effort offering individuals in established encampments housing solutions.

**15 Healthy Community Collaborative (HCC) Program** ✓

**INITIATIVE** Invest \$1.5 million [including \$523,000 of new funding] to provide services to persons who are homeless and have a mental illness or who might also have co-occurring substance use or primary health care issues. In FY 2022-23, HCC anticipates serving 750 clients. (OHS)

**STATUS** From October 2022 to January 2023, the three organizations contracted by OHS have provided services for 525 clients.

**14 Homeless Action Response Team (HART)** ✓

**INITIATIVE** Launch a cross-departmental Homeless Action Response Team (HART) to deliver immediate interventions to expedite the improvement of unsafe encampments in need of immediate resolution, and address issues concerning panhandling. In FY 2022-23, implement a collaborative approach and hire seven positions in the Office of Homeless Solution, one position in the Office of Integrated Public Safety Solutions, seven positions in Public Works, four positions in Park and Recreation, two positions in Dallas Animal Services, four positions in Court and Detention Services, and eight positions in Code Compliance Services. (OHS, IPS, PBW, PKR, DAS, CTS, and CCS)

**STATUS** The departments involved in the HART initiative are currently all in various stages of filling positions. OHS hired seven positions in November; the IPSS position was filled and became operational in December; PBW has onboarded the supervisor position, the Crew Leader position has been filled and will start in January, four Street Maintenance Worker positions have been filled with January and February starts, and the remaining Street Maintenance Worker position has interviews scheduled for the end of March; PKR will be attending job fairs in January and February, is in the process of posting positions, and anticipates filling positions in mid-April; DAS positions were filled with current employees to move the HART initiative forward and they are using already procured vehicles while DAS works with EFM to purchase the vehicles allotted to DAS for HART. CCS has filled and onboarded four of their eight positions and plans to continue hiring efforts. While waiting on heavy equipment procurement, CCS's HART abatement team is working jointly with the Nuisance Abatement Heavy Clean Teams to cover the program's needs. CTS launched two teams in December with two existing Deputy Marshals, one new Deputy has been hired and is currently in the six-month training program, and the Marshal's Office is currently conducting interviews for the remaining positions. According to CTS, the two HART teams have visited 128 locations, cleaned up and/or closed 8 sites, and removed 37,700lbs of debris.

## FY 2022-23 Budget Initiative Tracker

**PUBLIC SAFETY****16 Police Response Times** ✓

**INITIATIVE** Improve response times to high priority calls by hiring 250 police officers in FY 2022-23 and implement retention incentive program targeted at reducing the attrition rate of experienced officers. (DPD)

**STATUS** A new Academy class started in December 2022 with 30 recruits and Class 384 graduated with 18 officers. Year to date, DPD has hired 31 officers with a goal of hiring 321 by the end of FY 2022-23. DPD anticipates ending the fiscal year with 3,200 officers, an increase of 116 officers from September 2022.

**17 Innovative Equipment and Technology** ✓

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

**STATUS** The portable radio replacement is scheduled to begin in February 2023 with the mobile radio upgrade to occur simultaneously. The new Taser 7 deployment is currently in the planning phase with a team of DPD and ITS personnel meeting weekly. DPD is currently assessing station infrastructure to ensure acceptable building conditions for charging stations.

**18 Single Function Paramedic Program** ✓

**INITIATIVE** Expand the Single Function Paramedic Program to increase recruiting flexibility, provide a more diverse workforce, improve response times, and increase operational efficiency. In FY 2022-23, DFR will invest \$3.2 million to begin conversion of five existing peak demand units into units staffed by certified uniformed paramedics whose sole focus will be to staff ambulances at peak hours of call volumes. (DFR)

**STATUS** The shift-based supervisors for the Single Function Paramedic units were put into service on February 15, 2023 to provide direct oversight for the two existing Single Function Rescues. Civil Service has closed applications and administered testing for new hires and will be providing a list of eligible candidates to DFR by the end of February. Timeline to hire new personnel is on track for the end of April.

**19 Inspection Life Safety Education Night Detail Team** ✓

**INITIATIVE** Effective safety begins with prevention and compliance with safety standards. In FY 2022-23, DFR will launch the ILSE Night Detail Team (sworn personnel) to educate, monitor, and inspect venues in the City's entertainment zones during their peak hours of operation. (DFR)

**STATUS** In the month of January, there has been an increased focus on conducting inspections in the Henderson/Greenville area in preparation for the St. Patrick's Day Parade. To date, \$20,347 has been collected in permits and fees. There have been 224 code activities that has resulted in 912 hazards identified. Additionally, the team has been able to follow up on Alternative Fire Watches (AFW), to ensure compliance with the Dallas Fire Code.

**20 City Facility Security Assessment** ✓

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

**STATUS** CTS is continually receiving quotes and proposals for lighting, fencing, access controls and camera systems. As of January, CTS has encumbered \$1.2 million and expensed \$390,000 of the department's \$2.9 million ARPA allocation in FY 2022-23.

## FY 2022-23 Budget Initiative Tracker

**QUALITY OF LIFE, ARTS, & CULTURE****21 Proactive Team ("Pro Team")** 

**INITIATIVE** Proactively identify and abate illegal dumping sites before residents submit a service request by expanding the number of proactive teams from two to four teams assigned to each quadrant of the city. In FY 2022-23, CCS will hire sixteen positions, and develop a metric to track the effectiveness of the team. (CCS)

**STATUS** Hiring is in progress for the additional two proactive illegal dumping abatement teams. Out of the budgeted 16 positions, five have been onboarded and three are pending hires. CCS has developed performance measures for the Pro Teams that include 30 illegal dumping site abatements per week. Full deployment is scheduled for FY 2023-24 due to procurement of heavy equipment.

**22 Multi-Family Violence Crime Reduction Plan** 

**INITIATIVE** In FY 2022-23, add twelve [10 added as budget amendment] Code Compliance officers focused on the multi-family violent crime reduction plan in partnership with the Dallas Police Department and Integrated Public Safety Solutions. (CCS, and IPS)

**STATUS** Seven Code Compliance Officers have been hired as of February 1, 2023 and three offers have been extended for the remaining Code Compliance Officers. The teams are up and running as anticipated. Orientation and expected launch of all new staff are projected to begin late February.

**23 Expanding Library Access** 

**INITIATIVE** Provide Library access to invaluable resources, programs, and services. In FY 2022-23, LIB will hire 55 personnel and expand Library hours from five days per week to six days per week at 15 locations, expanding children's services, workforce development, SMART summer participation, and adult learning programs at those locations. (LIB)

**STATUS** The Library successfully filled all additional positions added in FY23 to expand hours at 15 locations. The extended hours begin January 17, 2023.

**24 Historic Resource Survey** 

**INITIATIVE** Invest \$1.0 million over the next two years to support a Historic Resource Survey and a strategic plan, which will identify historic resources, help determine what resources need to be preserved, and assist in guiding and developing local ordinances and planning efforts for preservation. In FY 2022-23, OHP will invest \$500,000 to start implementation of the survey and strategic plan. (OHP)

**STATUS** OHP has applied for a grant to increase funding for the Historic Resources Survey. The department anticipates contracting with HR&A Advisors in February to provide services to begin this work.

## FY 2022-23 Budget Initiative Tracker

**TRANSPORTATION & INFRASTRUCTURE****25 Sidewalk Master Plan** 

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

**STATUS** As of January, PBW has spent \$350,400 of its General Fund appropriations to complete three sidewalk projects and 1.89 lane miles of sidewalk improvements to date. PBW anticipates spending \$272,000 to complete 3.00 miles of sidewalk improvements in January, spending \$500,000 to complete 1.00 miles of sidewalk improvement in February, and spending \$700,000 to complete 1.15 miles of sidewalk improvements in March. After March, PBW is on track to complete the remaining 9.44 miles of sidewalk improvements by the end of September.

**27 Vision Zero Action Plan** 

**INITIATIVE** Invest funding in Dallas's mobility infrastructure, emphasizing a system focused on life-saving improvements, and infrastructure solutions that reduce the risk of serious incidents. In FY 2022-23, TRN will hire an Engineer and focus on low-cost improvements that include safety evaluations for streets prone to high rates of injury, road safety improvements, and a citywide speed limit evaluation. (TRN)

**STATUS** The Engineer started with the Planning division in December and has been working on low-cost improvements for safety evaluations, road safety, and city wide speed limit evaluation.

**29 Crosswalks** 

**INITIATIVE** This initiative began in FY 2021-22 and will be implemented over two fiscal years. In FY 2022-23, TRN will spend \$2.5 million (of \$5.0 million allocated) to restripe 320 lane miles and paint 864 crosswalks. (TRN)

**STATUS** Longline restriping and crosswalks are scheduled to start in April. TRN is on track to complete restriping of 320 miles and painting of 864 crosswalks by year end. \$2.5 million has been contracted with the vendor.

**26 Bridge Maintenance** 

**INITIATIVE** Implement an Annual Bridge Maintenance Program to address over 600 bridges and culverts inspected by the Texas Department of Transportation on a bi-annual basis. In FY 2022-23, PBW will spend \$3.4 million to maintain 20 bridges and set aside existing funding of \$1.0 million for emergency repairs. (PBW)

**STATUS** Construction on bridge maintenance began in January with invoices for expenses expected to be submitted in February. Maintenance on three bridges were completed in January, two are planned in February, and the remaining 15 are on track to be completed by September 2023. PBW received City Council authorization in November to spend \$334,250 on emergency repairs for State Highway 356 Bridge and will request authorization in February to spend \$569,500 on emergency repairs to Ron Kirk Pedestrian Bridge.

**28 Traffic Signals** 

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

**STATUS** As of January, TRN received the match fund agreement from TxDOT for the design of 44 signals in total and will be going to City Council for approval in April. The project to replace traffic lights will be a multi-year effort.

## FY 2022-23 Budget Initiative Tracker

**TRANSPORTATION & INFRASTRUCTURE****30 School Zone Flashing Beacons**

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

**STATUS** As of January, 180 flashing beacons have been installed. TRN expects to complete installation of the 500 school zone flashing beacons by year end.

**31 Bike Lanes**

**INITIATIVE** Extend and improve the bike lane network throughout the city with an increased annual investment to \$2.5 million to design and/or implement approximately 10 lane miles of bicycle facilities per year. (TRN)

**STATUS** The bike plan consultant continues work and as expected, City Council consideration of the bike plan update is anticipated in Summer 2023. The bike plan update will inform the strategic bike lane locations to implement in the coming years. In the meantime, engineering work is being finalized on several bike lane projects with a plan for implementation in the coming months, utilizing in-house resources. Transportation staff is coordinating with the City Attorney's Office to develop a bike lane engineering contract structure that allows flexibility for upcoming projects, while complying with federal, state, and city procurement guidelines.

## FY 2022-23 Budget Initiative Tracker

**WORKFORCE, EDUCATION, & EQUITY****32 Mentor Protégé Program** 

**INITIATIVE** Establish a mentor protégé program to support equity and capacity building of small and emerging businesses. (SBC)

**STATUS** Applications for the SBC Mentor Protégé Coordinator position were reviewed in early January. Staff is also working to complete the procurement for the proposed vendor for the Mentor-Protégé Match Making system. A planning meeting to strategize the recruitment was held on January 17.

**33 Equity Education Through Engagement** 

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

**STATUS** OEI plans to post the Public Engagement Coordinator position in January 2023 and anticipates a March start date.

**34 Accessibility** 

**INITIATIVE** Advance the City's compliance with the Americans with Disabilities Act by continuing to complete building assessments, review departmental policies, and provide employee training. In FY 2022-23, OEI will complete approximately 20 assessments. (OEI)

**STATUS** OEI is continuing ADA building assessments and of the 20 assessments planned, 10 completed during 2022 have revised reports being reviewed by OEI staff and 6 additional buildings have been reviewed in 2023. The department review, consisting of the collection and review of department programs, services, and activities, has been completed. OEI has received back 100% of the ADA Department surveys and department interviews are anticipated to follow in in the next few months. Online ADA training courses are being reviewed and staff will arrange for stakeholder input before the training course is finalized. Online training is anticipated in early 2023.

**35 Bridging the Digital Divide** 

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

**STATUS** Staff completed the evaluation and review of proposals submitted for the RFCSP for Digital Navigators and City Council is scheduled to award the contract in February 2023.

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES**

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

**FY 2018-19****23 Historic Resource Survey (FY 19)**

**INITIATIVE** Devote \$100,000 to conduct a historic resource survey with private partners. (OHP)

**STATUS** OHP staff and external consultant presented the final report to the Landmark Commission on May 2, 2022 and to the City Plan Commission on June 2, 2022. OHP is working with the contracted organization on completing the presentation during the FY 2022-23. Concurrently with adoption, the ordinance regarding demolition delay overlays will be amended to include the Historic Resources Survey. This is being addressed currently, but there is not a projected completion date at this time.

**FY 2021-22****1 Economic Development Entity**

**INITIATIVE** Launch the economic development entity called for in the Economic Development Policy with \$7 million over three years to pay formation costs and hire staff to begin the entity's business and real estate development work, after which it will be self sustaining. In FY22, ECO will spend \$2.0 million to launch operations, hire a new Economic Development Corporation Director, develop a 3-year work plan, and develop an operational budget for Year 2 (FY 2022-23) and Year 3 (FY 2023-24). (ECO)

**STATUS** City Council approved creation of the Economic Development Corporation (EDC) on January 12, 2022, and the certificate of formation was filed with the State of Texas in February. The City Council approved the initial Board of Directors to the EDC on August 24, 2022. In January 2023, the EDC board prioritized the following for the upcoming year: hiring a search firm to hire an EDC Director, hiring a EDC director, and developing a strategic plan and funding plan (including budget). The search committee met earlier this month and the language for the RFP for the search firm has been drafted with the anticipation of being sent out in March 2023.

**6 Comprehensive Food & Urban Agriculture Plan**

**INITIATIVE** Prioritize Dallas communities' access to healthy, local food by contributing \$200,000 to implement a Comprehensive Food & Urban Agriculture Plan in collaboration with external stakeholders. (OEQ)

**STATUS** OEQS staff are continuing efforts under the contract for the Comprehensive Food & Urban Agriculture Plan, including internal and external engagement with over 35 different farms (both community and commercial scale) and other Dallas food stakeholders. OEQS staff are also working with the City's internal Food Equity Working group and the Office of Procurement efforts to pilot a project to provide small growing units for food desert homes. Once implemented, the units will be deployed on a rolling basis. On February 20 and 21, Dallas Inner City Growers Summit was convened at the Briscoe Hall at the Texas State Fairgrounds. About 150 people attended and heard presentations about farm finance, growing, farm to market opportunities, as well as walking farm tours. A post-event survey was distributed to assess feedback for programmatic planning.

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES****8 Water Distribution System** ✓

**INITIATIVE** Enhance monitoring for lead and copper in the water distribution system and develop a plan to educate and support customers in regulatory-driven programs for lead and copper monitoring within schools, childcare centers, and public spaces. In FY22, DWU will hire two FTEs and spend approximately \$75,000 to develop an outreach plan and procedures to sample both schools and day care operations; develop a data management and reporting procedure to comply with the new regulations; and begin initial sampling in the second quarter of 2022 with a goal of 50 sites sampled by September 30, 2022. (DWU)

**STATUS** The Water Quality Group has dedicated 2 FTE's for the purpose of supporting the new Lead and Copper Rule Revisions (LCRR). These two positions are developing a Service Line Inventory that will aid in identifying lead services in need of replacement. The official sampling per TCEQ requirements can begin after the lines are inventoried, which will be after October 2024. Water Quality is also developing a Lead and Copper Sampling Program for Schools and Childcare facilities and contacting these facilities to offer educational material and opportunities for free testing of lead and copper ahead of the October 2024 compliance start date of the LCRR. Currently, there are 401 Public and Charter Schools, 93 Private Schools and 458 Childcare and Daycare centers. The Water Quality group continues to offer free lead sampling when requested by any customer.

**13 Affordability Housing Units** ✓

**INITIATIVE** Incentivize developers to build affordable housing by subsidizing \$10 million worth of water and sewer infrastructure required for up to 250 new affordable single-family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY 2022-22-FY 2023-24 with new units projected in years 2 and 3 due to construction timelines. (HOU)

**STATUS** Housing is implementing this new funding along with other measures through the existing Notice of Funding Availability. On January 12, 2022, City Council approved the first project utilizing these funds, providing \$1.8 million to be used for water infrastructure related to the development of 125 for-sale single family homes. On August 24, 2022, City Council approved the second project using these funds, authorizing \$4.1 million in ARPA funds to Cypress Creek at Montfort, a mixed-income multifamily development in District 11. Both developments are still undergoing predevelopment processes and have not yet begun construction. Housing has also reallocated \$1.5 million of these program funds to support the ARPA Neighborhood Revitalization Program.

**14 Preservation of Affordable Housing** ✓

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

**STATUS** In December 2021, City Council approved the program design to use ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. The application opened in May 2022. The program has received 72 applications and staff has so far committed \$1,413,821 across 16 homes. Due to the success of the program, Housing and City Council have increased the funding available for this program by moving \$1.5 million from the ARPA development budget into the home repair program. Three councilmembers have committed \$1.35 million in discretionary funds, and a partnership with DWU has added over \$2 million into this program.

**19 Non-Emergency Enforcement** ✓

**INITIATIVE** Alleviate Police Department call volume by transferring non-emergency calls such as handicapped/fire lane parking enforcement and street blockage clearance from DPD to the Department of Transportation. (DPD, and TRN)

**STATUS** Parking violations services have been fully transferred from DPD to TRN. Road blockage calls began a partial transfer in January 2023 with an anticipated full transition in April.

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES****27 Wi-Fi at Park Facilities** 

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

**STATUS** The cabling installation of the 14 high priority sites was completed in December 2022. PKR is waiting for the vendor's master agreement extension, then cabling and port installation can continue. The estimated delivery time of the network equipment for the remaining 49 WiFi locations is summer 2023.

**29 Traffic Signals** 

**INITIATIVE** Devote \$14 million over three years to leverage over \$50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero strategy. In FY22 spend \$3.5m to design 46 traffic signals to leverage federal and county funds

**STATUS** As of January, TRN received the match fund agreement from TxDOT for the design of 44 signals in total and will be going to City Council for approval in April. The project to replace traffic lights will be a multi-year effort.

**32 Bike Lanes** 

**INITIATIVE** Extend and improve our bike lane network throughout the City with an annual investment of \$2 million to design and/or implement approximately 18 lane miles of bicycle facilities per year. (TRN)

**STATUS** As of December, 9.0 lane miles are under design and 2.8 lane miles are being installed or installation is complete for a total of 11.8 lane miles.

**34 Accessibility** 

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

**STATUS** OEI, ITS, and the proposed ADA software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. A demonstration of the software and testing of a comparative ADA tracking program have been completed. ITS has completed the documentation process and assigned an ITS project manager for the software integration and implementation. The purchasing and procurement process is planned for winter 2023.

**35 Water/Wastewater Service** 

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

**STATUS** Engineering work for the remaining occupied and unserved areas began in February 2022 and includes the design of approximately 211,219 feet of new pipelines to the remaining unserved areas. Upon completion of design, these projects will be packaged and awarded for construction beginning in FY 2022-23. Construction in the University Hills area is expected to start in October 2022. In addition, approximately 11,146 feet of new pipelines to four unserved locations that were designed in-house was awarded on November 9, 2022.

# PROCESS IMPROVEMENT

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

The Process Improvement Team has focused on building awareness among departments, creating an organization-wide framework for process improvement, and establishing a cross-functional knowledge base for greater inter-departmental coordination. The following table summarizes current Process Improvement projects for FY 2022-23 which will be reported as Complete, On Track, Delayed, Cancelled, or Pre-Kickoff.

The Baseline for Key Performance Indicators is the starting point of metric to engage success for completing projects. Additional projects will be added to the list throughout the course of the fiscal year.



**Project Status**



**2**  
Complete



**4**  
On Track



**1**  
Delayed



**1**  
Cancelled



**0**  
Pre-Kickoff

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	<b>SFD Building Permit Process</b> Decrease building permits issuance lead time for single-family residential developments (DEV)		Feb 2022 - TBD	Permit Application Internal Processing Time (12 days)	29 days	TBD
			<b>Status Update:</b> Action items from the Rolling Action Items List have been submitted for work through ITS team and all enhancements are being worked in to the project management schedule. Project manager has been assigned and is being implemented.			
2	<b>DPD Workload Optimization</b> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan 2022 - TBD	TBD	TBD	TBD
			<b>Status Update:</b> Final strategies are being developed with the DPD team. Access to data has been identified as an opportunity for workload management. The Process Improvement team is actively engaged.			
3	<b>DFR Workload Optimization</b> Assess current operational demands to identify process improvement opportunities for workload management (DFR)		Jan 2022 - TBD	TBD	TBD	TBD
			<b>Status Update:</b> Several different strategies have been developed and are being vetted by the DFR team. Following the vetting process, leadership will present the most viable strategies for consideration. Timeline extended due to awaiting DFR leadership decision.			

# PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
4	<u><b>New Employee Onboarding</b></u> Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. Establish Customer Survey for hiring managers and new hires (HR)		Aug 2022 - Dec 2022	Percentage of hiring managers providing survey feedback to HR (15%)	0%	TBD
			<b>Status Update:</b> <b>Project complete.</b> Open action items and out of scope action items have been turned over to the Human Resources and Civil Service team. The team has transitioned to a continuous improvement phase that will include ongoing review of data and ongoing implementation of process improvements.			
5	<u><b>Contract Review and Execution</b></u> Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors. (OPS)		June 2022 - March 2022	Average number of contract development days (90 days)	190	TBD
			<b>Status Update:</b> This project was cancelled and will be internally managed by the Office of Procurement Services.			
6	<u><b>Risk Review &amp; Certificate of Insurances</b></u> Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)		Aug 2022 - March 2023	Days and time to process Risk Reviews and Certificates of Insurance, Reduce amount of backlog	TBD	TBD
			<b>Status Update:</b> The software used for Risk Review information is being customized to better serve ongoing improvements. Executive leadership has approved additional changes to be included for new business processes and standard operations developments. This project is forecast to be complete by the end of March 2023. The project completion date was extended from December 2022 to March 2023.			
7	<u><b>"Lew Sterrett Officer Turnaround Process"</b></u> Decrease the amount it takes to write arrest reports		Dec 2022 - June 2023	Streamline arrest reporting to minimize cycle time while maintaining effectiveness and accuracy.	TBD	TBD
			<b>Status Update:</b> Executive kick-off meeting scheduled for early March.			
8	<u><b>Water/Wastewater Permit Process</b></u> Reduce cycle time of Water/Wastewater Permit Application Process to decrease overall building permit lead time (DEV/DWU)		Nov 2021 - March 2022	Permit Application Cycle Time (1 day)	45 days	1 day
			<b>Status Update:</b> Complete and continuing to track progress. DEV, DWU, and BMS are working to create/document training processes to ensure project results are maintained. This process improvement will be reported until training documents are complete.			





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-724

**Item #:** E.

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Technology Accountability Report (Information as of February 28, 2023)  
[Information & Technology Services]

# Memorandum



CITY OF DALLAS

DATE March 17, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – February 2023**

Please find attached the Technology Accountability Report (TAR) based on information through February 28, 2023. The TAR is a progress report reflecting the performance and operational status of the city in purchasing, implementing, operating, and securing technology to achieve the city's priorities and service objectives.

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

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

Jack Ireland  
Chief Financial Officer

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

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

# Technology Accountability Report (TAR)



City of Dallas

**As of February 28, 2023**

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**Prepared by Information & Technology Services**

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

**214-671-9868**

# Executive Summary

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

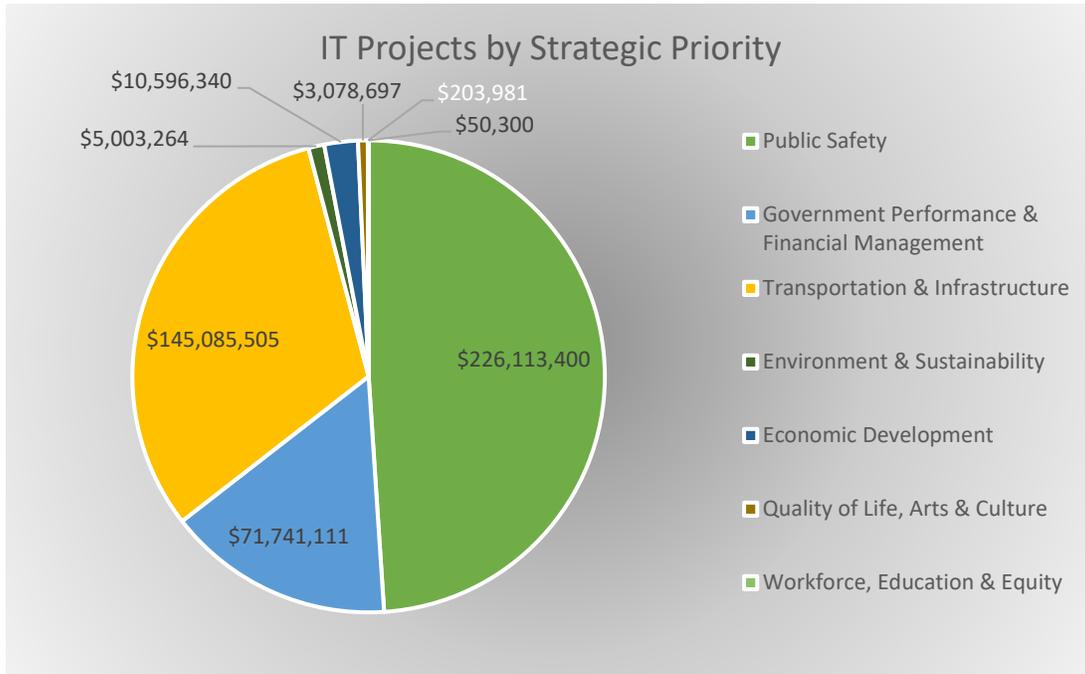
- Section 1: IT Programs & Projects – Two data points have been added to the list of major projects providing information regarding projects. First is the estimated project cost has been appended parenthetically to the project description. The second is that an additional column providing additional project attributes has been added for the major projects. For the month of February, projects which will actively reduce technical debt present in the City’s technology environment to allow Council to more readily identify those technology investments that will serve to reduce risk by removing or remediating technical debt.
- Section 1: IT Programs & Projects – During February 2023, one major project was completed and removed from the report:
  - The **Flock Safety** project replaced, upgraded, and augmented the inventory of City Automated License Plate Reader (ALPR) cameras and platform. While it is anticipated that additional ALPR cameras will be added to the inventory, the initial phase to replace and upgrade the City’s current platform has been completed and the project closed out.
- Section 1: IT Programs & Projects – During February 2023, seven projects were approved through the Information Technology Governance process and added to the project pipeline. With these additional approved projects, the project pipeline increases to 121 active IT projects with a total estimated cost of \$461 million. As these new projects are launched, project delivery and timelines will be further defined, and they will be added to the major project list and tracked in future TAR reports as appropriate.
- Section 2: IT Operations – Additional details and breakdowns of incidents and impacted departments has been added.
- Section 4: Cybersecurity Programs – Updates for the annual cyber security awareness training and additional data on website requests blocked by screening tools.
- Section 5: IT Infrastructure – New information regarding assessment of technical debt present in the technology environment.

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# Section 1: IT Programs & Projects

## A. Project Pipeline

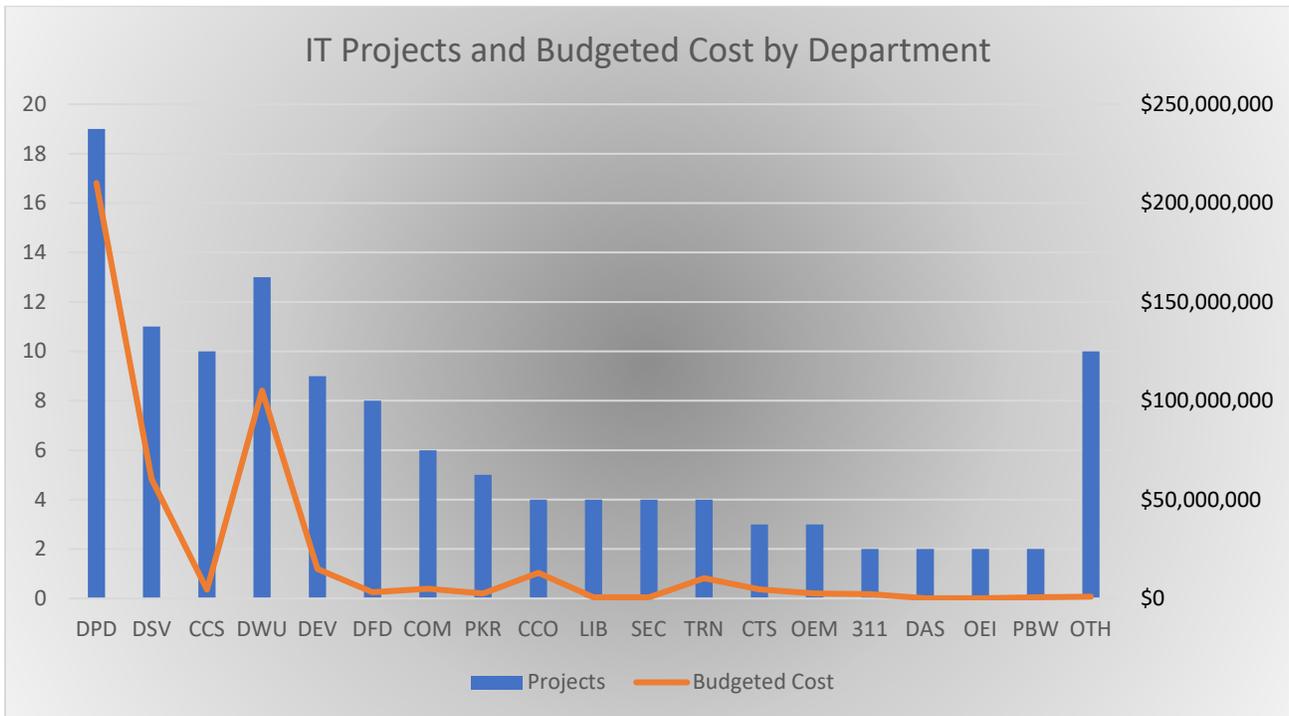
### 1. IT Projects by Strategic Priority



#### NOTES:

1. As of 02/28/2023, ITS has 121 approved IT projects in the pipeline.
2. The total budgeted costs for the 121 projects are \$461,872,598.
3. Project pipeline includes at least one project aligned to every one of the identified 8 strategic priorities.
4. The highest number of active IT projects are aligned to the Public Safety Strategic Priority with a total of 33 projects at a total budgeted cost of \$226.1M, followed by Government Performance & Financial Management with a total of 31 projects at a total budgeted cost of \$71.7M, Transportation & Infrastructure with a total of 19 projects at a total budgeted cost of \$145M, and Environment & Sustainability with 13 projects at a total budgeted cost of \$5M.

2. IT Projects and Budgeted Cost by City Department



**NOTES:**

1. 26 City Departments are represented across the 121 approved IT projects in the pipeline.
2. Dallas Police Department has 19 active projects at a total budgeted cost of \$213.6 million, followed by Information & Technology Services with 11 projects at a total budgeted cost of \$48.3M, Code Compliance with 10 projects at a total budgeted cost of \$4.7M, Dallas Water Utilities with 13 active projects at a total budgeted cost of \$130.7 million, and Development Services with 9 active projects at a total budgeted cost of \$10.2M.
3. 10 Departments have 1 active project each, making up the Other (OTH) group in figure 2 above.

## B. Major Project Status

**\*\*LEGEND:**

- **Cancelled:** The project has not finished, and work on the project will not continue.
- **Completed:** Work on the project has finished, and all deliverables/tasks have been completed.
- **Delayed:** The project is still active, but we have passed the initial estimated completion date.
- **In Process:** The project is currently being worked on by the project team.
- **On Hold:** The project has not finished, and work on the project has been suspended.
- **Ongoing:** The project consists of multiple phases or is an operational project. Some portions have been completed, but the project has not fully reached fruition.

-  : Addresses technical debt

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
1.	Enterprise Contact Center (ECC) Solution	The Enterprise Contact Center application within the City of Dallas is a secure, reliable, and scalable call platform to meet the high call volumes and growth to meet the needs of city residents. The ECC includes Natural Language Processing (NLP), Knowledge Base, Workforce Management, Interactive Voice Response (IVR), Courtesy Call Back, and other core call center capabilities to support multiple departments across the city. <b>(\$2,134,245)</b>	GPFM	311	Jun-23	In Process	
2.	Ethics Point Salesforce Integration	The purpose of this system is to promote and support ethical financial compliance. <b>(\$63,164)</b>	GPFM	ATT	Dec-23	In Process	
3.	Core Financial System Upgrade	The CG Advantage 3 system is utilized by all departments within the City for processing and recording of all budget, procurement and financial accounting transactions and interfaces with many enterprise business applications. This major upgrade will move the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML) to improve the quality and speed of financial transactions. <b>(\$11,823,168)</b>	GPFM	CCO	Apr-24	In Process	
4.	Code Case Management System Phase 2 (Boarding Homes)	CCMS Phase 2 provides Code Compliance Services (CCS) with an application to support all operational, mobility, integration with 311 CRM/SAN/CTS, and other supporting departments, in managing service requests from city residents. <b>(\$344,858)</b>	Environment & Sustain	CCS	Apr-23	Delayed	

## As of 2/28/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
5.	Asset Management System	The Code Compliance office is seeking an asset management system to manage a number of different of assets to include Ballistic vests, uniform items (pants, belts, reflective vests, shirts, jackets) that they issue officers, and other equipment deployed to their staff to perform their duties. This effort gathers requirements to conduct market research and identify potential solutions to meet the business need. <b>(\$76,000)</b>	Environment & Sustain	CCS	TBD	Delayed	
6.	Automated Nuisance Abatement Work Order Salesforce System	Streamline Nuisance Abatement work order creation, work order processing, and work order completion to accurately generate invoice for lien processing and to enhance operational efficiency. Implement a process within the current 311/Salesforce system to control. <b>(\$199,000)</b>	Environment & Sustain	CCS	Apr-23	In Process	
7.	Envision Connect Replacement Project	This project will replace the current Restaurant Inspection System - Envision Connect. Envision Connect is at the end of life for support. The vendor is requesting to move to their newer application for restaurant inspections. <b>(\$482,611)</b>	Environment & Sustain	CCS	Apr-23	In Process	
8.	Consumer Protection online Salesforce Application/ permitting system	This system will allow department to implement online permit process for seven applications (wood vendor, motor vehicle repairs, Credit access, electronic repairs, home repair, scrap tire). Will Allow business owners to access, complete, submit, and track their business permit applications online. <b>(\$318,050)</b>	Environment & Sustain	CCS	Jul-23	In Process	
9.	Remote Video Streaming	COM is currently exploring acquiring equipment that would allow live video and audio to be streamed from offsite locations to our control room. This is a frequently requested service by various departments and Council offices and aligns with COM's mission. <b>(\$192,166)</b>	GPFM	COM	TBD	In Process	
10.	Closed Captioning System for City Council Meetings	Closed Captioning on the live webstream/cable channel of City Council meetings will help meet ADA compliance and our Equity and Inclusion goals. <b>(\$504,612)</b>	GPFM	COM	Jun-23	In Process	
11.	RFCSP for Court Case Management System	The current Court Case Management System (Tyler Technologies) contract will expire June 2024. CTS wishes to conduct market research and conduct a competitive procurement to ensure the best solution is selected to upgrade and improve court case management. <b>(\$4,371,720)</b>	Public Safety	CTS	Dec-23	In Process	
12.	Court Case Management System: On Prem Upgrades	CCSM upgrade to move the platform from an on-premises solutions to one that is Cloud-hosted solution. <b>(\$259,016)</b>	Public Safety	CTS	Jun-23	In Process	
13.	DAS Inventory Management Tool	Dallas Animal Services manages a large inventory of drugs, supplies and business equipment needed to perform their functions. Currently inventory management is done through a legacy system database (animal software) or on spreadsheets, but are inadequate to provide appropriate controls and functionality. <b>(\$14,062)</b>	Environment & Sustain	DAS	TBD	Delayed	

## As of 2/28/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
14.	iNovah Upgrade	This project upgrades existing software to most recent version and provides new hardware for iNovah, the Point of Sale/cashiering system for Sustainable Development. <b>(\$484,350)</b>	ECO	DEV	Sep-23	In Process	
15.	Expand OnBase to the entire SDC Department	The OnBase content management system was originally implemented only for the Building Inspection division within the Development Services Department (DEV). Purpose of this project is to implement the content management system to all divisions within DEV. <b>(\$180,712)</b>	ECO	DEV	May-23	In Process	
16.	Development Services Training Simulator	The building permitting and inspection process involves a number of different components operating independently on separate software platforms. The purpose of this project is to develop a training simulator that allows for collaboration across city divisions to improve quality and efficiency of processes. <b>(\$50,000)</b>	ECO	DEV	Mar-23	In Process	
17.	Customer Queuing software	Customers currently walking into the permit center need to be able to "sign in" and set appointments remotely. DEV needs to be able to offer this service to their customers to better track the data associated with their customers' experiences; volume, wait times, types of service...etc. This project will identify, procure, and implement a customer queue management solution for Development Services. <b>(\$60,000)</b>	ECO	DEV	Jul-23	In Process	
18.	Land Management System_POSSE replacement project	The city's current permitting system has reached end of life, cannot interact with the new geospatial technology standards, and is difficult to change to support new business requirements, and workflows. This project will deploy a new system to replace the existing system and to add efficiencies in the permitting process. <b>(\$9,746,780)</b>	ECO	DEV	May-25	Delayed	
19.	Telestaff	Implementation of a web-based hosting, Software as a Service (SaaS) solution Workforce TeleStaff System for automation of scheduling and staffing for City of Dallas Public Safety 24-hour employees. <b>(\$731,238)</b>	Public Safety	DFD	Sep-22	On Hold	
20.	Smart Device/Technology Behavioral Health App for DFR members	This project will provide a Peer Support Contact App for Dallas Fire-Rescue (DFR) personnel. At Dallas Fire-Rescue (DFR), the City is promoting whole-person wellness. This new application will supplement existing mental health support services available to the City's DFR members. <b>(\$170,000)</b>	Public Safety	DFD	TBD	On Hold	
21.	IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59	Eight new Fire Stations are being constructed: #46, #36, #59, #41 Temporary, #41 Primary, #19, #21 and #58. All new IT infrastructures including cabling, network, workstations, printers, radio equipment, etc. will be activated in line with facility openings. <b>(\$131,688)</b>	Public Safety	DFD	Apr-23	In Process	

## As of 2/28/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
22.	Unmanned Aerial Systems (Drones)	Unmanned Aerial Systems (UAS) may be used during crucial emergency response occurrences., giving real-time video to improve situational awareness, officer safety, and thermal assessment. They are useful in a variety of special operations, including Haz-Mat, search and rescue, water rescue, and wildland fires, allowing Incident Command and Executive Staff to perform airborne surveys of an incident. <b>(\$111,400)</b>	Public Safety	DFD	Sep-23	In Process	
23.	Station Alerting System	Dallas Fire Rescue dispatches resources from 58 fire stations strategically deployed throughout the City. To avoid response delays, DFR relies on a station Alerting System that integrates with our Computer Aided Dispatch (CAD) system to advise firefighter/paramedics of assistance calls. The current station alerting system is end of life, difficult to maintain, and lacks the full range of functionality more modern solutions provide. This project will conduct market research into, procure, and implement a new, modern station alerting system for Dallas Fire Rescue. <b>(\$1,860,000)</b>	Public Safety	DFD	Sep-23	In Process	
24.	Mobile Surveillance Platform Vehicles (Formerly known as Bait Car)	The Dallas Police Department ("DPD") currently operates a fleet of 25 Mobile Surveillance Platform vehicles. These vehicles are deployed throughout the City and serve as "bait cars". These vehicles are outfitted with covert cameras, microphones, GPS, and other capabilities. <b>(\$700,000)</b>	Public Safety	DPD	TBD	On Hold	
25.	County CAD Collaboration	Upgrade and expand the city's Computer-Aided Dispatch (CAD), extending it to the County to improve collaborate on emergency 911 call center responses. This project is also required to fully implement the upgrade of the 911 call center's telecommunications infrastructure. <b>(\$0)</b>	Public Safety	DPD	Jun-23	In Process	
26.	DPD - Auto Pound	This project provides a public portal to allow for citizens to pay fines and fees online to the auto pound in order to recover their vehicle. The information from the payment system allows for better management of the DPD Auto Pound. <b>(\$311,006)</b>	Public Safety	DPD	Dec-23	In Process	
27.	WEB-RMS	This project will migrate DPD's current law enforcement Records Management System (RMS) case management system from the current onsite solution to an upgraded Web-based system. The upgraded RMS will give the department needed functionality that is not available to the department currently in the on-premises solution. Current limitations require process workarounds creating potential errors and inefficiencies which will be resolved with the upgrade. <b>(\$1,010,000)</b>	Public Safety	DPD	TBD	In Process	
28.	Real Time Crime Center (RTCC) Video Integration (Previously Starlight)	To provide an analytics-driven video monitoring platform, capable of alerting the Dallas Police Department's Real Time Crime Center (RTCC) of criminal behavioral indicators and activity occurring at local businesses. <b>(\$747,052)</b>	Public Safety	DPD	Feb-23	In Process	

## As of 2/28/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
29.	Ricoh-Fortis Document Management System Replacement	The DPD Fortis document management system is at end of life and no longer supported. This project will replace and upgrade the DPD document management system. <b>(\$217,633)</b>	Public Safety	DPD	Mar-23	In Process	
30.	Axon Air (Drones)	UAS capture vital information that officers can use to resolve very dangerous situations with in the best possible way. The information can be sent, in real-time, to officers in the field. Also, the data gathered from UAS can be key in an investigation for locating suspects who are wanted for a crime. For example, murder suspect barricades himself in a residence, the UAS will be able to be sent in to let the officers in the field know if there are innocent citizens in danger or if the officers have time to deescalate and talk the suspect out. UAS technologies are used by departments and agencies across the nation. Agencies that use UAS technology have seen great benefits from the information gathered in real time situations. Combining this technology with Axon Air will provide the real time intelligence and evidentiary needs to create the holistic solution. <b>(\$20,160)</b>	Public Safety	DPD	Mar-23	In Process	
31.	COBWEBS	This project will implement social media investigative software for the Police Department (DPD). This software will provide an efficient tool for investigating social media post from potential suspects to aid in investigations. <b>(\$93,353)</b>	Public Safety	DPD	Apr-23	In Process	
32.	P25 Compliant Radio Project	The city's current public safety radio network is 40 years old and not compliant with new standards (P25) for these networks. This project installs all-new infrastructure for a fully P25 compliant radio communications system that will be used by multiple departments within the City and County of Dallas. This system is intended and designed to host external governmental agencies throughout the region. <b>(\$54,898,873)</b>	Public Safety	DPD	Apr-23	In Process	
33.	Non-City Business Live Surveillance (Fusus)	The Fūsus product suite will provide a video and data collaboration platform to expedite intelligence gathering and efficiency of response to situations as they unfold throughout the community. Further, providing a tool for identifying the location of cameras in proximity that may provide valuable information to aid in the response and/or subsequent investigation. <b>(\$478,589)</b>	Public Safety	DPD	Sep-23	In Process	
34.	Early Warning System	This project provides the Dallas Police Department a data-driven, decision-making support application that helps Police leadership systematically identify officers who are showing signs that they are at risk to citizens or of executing law enforcement objectively. The platform utilizes data from a multitude of sources to assess and score risk and provide information to DPD leadership for potential interventions. <b>(\$302,495)</b>	Public Safety	DPD	Oct-23	In Process	

## As of 2/28/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
35.	Surveillance Cameras and Real Time Crime Center	This project will provide a "Real Time Crime Center" capability within Jack Evans police station. It will include 1) building a new command center video room (Real Time Crime Center), 2) building camera installations, 3) video camera software, video storage and surveillance camera installations at intersections, and 4) Trailer camera installations. <b>(\$14,320,722)</b>	Public Safety	DPD	Dec-24	In Process	
36.	In Car Video - Body Worn Camera - Interview Room	There is a Federal Requirement to video record public safety stops. In car systems involve video in patrol cars. Body Worn Cameras involve wearable video cameras systems for officers. Interview Rooms involves replacement of video equipment in Public Safety interview rooms. <b>(\$134,756,801)</b>	Public Safety	DPD	Dec-24	In Process	
37.	Use of Force - Police Strategies LLC	This project will provide a data analytics platform which produces analytic dashboards which provides comparative analyses by extracting data from incident reports & officer narratives, analyzes the data using established algorithms, and produces written summary reports used by DPD leadership in focusing resources. <b>(\$1,383,800)</b>	Public Safety	DPD	Jun-23	In Process	
38.	Unsupported Software Remediation	Identify Servers running unsupported Software, DBs running unsupported versions of software, and Applications that will require modifications to bring up to supported software levels. Develop a plan to upgrade, in a sequenced fashion. <b>(\$0)</b>	GPFM	DSV	Jun-23	Ongoing	
39.	Apptio IT Financial Transparency SaaS	This project is for a cloud-based solution for the Department of Information and Technology Services (ITS) to gain detailed insight into information technology (IT) expenses, cloud infrastructure / software usage and other IT related costs. <b>(\$1,353,866)</b>	GPFM	DSV	Mar-23	In Process	
40.	Visualization Engineering Services	Purchase of Visualization Engineering services will provide an authoritative visualization of our Current State and Future States - an effort critical to information data center improvements. The outputs of this engagement will be crucial to the success of planned improvements to Application Portfolio Management in addition to the stated necessity in regard to data center improvements. <b>(\$685,972)</b>	GPFM	DSV	Apr-23	In Process	
41.	ServiceNow Phase 2	ServiceNow Phase 2 comprises 4 major tasks or subprojects - "IT Software and Hardware Asset Management", "ServiceNow Stabilization and Workflow Improvement", "ServiceNow Fedramp Cloud Migration", and "ServiceNow Version Upgrade to San Diego Q1 2022". <b>(\$1,305,890)</b>	GPFM	DSV	Jun-23	In Process	
42.	Relocate Development Services to New Facility	In September 2022, the City of Dallas purchased a new facility at 7800 N. Stemmons Freeway which will serve as the offices and storefront for the Development Services Department (DEV). This project will provide all new IT infrastructure including cabling, network, workstations, printers, radio equipment, etc. in line with the facility opening. <b>(\$5,000,000)</b>	GPFM	DSV	Nov-23	In Process	

## As of 2/28/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
43.	Network Unified Communications Upgrade	The City's current collaboration suite is at end of life and requires an update to maintain functionality and reduce risk. This project will upgrade the Unified Communications Management (UCM) to the latest version available. <b>(\$618,180)</b>	GPFM	DSV	Dec-23	In Process	
44.	Data Center Improvement Program	This program provides a comprehensive review, assessment, and cleanup of the City Hall Data Center and all other locations which hold primary and ancillary equipment used for IT operations in the City. <b>(\$10,700,000)</b>	GPFM	DSV	Oct-24	Ongoing	
45.	IT Project and Portfolio Management Tool	This project will implement a new Project and Portfolio Platform (PPM) tool suite to provide a centralized and automated project management portfolio, assist with project intake, and improve the tracking and management of IT projects. <b>(\$300,134)</b>	GPFM	DSV	Jun-24	In Process	
46.	Digital Equity Infrastructure	This project seeks to meet the City's vision of ensuring that all Dallas households will have high-speed, reliable internet and access to devices in their homes by seeking commercial telecommunication service providers to develop and implement digital equity infrastructure which addresses established gaps in targeted communities. <b>(\$40,000,000)</b>	GPFM	DSV	Mar-24	In Process	
47.	Enterprise Capital Project Management System (ECPMS) Phase 2	Phase 2 Implementation of the Enterprise Capital Project Management System (ECPMS), IBM Tririga, to support the DWU Capital Projects division. Also, includes the delivery of reporting enhancements and efficiencies to the Phase 1 implementation. <b>(\$2,169,090)</b>	Transport & Infra	DWU	Dec-22	In Process	
48.	Enterprise Work Order and Asset Management (EWAMS) Phase 2	Implementation of an Enterprise Work Order and Asset Management System (EWAMS), that can be utilized as the standard for the City of Dallas. The Phase 2 effort of this Enterprise platform implementation will manage Work Orders and Maintenance. <b>(\$4,901,864)</b>	Transport & Infra	DWU	Sep-23	In Process	
49.	Enterprise Work Order and Asset Management (EWAMS) Phase 3	This professional service contract allows for continuous consultant services for the expansion of the Enterprise Work Order and Asset Management System (EWAMS). Phase 3 will oversee the implementation of Dallas Water Utilities (DWU) Meter Services division. <b>(\$12,989,751)</b>	Transport & Infra	DWU	May-28	In Process	
50.	HUD Income Limits Eligibility Survey - HOU Website	Updates and enhancements to the Housing & Neighborhood Revitalization Department's (HOU) website to help reduce uncertainty or confusion amongst City of Dallas residents when determining their income eligibility for the various programs based on the Housing and Urban Development (HUD) Income Limits. <b>(\$5,300)</b>	HHS	HOU	Feb-23	In Process	
51.	Infrastructure Upgrade of Dallas LIB system (formerly called E-Rate)	This project will refresh existing, and add new components, to LIB Network Infrastructure. The upgraded infrastructure will dramatically improve the delivery of digital services to LIB patrons. <b>(TBD)</b>	QOL	LIB	Sep-23	In Process	

## As of 2/28/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
52.	Library Website update	The library's website needs to be updated to meet the current and future needs of the library including being able to support additional online content and online programs and education. (TBD)	QOL	LIB	Mar-24	In Process	
53.	ADA Software Tracking System	This request acquires a software system to track identified ADA Compliance issues, track barrier removal costs, and to provide public interface to show City's progress toward removing barriers. Public reporting of barrier removal is a federal requirement. (\$75,000)	WEE	OEI	Mar-23	On Hold	
54.	Neighborly Expansion - Fair Housing	The purpose of the software is to complete the Fair Housing assessment of housing projects. This ensures we affirmatively further fair housing in the City as required by the Fair Housing Act and HUD. (\$25,700)	WEE	OEI	Mar-23	Delayed	
55.	Stormwater Compliance Information Management System	OEQ staff currently manage mission-critical and legally sensitive environmental management consent decree (EMCD) /permit-required tasks through a 20-year-old "homemade" information system built on MS Access 2002 and InfoPath. This project will procure and implement a new, modern system which provides timely information through dashboards and reports. (\$49,900)	Environment & Sustain	OEQ	Mar-23	In Process	
56.	Implement Workday Prism	The Workday Prism Project will aggregate historical data from the City's prior payroll system and make it available with new payroll data in Workday. (\$68,995)	GPFM	PER	May-22	Delayed	
57.	PKR-IT Infrastructures for New Parks and Recreation Sites Phase 2	This project includes the acquisition and installation of IT infrastructure and services for new PKR facilities. New IT Infrastructures include local and metro network, internet, PCs, printers, security systems, point of sale systems, telephones, etc. (\$670,000)	QOL	PKR	Dec-22	Ongoing	
58.	IT Infrastructure for Bachman Aquatic Center	Park and Recreation is building a new Bachman Aquatic Center which provides new Digital Service to Residents or Businesses. (\$118,000)	QOL	PKR	Jun-23	In Process	
59.	PKR Recreational Management System	Dallas Park and Recreation Department is looking for a recreation management system to manage recreation activities and programs of its 43 recreation centers, 107 pavilions, 19 aquatic facilities and over 200 athletic fields. (\$0)	QOL	PKR	Dec-29	In Process	
60.	Payment Vendor (SAP Users - DWU)	This project is to migrate DWU and other user departments of online (Biller Direct) and IVR payments to a new payment platform which provides real-time information for payments and reconciliation. (\$15,000,000)	Transport & Infra	SAP	Dec-23	In Process	
61.	DWU Billing CIS and Customer Portal Replacement	DWU's current CIS system, SAP, will reach it's end of life in 2025. DWU must replace SAP by 2025 in order to ensure continuity of our billing. (\$0)	Transport & Infra	SAP	Jul-25	In Process	
62.	Electronic Document Management - EDMS	Project Provides Electronic Document Management and Document Archive System for City Secretary's Office. (\$336,562)	GPFM	SEC	TBD	On Hold	

## As of 2/28/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status	Value Adds
63.	Boards and Commissions Management Solution	The business objective for this project is to assist and upgrade the City Council's Boards and Commission appointment process in 3 key areas: New Boards and Commission Application Portal, Upgraded Boards and Commission Tracking/Reporting Solution. (\$12,675)	GPFM	SEC	Mar-23	In Process	
64.	SEC Records Inventory Management Solution	Replace the current obsolete unsupported FoxPro database with a state-of-the-art software application (preferably SaaS) that provides full functionality for operating a records center. Replacing this application will improve the management of the 70,000+ (\$231,440)	GPFM	SEC	Nov-22	In Process	
65.	Build an Ethics Financial Reporting Solution	The purpose of this system is to promote and support ethical financial compliance. (\$15,000)	GPFM	SEC	Feb-23	On Hold	
66.	Advanced Traffic Management System (ATMS)	The Objective of this project is to transition from the current Analog Traffic Management System to the new Advanced Traffic Management System (ATMS). (\$6,352,990)	Transport & Infra	TRN	Mar-23	In Process	

## NOTES

- 1 Enterprise Contact Center (ECC) Solution.** Project is still in process. Anticipate approximately 3 – 6 months' work to implement Single Sign On (multi-factor authentication), for final delivery of the Lab (test portion) of the project, and potential re-evaluation of Salesforce integration.
- 3 Core Financial System Upgrade.** The contract requirements and project timeline have been finalized and the contract action is scheduled for the April 26 Council agenda.
- 4 Code Case Management System Phase 2 (Boarding Homes).** Application processing is delivered. Awaiting Payment Card Industry (PCI) compliance to deploy remaining modules.
- 5 Asset Management System.** Multiple departments have requested an asset/inventory management tool. ITS is consolidating requirements across departments to perform market research to determine whether an option for a city-wide solution can be provided.
- 9 Remote Video Streaming.** Project plan/schedule is being developed. New date will be provided when available.
- 13 DAS Inventory Management System.** Multiple departments have requested an asset/inventory management tool. ITS is consolidating requirements across departments to perform market research to determine whether an option for a city-wide solution can be provided.
- 14 iNovah Upgrade.** Project is currently in planning stage. Project date will be updated after the planning phase is complete.

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**As of 2/28/23**

- 18 Land Management System\_POSSE replacement project.** ITS, DEV and Vendor have aligned on the SOW. Contract action approved by City Council on February 22, 2023. Based on proposed high-level schedule of approximately 25 months, new end date, proposed for 05/2025, is now reflected in February TAR.
- 19 Telestaff.** Telestaff Scheduling System is operational. Telestaff integration with Workday Payroll system is on hold pending several technical corrections required.
- 20 Smart Device/Technology Behavioral Health App for DFR members.** Project requirements are being re-evaluated.
- 21 IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59.** Project is aligned to the construction contracts of each identified Fire Stations. Completion of IT tasks for this project is identified in each construction project plan. Multiple completions are involved with this IT project, with the final completion date aligned to the final station construction completion.
- 24 Mobile Surveillance Platform Vehicles (Formerly known as Bait Car).** Awaiting funding to be identified.
- 27 WEB-RMS.** Purchase request has been submitted. Planning commence upon contract execution.
- 32 P25 Compliant Radio Project.** Effective with August 2022, the new P25 Public Safety Radio system was live, operational, and performing as designed. Non Public Safety departments have already been migrated to the new system. Final migration of all City of Dallas Departments is ongoing. Anticipated completion of project in April 2023.
- 36 In Car Video - Body Worn Camera - Interview Room.** Budget costs reflect new 10-year contract from Council Resolution 221784 dated Dec 14, 2022.
- 37 Use of Force - Police Strategies LLC.** All initial project tasks are completed. End date of project is June 2023 for stand up of initial capability. Current contract extends to 2026 and City will continue to provide data on a quarterly basis until the end of the contract.
- 41 ServiceNow Phase 2.** This project is being implemented in an “Agile” fashion – rolling out in numerous phases. Estimated completion of next phase estimated June 2023.
- 43 Network Unified Communications Upgrade.** Project is being implemented in an agile fashion. Unity Voice Mail portion is now complete. The next phase, “Call Manager” has an estimated completion date December 2023. Next milestone will be an upgrade to Call Manager components on March 27, 2023.
- 45 IT Project and Portfolio Management Tool.** Contract action scheduled to go to City Council for review and approval in April 2023.
- 47 Enterprise Capital Project Management System (ECPMS) Phase 2.** A Project Change Request (PCR) is pending by the Vendor for updated requirements and deliverables for linear segments, linear structures and X/Y coordinates, working with DWU GIS to finalize requirements.

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**As of 2/28/23**

- 50 HUD Income Limits Eligibility Survey - HOU Website.** Project work is complete and this project is moving to closure. This project will be removed from the TAR in the March 2023 report.
- 53 ADA Software Tracking System.** Project has not yet completed the procurement process. Once contract is executed, a schedule will be developed, and project dates updated.
- 56 Implement Workday Prism.** Project On Hold awaiting new contract with Vendor for technical integration support.
- 59 PKR-IT Infrastructures for New Parks and Recreation Sites Phase 2.** Project work is complete for all but one item, awaiting hardware delivery. Timeline will be updated when equipment arrives.
- 62 Electronic Document Management - EDMS.** The EDMS project is part of a group of projects relying on the Hyland Software System, which are being developed serially. Team is currently re-validating the project budget, scope, and participating department and will then re-baseline the schedule.
- 63 Boards and Commissions Management Solution.** Project is in User Acceptance Testing. Anticipate Go-Live in March.
- 64 SEC Records Inventory Management Solution.** Requirements have been developed. Awaiting Council approval.
- 65 Build an Ethics Financial Reporting Solution.** Project date will be updated after this project has completed the procurement process.
- 66 Advanced Traffic Management System (ATMS).** The vendor has completed the required work for this project per the scope of the contract. There are several remaining functions for which ITS and TRN have worked with the vendor to establish a go-forward plan to include in subsequent releases. Project expected to be complete for March TAR report.

## 2 Changes to Major Project Status List

1. Projects Implemented since last report
  - a. None.
2. Projects removed from the Major Projects Status List
  - a. Flock Safety – New Fixed ALPR Cameras has completed and is removed from the list. Project was shown as implemented in the January TAR report.
3. New Projects added to the project Pipeline
  - a. CCS-23-002363-P - Safety Tracking, and Hazardous Identification and Inspections – was added to support Code Compliance’s monitoring of training records and certifications.
  - b. CCS-23-002364-P - eRecording Lien Filing & Receiving System – was added to support Code Compliance by automating the department’s lien filing procedures.
  - c. CCS-23-002365-P - Body Worn Cameras for Code Personnel – was added to enhance Code Compliance citizen interactions, officer safety and to provide investigatory documentation for field inspections.
  - d. DEV-23-002366-P - POSSE Environment Refresh and upgrade – was added to update and upgrade POSSE functions.
  - e. DFD-23-002367-P - Dispatch/Communications - Location Identification - Rapid SOS, and DFD-23-002368-P - Dispatch/Communications - Location Identification - What 3 Words – were added to support 911 call takers with precise locations when fielding 911 calls.
  - f. DFD-23-002369-P - Dispatch/Communications - CAD Downtime - Redundancy Software – DiVa – was added to provide a more dependable alternate solution in the event of a planned or unplanned Computer Aided Dispatch (CAD) outage.
  - g. DPD-23-002370-P - Off-Duty Job Application – was added to help Dallas Police Department manage elements of off-duty jobs for DPD employees.

## Section 2: IT Operations

IT Operations provides information and status updates on the IT operations to include outages and incidents impacting city operations. Source data is drawn from the City's ServiceNow platform which was implemented in April 2021 to better manage incident reporting and resolution and to better track and control requests for IT services. ServiceNow documents incidents and service requests and is used by technicians and departments alike to submit, track, manage, and resolve pending requests and issues.

## A. Outage Report

### 1. Monthly Help Desk Report

Category	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Total Calls	7502	7546	8006	7252	7616	7151	7222	9694	6969
Answered	7136	7138	7763	7017	6921	6132	6222	7117	6778
Abandoned	366	408	243	235	695	1019	1000	1084	191
Abandoned (<10sec)	166	172	115	93	273	408	380	1493	85
Abandoned %(<10sec)	2.3	2.4	1.5	1.3	3.9	6	5	8	1

Metric	Current Month	Trend						
Average Speed to Answer – Voice	0:02:19							
Password Related Incidents	6%	<table border="1"> <tr> <td>14.7%</td> <td>10.6%</td> <td>5.9%</td> </tr> <tr> <td>Dec</td> <td>Jan</td> <td>Feb</td> </tr> </table>	14.7%	10.6%	5.9%	Dec	Jan	Feb
14.7%	10.6%	5.9%						
Dec	Jan	Feb						
First Contact Resolution - Incident	71.36%	<table border="1"> <tr> <td>81%</td> <td>82%</td> <td>71%</td> </tr> <tr> <td>Dec</td> <td>Jan</td> <td>Feb</td> </tr> </table>	81%	82%	71%	Dec	Jan	Feb
81%	82%	71%						
Dec	Jan	Feb						
Average Duration – Service Desk	1.87 Days 3208 Minutes	<table border="1"> <tr> <td>2715</td> <td>4785</td> <td>3208</td> </tr> <tr> <td>Dec</td> <td>Jan</td> <td>Feb</td> </tr> </table>	2715	4785	3208	Dec	Jan	Feb
2715	4785	3208						
Dec	Jan	Feb						
Average Duration – Field Services	2.94 Days 4247 Minutes	<table border="1"> <tr> <td>4865</td> <td>4507</td> <td>4247</td> </tr> <tr> <td>Dec</td> <td>Jan</td> <td>Feb</td> </tr> </table>	4865	4507	4247	Dec	Jan	Feb
4865	4507	4247						
Dec	Jan	Feb						
Average Duration - PD Field Services	2.14 Days 3088 Minutes	<table border="1"> <tr> <td>9465</td> <td>5578</td> <td>3088</td> </tr> <tr> <td>Dec</td> <td>Jan</td> <td>Feb</td> </tr> </table>	9465	5578	3088	Dec	Jan	Feb
9465	5578	3088						
Dec	Jan	Feb						

#### NOTES:

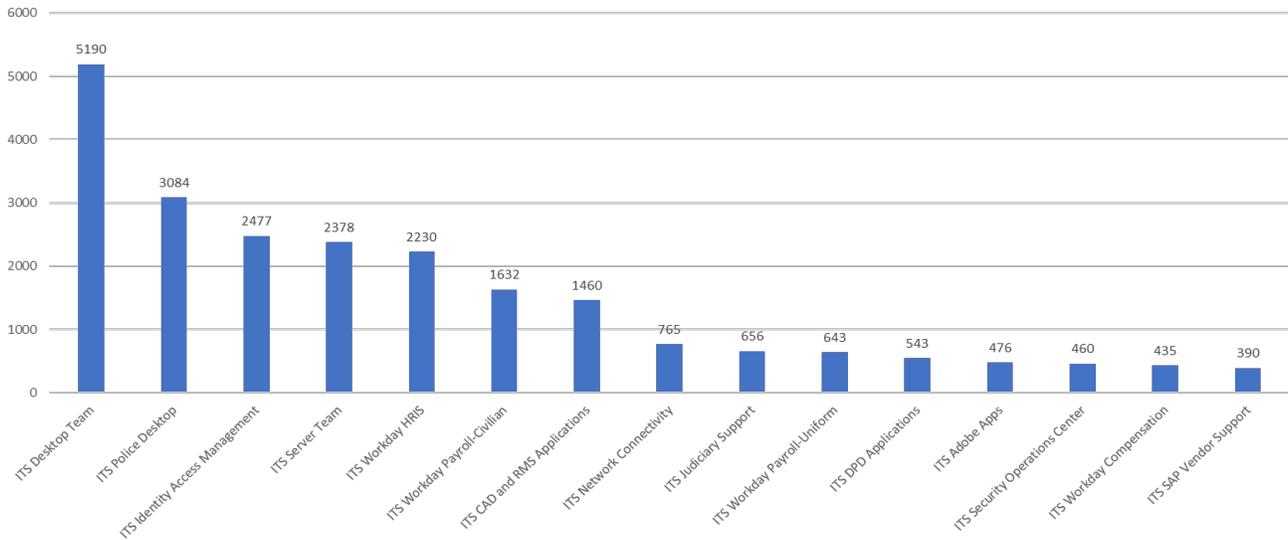
1. In February 2023, the IT Helpdesk received 6969 calls for support. This is a significant reduction over January which saw over 9600 calls.
2. First Contact Resolution (Incidents) for February is 71% a decrease from January of 82% and below the goal of 85%.

**As of 2/28/23**

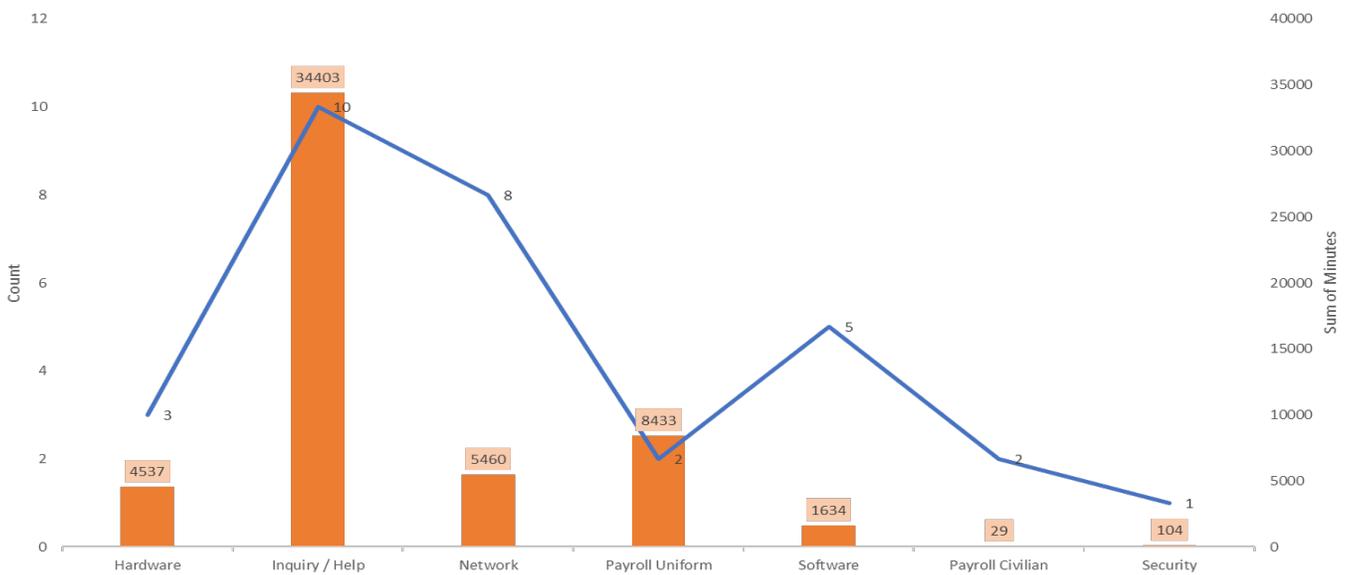
3. Field Services (excluding DPD) average service duration of 2.94 days in February is slight reduction form 3.32 days in January.
4. Field Services for DPD decreased average service duration from 3.87 days in January to 2.14 days in February.

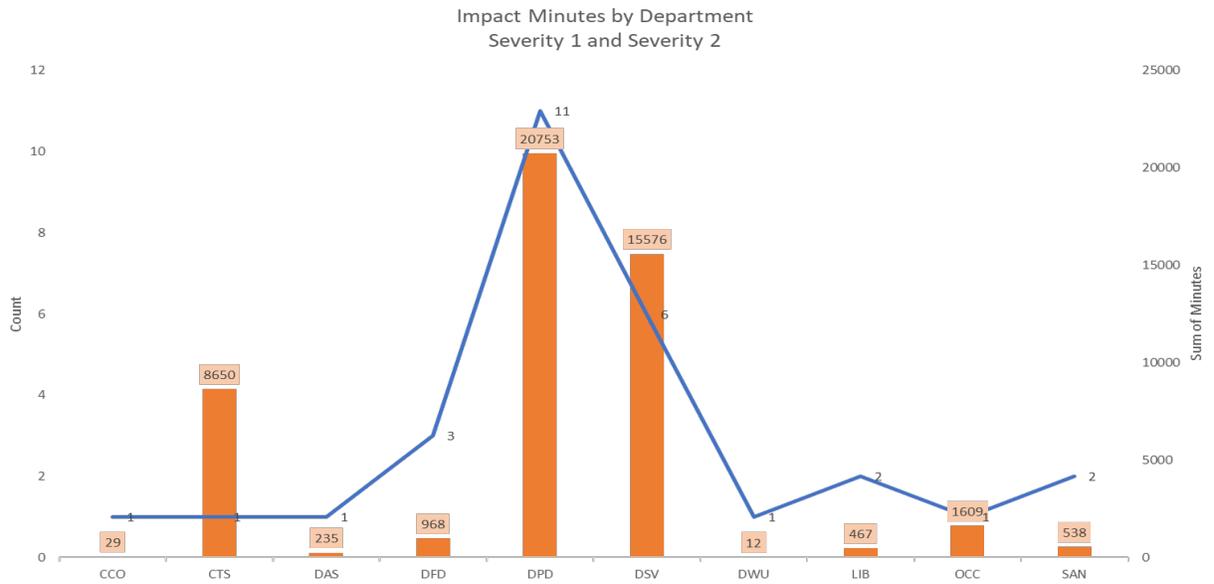
**2. Monthly Incident Report (Break/Fix “My Computer doesn’t work”)**

Top 10 Assignment Groups  
Incidents February 2023



Impact Minutes by Department  
Severity 1 and Severity 2

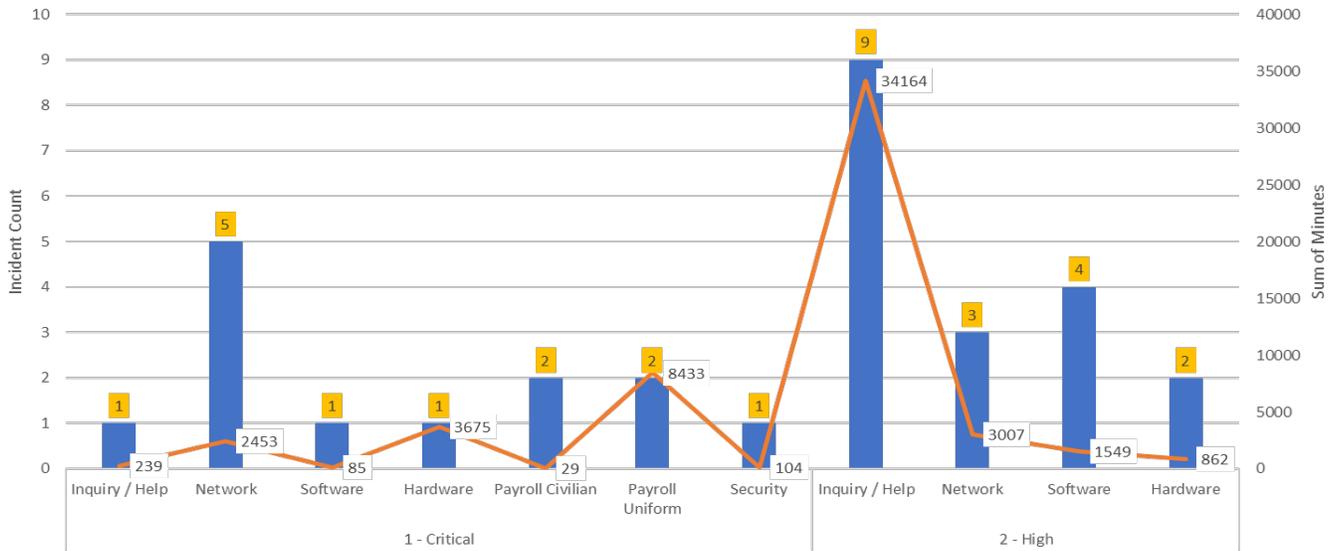




**NOTES:**

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. This chart tracks the number of reported incidents by department, along with the total number minutes the incident(s) potentially impacted them.
3. These data points are extracted from ServiceNow based upon input by city IT technicians. Continued analysis reveals that IT technicians are improving the timeliness in which incidents tickets are being updated to show resolution, resulting in a generally more accurate resolution measure.

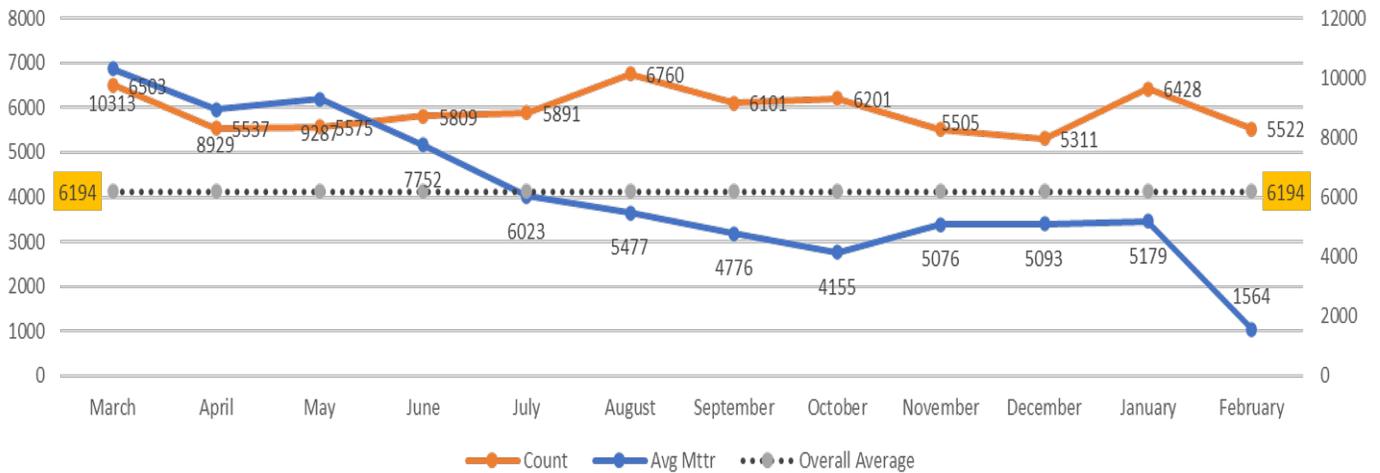
Severity 1 and 2 by Issue Category  
Impact in total minutes



**NOTE:**

1. This chart provides the distribution of incidents and impact minutes over specific services.

Monthly MTTR



**NOTES**

1. This chart provides the trendline for the average mean time to repair (MTTR), an industry standard for tracking the timeliness of resolution on reported incidents.
2. In February 2023, the MTTR saw a significant reduction just over an average of 1500 minutes, on a count similar to December of 2022 where the MTTR was in the 5000-minute range. \*Open incidents may impact February MTTR in March report

### 3. Monthly Major Outage Report

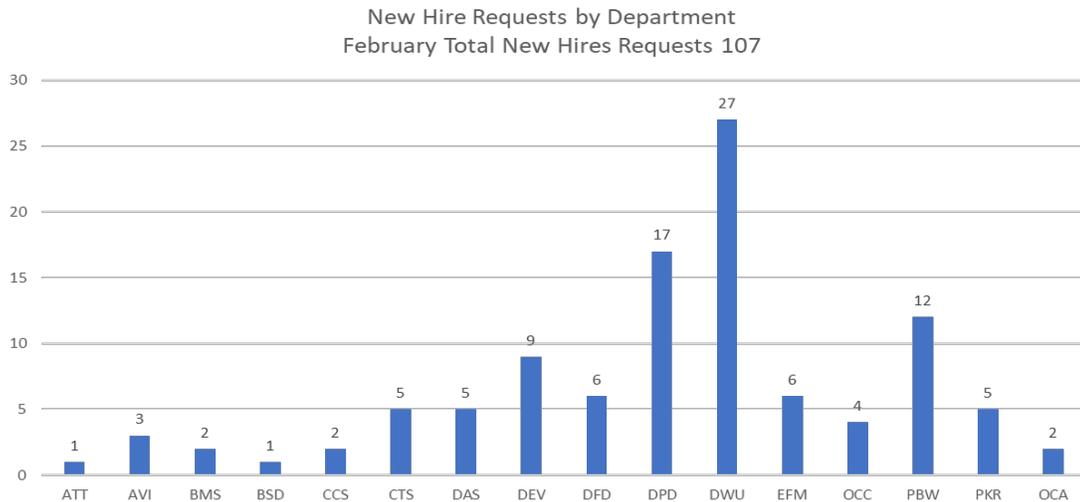
Priority	Description	Department	Primary	Secondary	Assignment Group	Hours
1 - Critical	user states The Central L3 Server Application is down	DPD	Inquiry / Help	How To	ITS DPD Applications	4.0
1 - Critical	Network: Network Outage 4610 SW Moreland	SAN	Network	Outage	ITS Network Connectivity	5.9
1 - Critical	P1 INC# network outage 1111 W Lebetter Suite 600 OCC for WIC	OCC	Network	Outage	ITS Network Connectivity	26.8
1 - Critical	Server: Server Outage (North Central Patrol)	DPD	Hardware	Server	ITS Server Team	61.3
2 - High	Server apccms01 needing to monitor  weekend courts experiencing extreme slowness/ dropping citrix connection	DSV	Network	Slow Speed	ITS Server Team	11.3
2 - High	LENEL ID Card Security System: APDPDLENEL server is down	DPD	Software	Troubleshooting	ITS Server Team	10.6
2 - High	PC Support   Server slowness	DSV	Hardware	Server	ITS Server Team	11.4
2 - High	INCODE slowness and error - read timed out. This issue for all court users.	CTS	Inquiry / Help	Escalation/Status	ITS CTS APPLICATION	144.2
2 - High	ASMARI1500-SF32-1 DOWN -- NO LINK LIGHTS	DSV	Network	Outage	ITS Network Connectivity	19.7
2 - High	Fusion server is not responding. Customers are not able to see images in the PAC - Reboot Requested	LIB	Inquiry / Help	How To	ITS Server Team	6.4
2 - High	Internal Affairs Division K: drive (iad_group(\police.dallastx.cod)(K) experiencing issues with documents.	DPD	Inquiry / Help	How To	ITS Server Team	31.1
2 - High	I cannot remote into ULSCCM01 and 02	DSV	Inquiry / Help	Policy/Procedure	ITS Server Team	205.3
2 - High	PC Support: Shared drives K L P H having troubles opening	DPD	Network	Outage	ITS Server Team	19.1
2 - High	Network Radio: Radio down for channel 5, unable to get or make calls	DPD	Inquiry / Help	How To	ITS Network Radio	168.5
2 - High	APBIT00 OS have an issue with security patch stacked and keep in a loop of rebooting OS.	DSV	Inquiry / Help	How To	ITS Server Team	10.4
2 - High	Locution Client: Station 41 - Locution system booting to blue screen - no internet message - 5807 Royal Lane	DFD	Software	Troubleshooting	ITS Desktop Team	11.0

#### NOTES

1. Major outages are identified as Severity1 that have significant impact to City services or Department's ability to perform critical functions and last over 4 hours in duration. As we mature the process this definition will be better scoped around impact and less around duration.
2. Outages with #value are incidents that had over 4 hours of impact, however are incomplete of details to identify full impact to departments

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

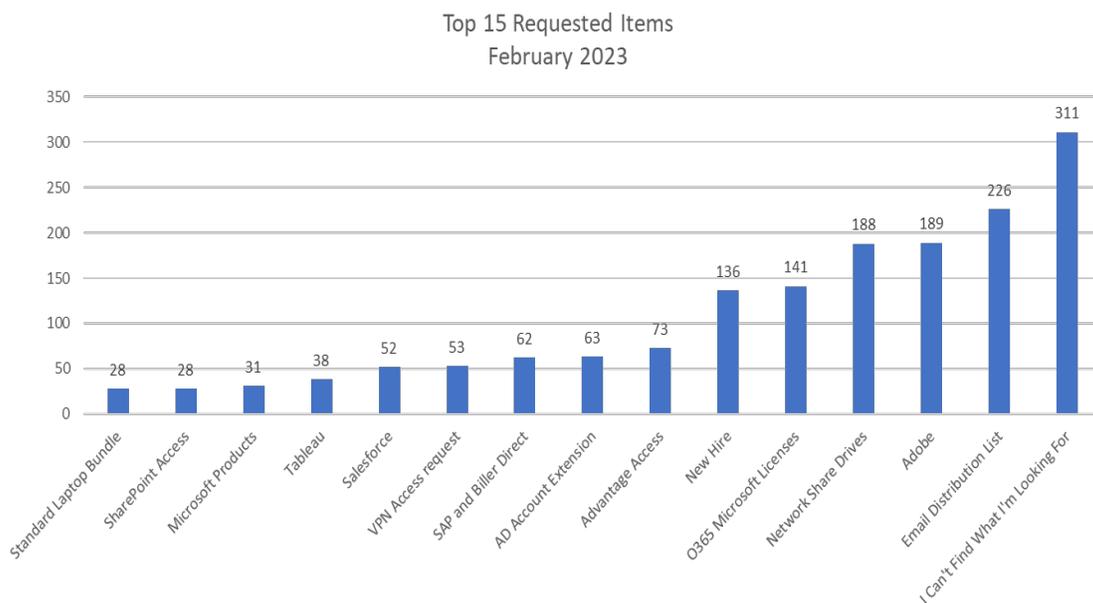
### 1. New Hire Report



### Notes

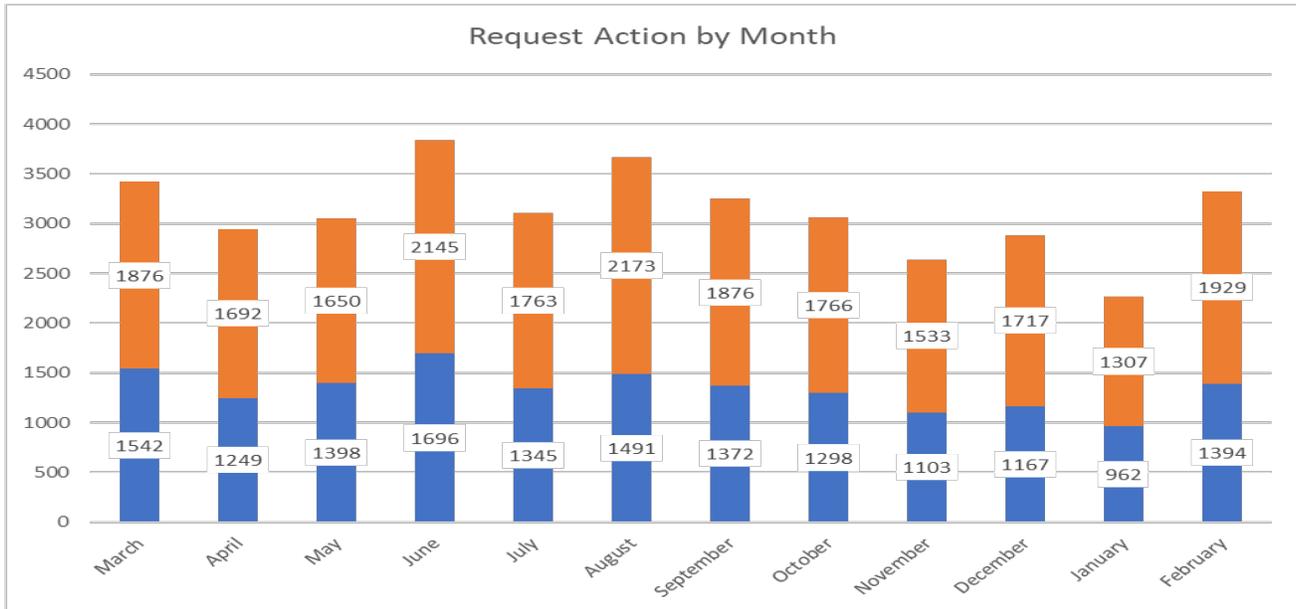
1. In the month of February, a total of 107 requests were opened for new employees.
2. DPD, DWU, and PBW being the top 3 hiring departments. DWU has had 5 consecutive months in the top 3.
3. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

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



**Notes**

1. February Service Request actions totaled 1929 an increase over January which totaled 1307. 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.



**Note**

1. This chart illustrates that 1394 Request Tickets, generated 1929 Request Actions. Frequently one Request generates multiple actions to be completed by one or more teams to fulfill the ask.

## Section 3: IT Budget Execution

IT Budget Execution provides information on the execution of the IT budget, the management of technology procurements, and the management of IT Human Capital. Information in this section is effective through 12/31/2022.

### A. Contract/Procurement Management

#### Upcoming Contracts Requiring Council Approval

##### Items Approved on the February 22, 2023 Agenda:

23-412 Next Generation 911 Grant – the acceptance of a grant from the U.S. Department of Treasury through the State of Texas Commission on State Emergency Communications (CSEC) for SB8 Coronavirus State Fiscal Recovery Fund to implement and operate a Next Generation 911 System for the period from November 8, 2021 through December 31, 2024

- Grant amount \$4,925,000, does not require a match
- Information and Technology Services will use the grant to complete and operate the City’s NG911 system. System deployment includes:
  - Upgrading and maintaining hardware or software required to records calls
  - Integration and testing of new modules and components
  - Expanding network technology for processing and storing video and pictures
  - GIS data conversion to the systems digital platform to provide first responders with more precise location information
  - Training

23-32 Accela, Inc – Service contract for a building permitting and land management solution

- 5-year agreement includes licenses, implementation, maintenance, and support
- Contract amount \$9,746,786.00

23-406 AT&T – Supplemental Agreement No. 3 to exercise the second of two one-year renewal options to the service contract for First Net

- Contract amount \$4,114,878.82
- Allows public safety departments and first responders to utilize their mobile devices and applications during day-to-day activities and catastrophic emergencies across the metroplex without competing with non-emergency cellular users for a cellular connection
- Additional departments have access to FirstNet Extended Primary services as well as other support services such as disaster recovery teams, infrastructure, and utilities
- This infrastructure facilitates the management of critical public safety information which includes immediate broadcast of emergency information for officers in distress, data transmission between emergency vehicles ensuring optimal response time, and other critical functions

Upcoming Council Agenda Items:

April 12 Agenda Items:

22<sup>nd</sup> Century Technologies, Inc.

- 5-year agreement
- Contract amount \$12,583,720
- Installation of a network of secondary circuits at City Hall and crucial City sites to enable the City to continue operating in the event primary circuits become inoperable as a result of a disaster

Netsync Network Solutions – purchase of hardware, installation and deployment of a backup and recovery solution

- 5-year agreement
- Contract amount \$2,173,000
- System to back up data across the City's on-premise servers, cloud environment, and in Microsoft O365

April 26 Agenda Item:

Carahsoft Technology – upgrade the existing financial system to the latest release of CGI Advantage Cloud Advantage Financial System

- 5-Year agreement
- Contract Amount - \$11,823,168
- Re-engineer the City’s highest priority business processes using Human Centered Design methodology
- Configure the upgraded CGI Advantage applications to align to the City’s business processes
- Convert the City’s highest priority reports to new dashboards, scorecards and ad hoc reports
- Identify two (2) high-value business processes for automation using Robotic Process Automation (RPA)
- Develop and execute end user training on new features and user interface for over 600 users prior to go-live

## B. Budget Performance & Execution

### Fund 0191-9-1-1 System Operations as of January 2023

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	643,798	643,798	174,310	611,122	(32,676)
Pension	91,413	91,413	25,109	86,800	(4,613)
Health Benefits	54,481	54,481	12,053	54,481	-
Worker's Compensation	1,658	1,658	1,658	1,658	-
Other Personnel Services	14,262	14,262	8,621	15,013	751
<b>Total Personnel Services</b>	<b>805,612</b>	<b>805,612</b>	<b>221,751</b>	<b>769,074</b>	<b>(36,538)</b>
Supplies	201,465	201,465	26,369	201,465	-
Contractual Services	13,205,665	13,205,665	5,606,370	13,205,665	-
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>14,212,742</b>	<b>14,212,742</b>	<b>5,854,491</b>	<b>14,176,204</b>	<b>(36,538)</b>

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

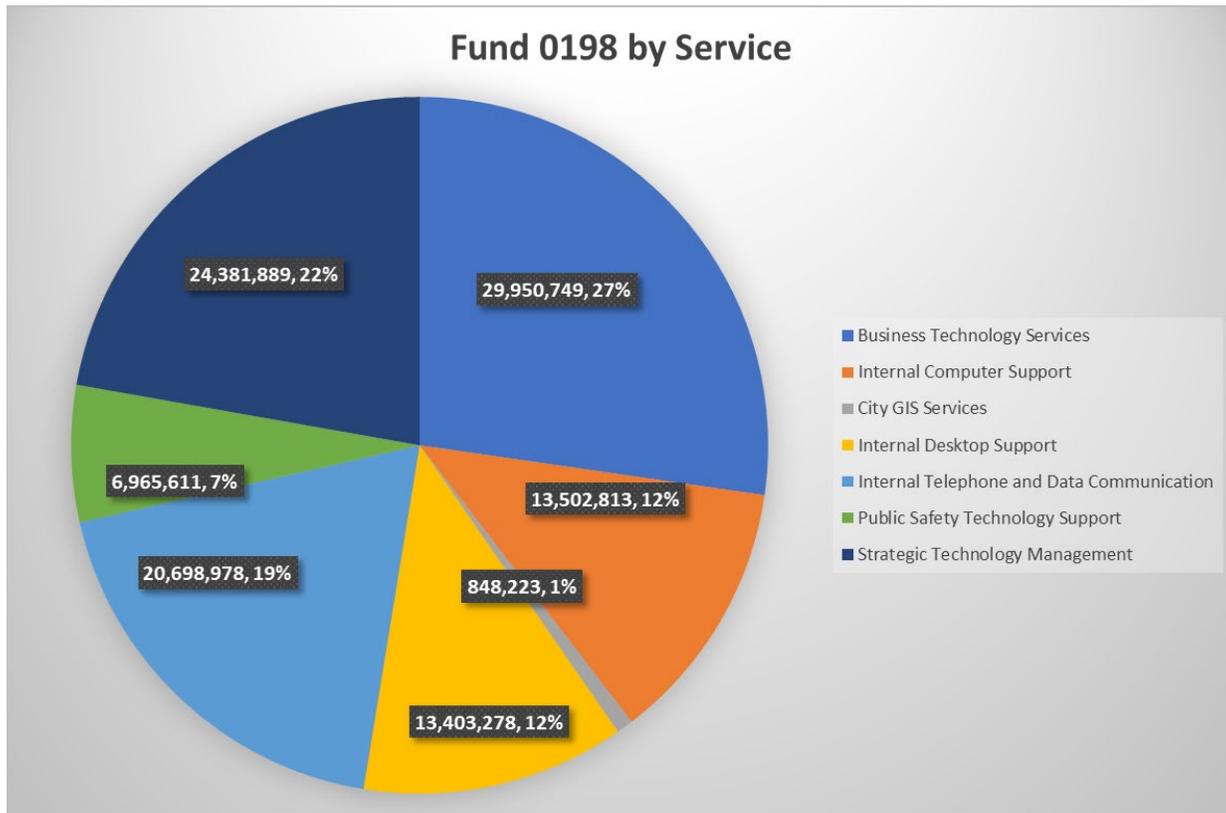
Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	1,995,477	1,995,477	533,395	1,842,200	(153,277)
Overtime Pay	51,320	51,320	65,765	88,674	37,354
Pension	282,080	282,080	85,787	270,377	11,703)
Health Benefits	234,423	234,423	46,214	234,423	-
Worker's Compensation	7,197	7,197	7,197	7,197	-
Other Personnel Services	33,819	33,819	25,316	47,954	14,135
<b>Total Personnel Services</b>	<b>2,604,316</b>	<b>2,604,316</b>	<b>63,675</b>	<b>2,490,825</b>	<b>(113,491)</b>
Supplies	1,156,482	1,156,482	260,666	945,900	(210,582)
Contractual Services	13,106,759	13,106,759	3,779,777	13,377,349	270,590
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>16,867,557</b>	<b>16,867,557</b>	<b>4,804,118</b>	<b>16,814,074</b>	<b>(53,483)</b>

As of 2/28/23

## Budget Performance & Execution (continued)

### Fund 0198 – Data Services as of January 2023

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	20,152,694	20,152,694	4,872,625	18,282,272	(1,870,422)
Overtime Pay	41,612	41,612	6,568	41,612	-
Pension	2,858,569	2,858,569	694,513	2,615,386	(243,183)
Health Benefits	1,609,376	1,609,376	283,635	1,609,376	-
Worker's Compensation	49,182	49,182	9,182	9,182	-
Other Personnel Services	1,036,948	1,036,948	188,667	1,064,457	27,509
<b>Total Personnel Services</b>	<b>25,748,381</b>	<b>25,748,381</b>	<b>6,095,189</b>	<b>23,662,285</b>	<b>(2,086,096)</b>
Supplies	759,552	759,552	1,527,563	1,773,738	1,014,186
Contractual Services	83,683,424	83,683,424	48,743,369	84,315,519	632,095
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>110,191,357</b>	<b>110,191,357</b>	<b>56,366,121</b>	<b>109,751,542</b>	<b>(439,815)</b>



## B. ITS Staffing & Hiring Report

### 1. ITS Funded Staffing Levels

IT Fund	FY 20	FY 21	FY 22	FY 23	FY 24 Plan
<b>Fund 0191 - 9-1-1 Technology Support</b>	7.0	7.0	7.0	7.0	7.0
<b>Fund 0197 - Radio Communications</b>	28.0	28.0	30.0	30.0	30.0
<b>Fund 0198 - Data Services</b>	204.0	190.0	204.0	223.0	223.0
<b>Total</b>	<b>239.0</b>	<b>225.0</b>	<b>241.0</b>	<b>260.0</b>	<b>260.0</b>

### 2. Vacancies and Hiring Activities

- As of February 28, 2023, ITS had 62 vacancies out of the available 260 positions.
- As of February 28, 2023, of the 62 vacancies the disposition was:
  - 13 are in draft posting
  - 5 are undergoing reclassification to re-align within the ITS department
  - 29 are awaiting posting
  - 3 are actively posted
  - 12 were previously posted
    - 4 are under review
    - 2 are at a second round of interviews
    - 2 have pending offers with candidates
- 4 Additional positions have been added in support of the Development Services Department effective with January 2023.

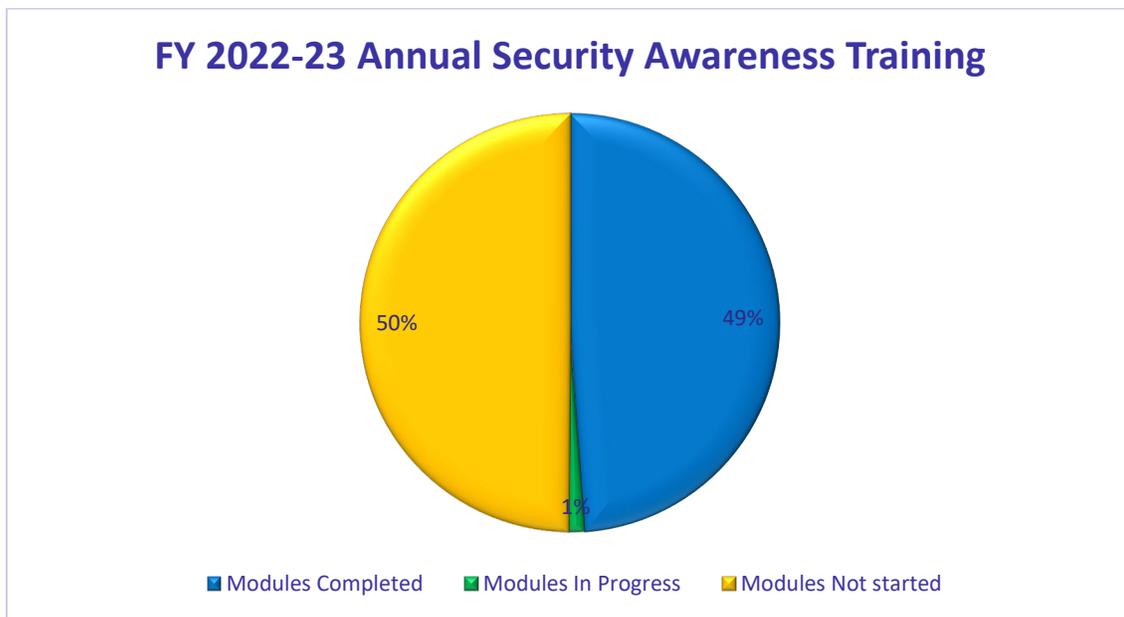
# Section 4: Cybersecurity Programs

## A. Awareness Training

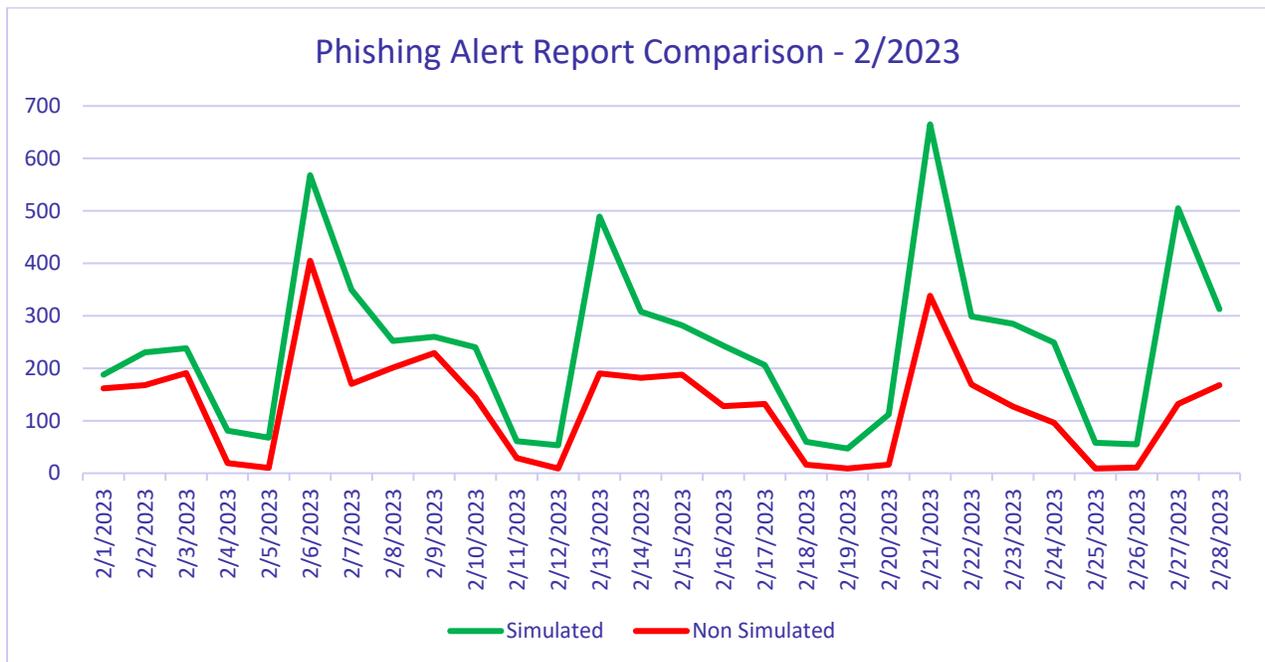
Security Awareness training is measured on an annual basis. Over the last several years ITS has observed a generally positive trend in risk scoring associated with annual employee training. Beginning with each new fiscal year the City will conduct a new set of security awareness courses to meet not only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

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

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



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



## B. Situational Awareness

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

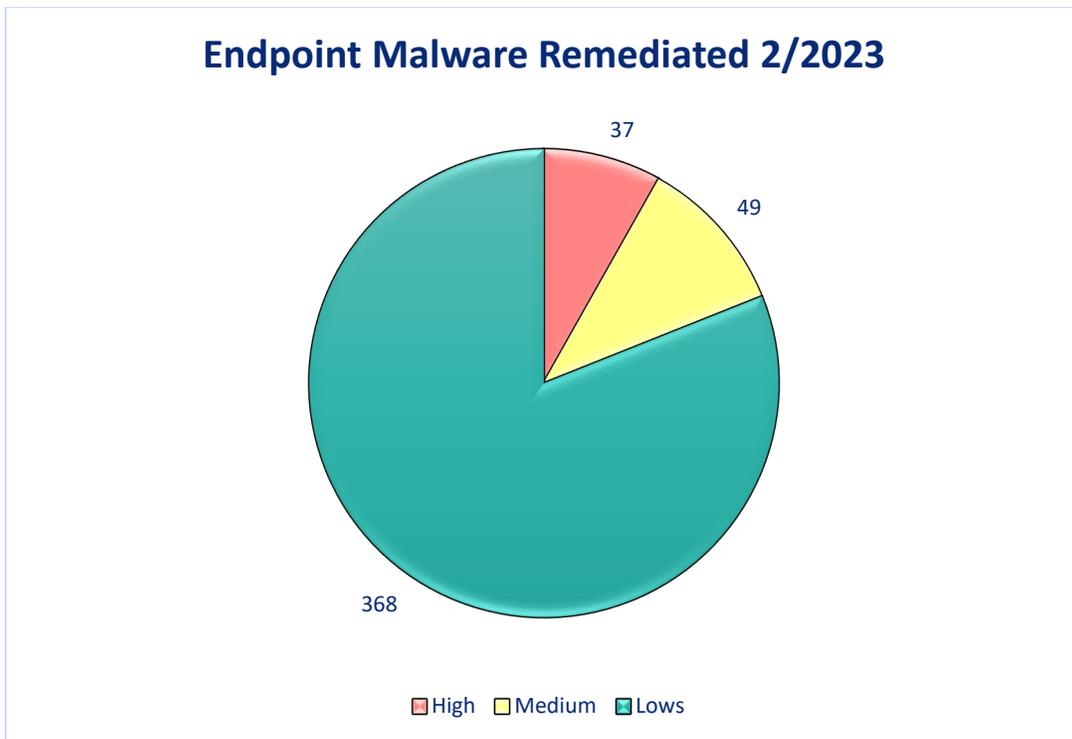
		Capability Maturity Model Levels				
		Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimized
NIST Cybersecurity Framework Functions	Identify	Little to no cybersecurity risk identification.	Process for cybersecurity risk identification exists, but it is immature.	Risks to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

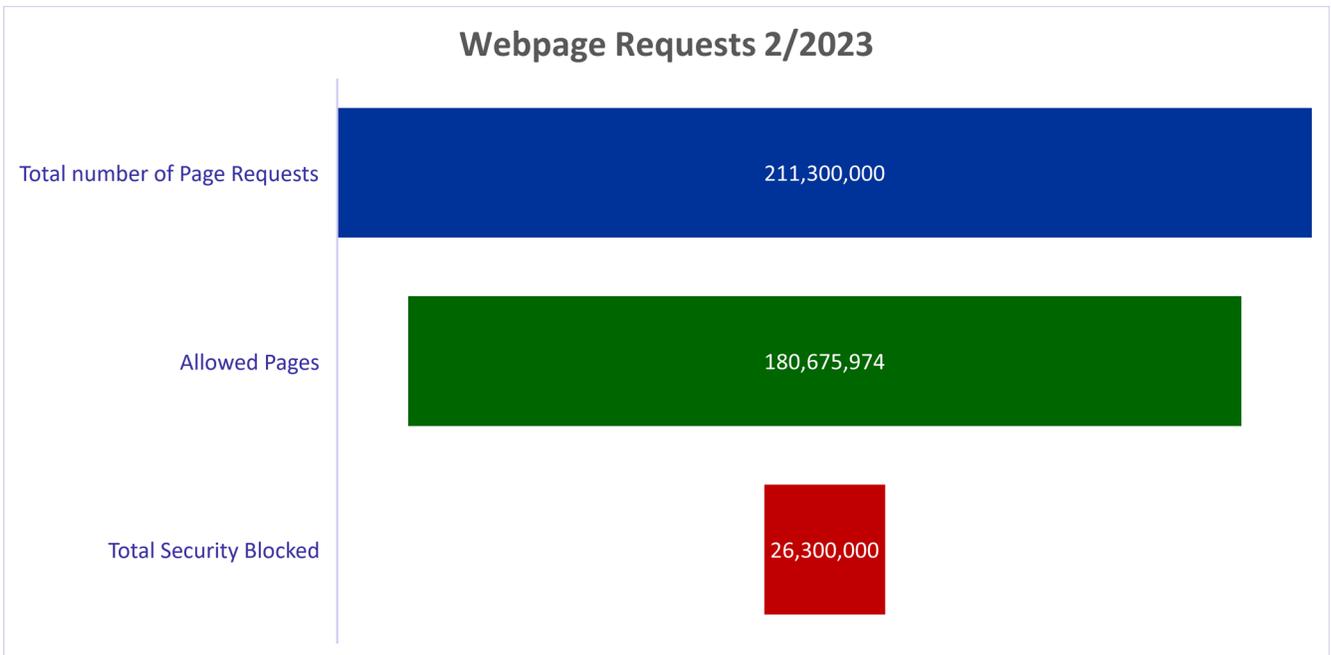
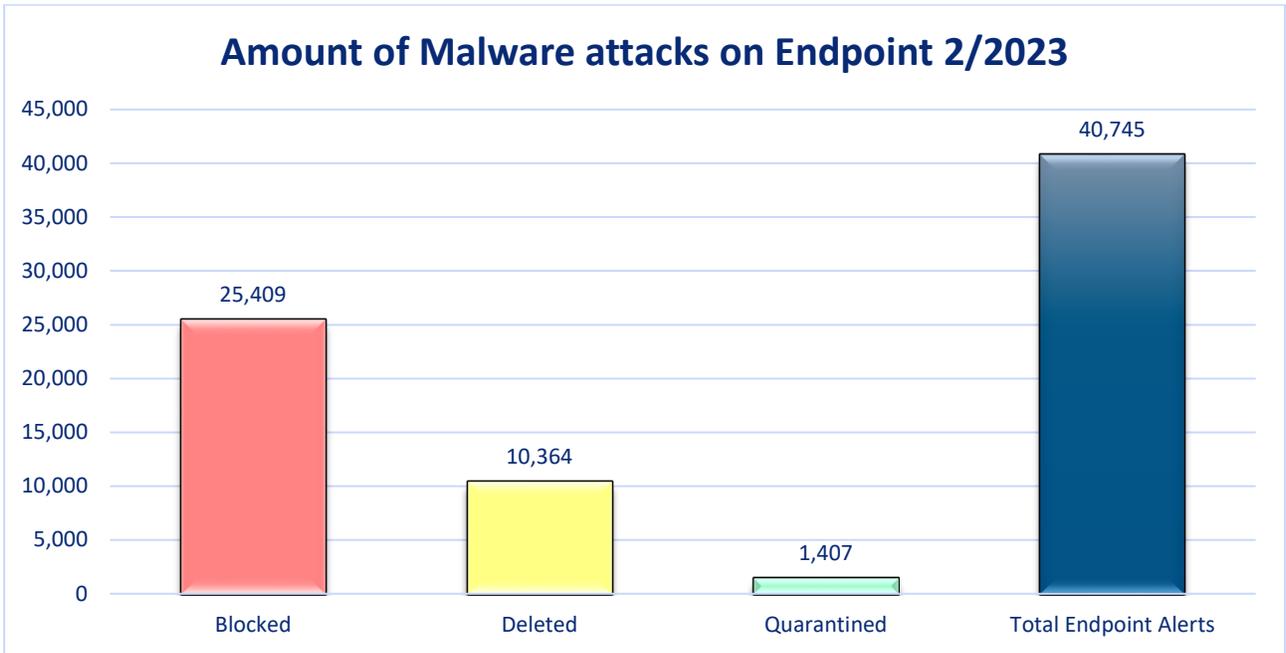
Figure 3: Assessing Cybersecurity Maturity

## C. Data Protection & Privacy

### 1. Endpoint Protection

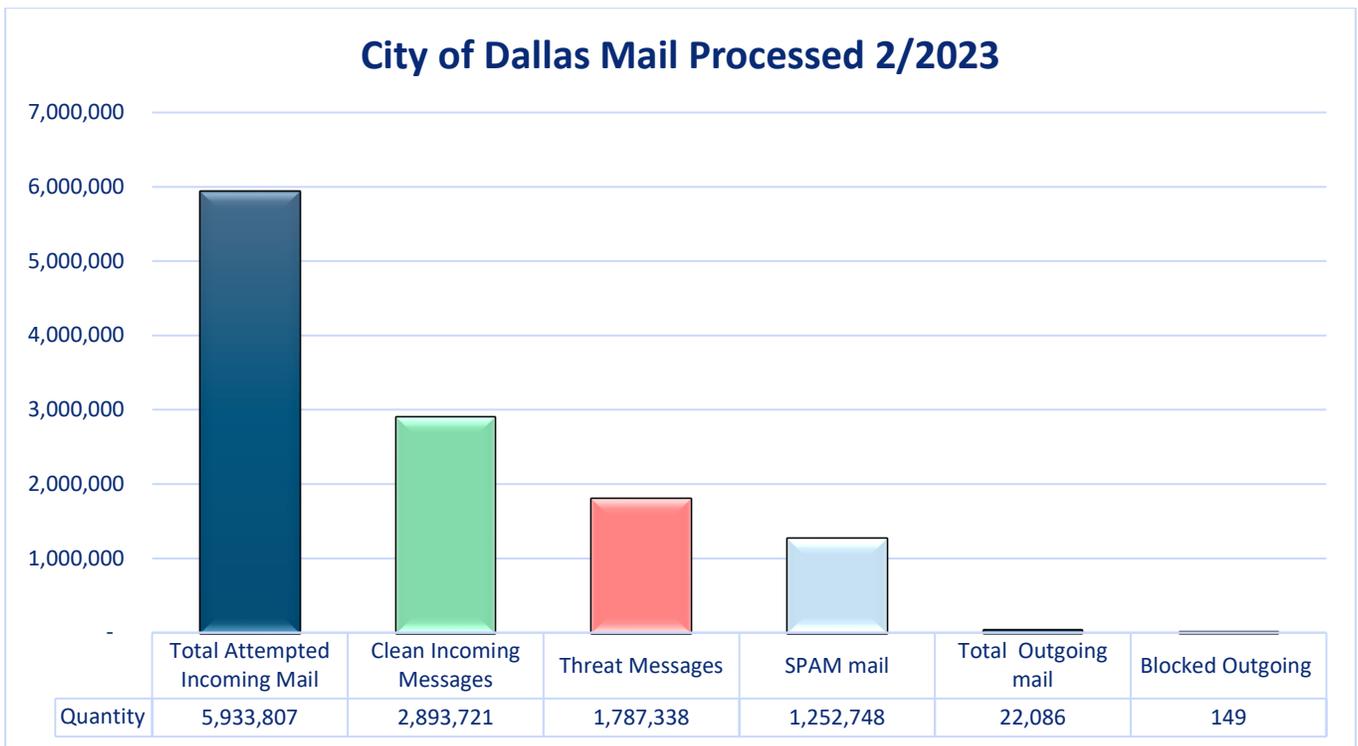
Endpoint protection is one component to the organization's ability to handle daily malware. All devices needing connection to the internet are subject to attacks. Attacks are mitigated through technologies monitoring the systems in real time reacting and responding to those attacks. Technologies like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





## 2. Email Screening

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



## Section 5: IT Infrastructure

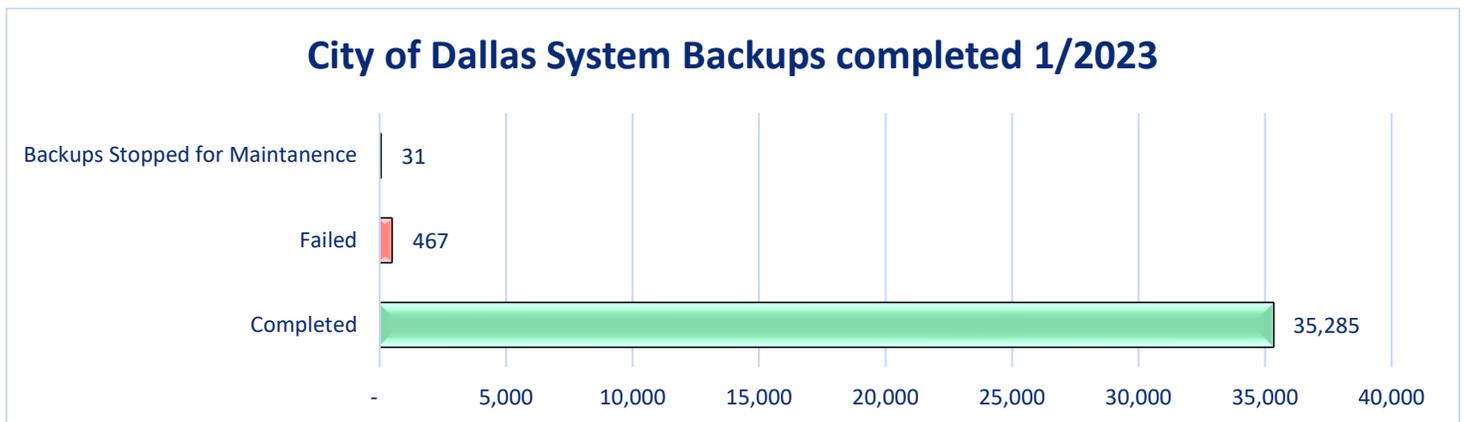
IT Infrastructure information and status updates on efforts to upgrade and improve the IT infrastructure used by the City to reduce technical debt, better meet current needs, and build for future service needs.

### 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.

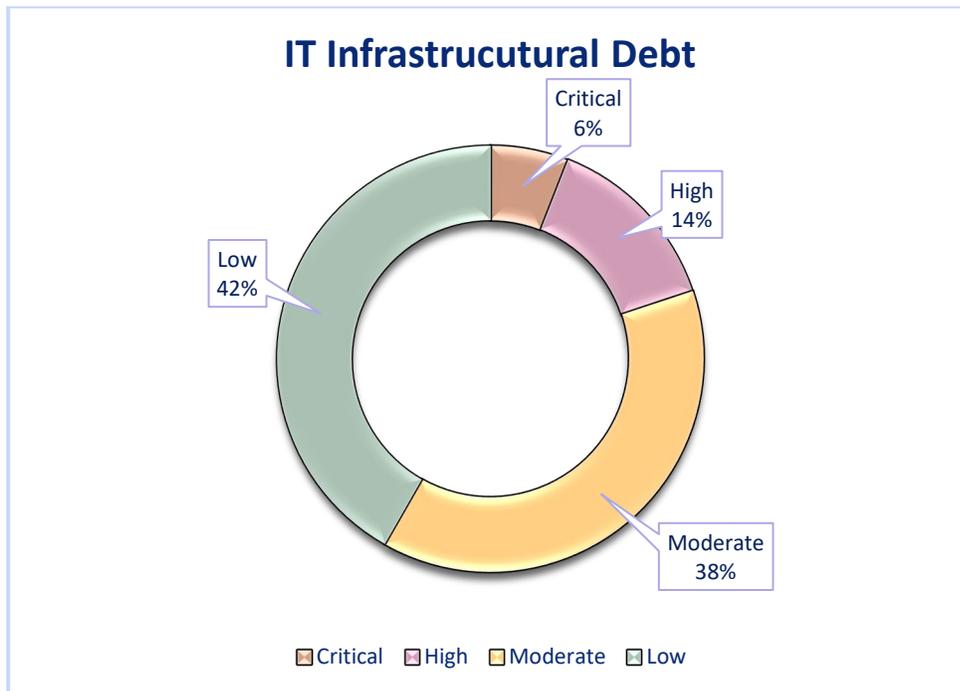
A critical component of Disaster Recovery and Business Continuity practices is backing up critical data, testing data backups, and conducting exercises to ensure that data backups can be successfully utilized to restore business services.



## B. Technical Debt

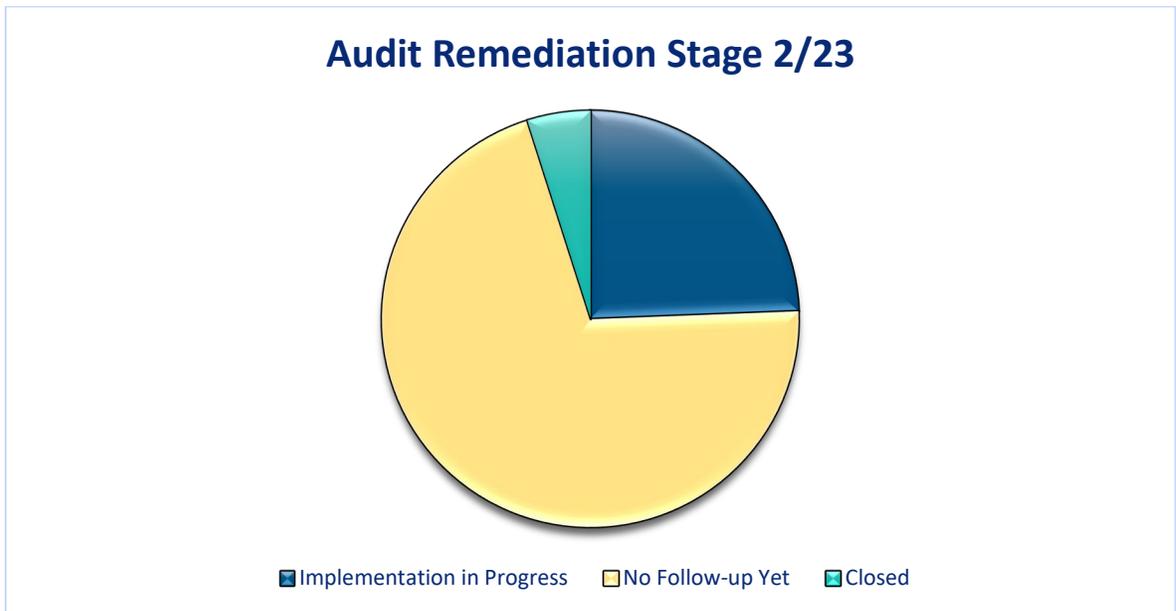
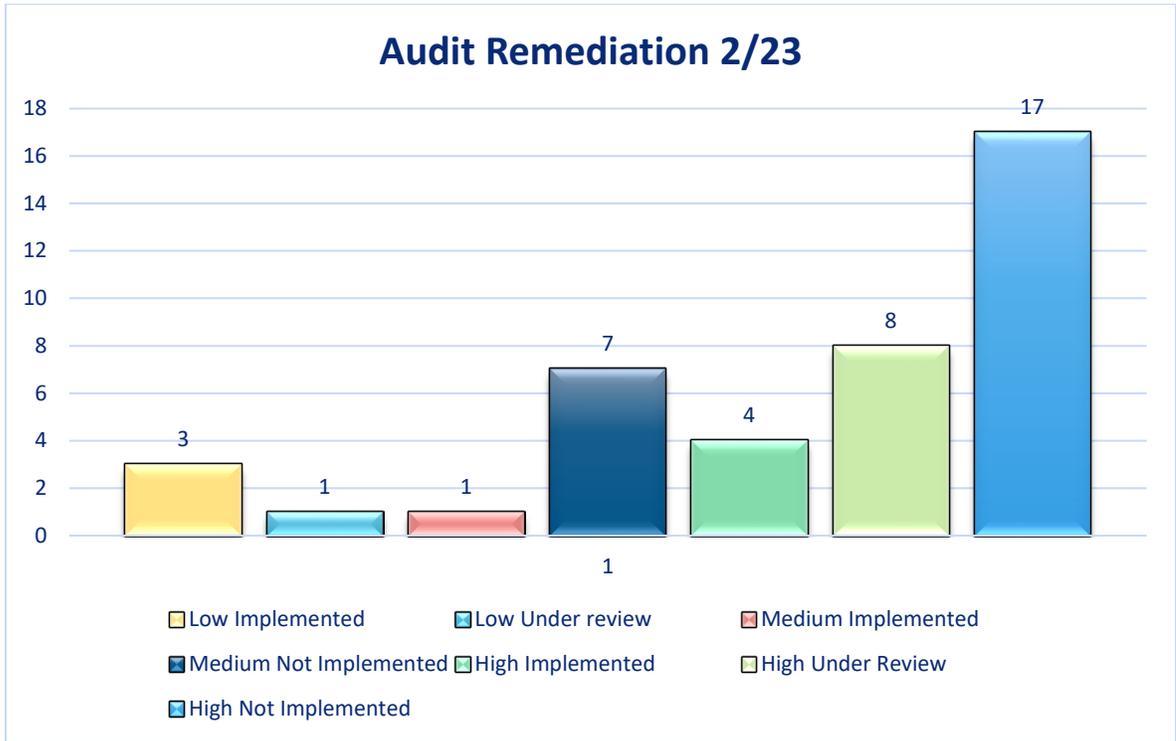
As a part of the City’s IT Infrastructure improvement direction, a proactive approach has been taken that identifies, tracks, and will communicate the potential risks and costs associated with technical debt to City departments. The City’s Technical debt has accumulated over time, reducing the IT effectiveness for services. This must involve setting aside a time and resources, specifically for the deficit. By ITS developing a comprehensive technical debt management strategy, organizations can prevent the accumulation of technical debt, reduce development costs and timelines, and improve system stability and maintainability over the long term. This leads to a long-term sustainability and maintainability.

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



### C. Audit

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





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-721

**Item #:** F.

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Dallas Fort Worth International Airport Bond Financing Package  
[DFW Airport]

# Memorandum



CITY OF DALLAS

DATE March 9, 2023

TO Members of the Government Performance and Financial Management Committee

SUBJECT **Dallas Fort Worth (DFW) International Airport Bond Financial Package**

Dallas Fort Worth International Airport (DFW) is seeking approval of two new bond ordinances from the Owner Cities of Dallas and Fort Worth to refinance some debt, and position DFW to fund certain capital projects.

DFW anticipates passenger traffic exceeding pre-pandemic levels, and with a busy summer ahead, plans to take action in preparation for the increased customer loads. The Airport is seeking authority to: (i) refund existing bonds, Subordinate Lien Bonds and outstanding commercial paper; and (ii) potentially issue new money bonds to finance Terminal C and other aging infrastructure, assuming market rates are favorable.

The Airport Board approved the two Supplemental Bond Ordinances at its March 2, 2023, meeting. The Owner City Approval schedule is below:

- March 7 – Fort Worth City Council Work Session Briefing (via Informal Report)
- March 21 – Briefing to the Government Performance and Financial Management Committee of the Dallas City Council
- April 11 – Fort Worth City Council Agenda Meeting
- April 12 – Dallas City Council Agenda Meeting

Attached to this email you will find background information, a presentation regarding the Debt Financing Program and associated resolutions.

For more information, please contact Chris Poinatte, Executive Vice President and Chief Financial Officer at 972-973-5210 or via email at [capoinatte@dfwairport.com](mailto:capoinatte@dfwairport.com).

A handwritten signature in black ink, appearing to read 'T.C. Broadnax'.

[tc broadnax \(Mar 9, 2023 10:16 CST\)](#)

T.C. Broadnax  
City Manager

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

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

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# FY 2023 Debt Financing Program Overview

City of Dallas

Dallas Government Performance and Financial Management Committee

March 21, 2023

# FY2023 Financing Plan

Current planned refundings over next 12 months estimated at approximately \$1.305 billion, plus additional \$1 billion of new money if needed.

Series	Tax Status	Purpose	Approximate Par Amount
<b>2023A July</b>	Taxable	Takeout of subordinate lien joint revenue bond, taxable series 2021	\$225M*
<b>2023B August</b>	Tax-Exempt	Refund \$550M of callable bonds and \$275M of commercial paper	\$825M*
<b>2023C August</b>	Alternative Minimum Tax (AMT) or Taxable	Refund callable AMT bonds	\$255M*
<b>n/a</b>	Taxable/AMT/Tax-Exempt	Issue new money if needed or if deemed financially desirable	Up to \$1,000M*

\*Preliminary—Subject to change



# DFW Airport—Supplemental Bond Ordinance Summary

## **65<sup>th</sup> Supplemental Bond Ordinance**

- Permits the Authorized Officers to request passage of the bond ordinance by the Owner Cities
- Establishes parameters:
  - Debt issuance not to exceed \$2.305 billion
    - Refund Senior Lien Bond principal
    - Refund Subordinate Lien Commercial Paper principal
    - Refund Subordinate Lien Bond principal
    - Issue up to incremental \$1 billion of new money proceeds to provide flexibility if financially advantageous
  - Interest rates not to exceed maximum allowed under state law
  - Final maturity - not to exceed 11/1/2053

## **66<sup>th</sup> Supplemental Bond Ordinance**

- Annual request to authorize the refunding of entire commercial paper program through bonds
- Allows DFW to refund in case of a failed remarketing

# Underwriting Pool

Academy Securities\*

Bank of America Securities

Barclays

Cabrera Capital\*

Citigroup

Goldman Sachs

Jefferies

JP Morgan

Loop Capital Markets\*

Morgan Stanley

Piper Sandler

Ramirez & Co\*

Raymond James

RBC Capital

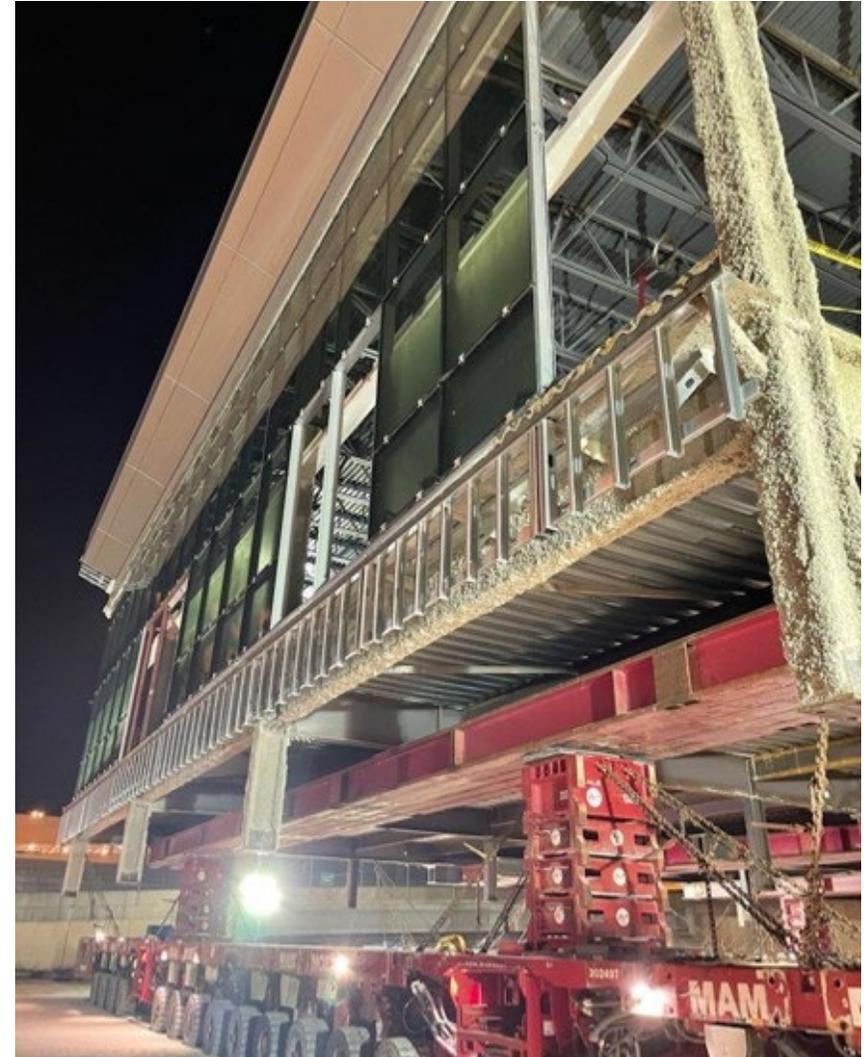
Rice Financial\*

Siebert Williams Shank\*

Stern Brothers\*

UBS

Wells Fargo



*\*MWDVBE qualified firm*



# Financing Team

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## **Financial Advisors**

Hilltop Securities

Estrada Hinojosa

## **Bond Counsel**

McCall, Parkhurst & Horton, LLP

West and Associates, LLP

## **Disclosure Counsel**

Bracewell, LLP

Hardwick Law Firm, LLC

## **Underwriters' Counsel**

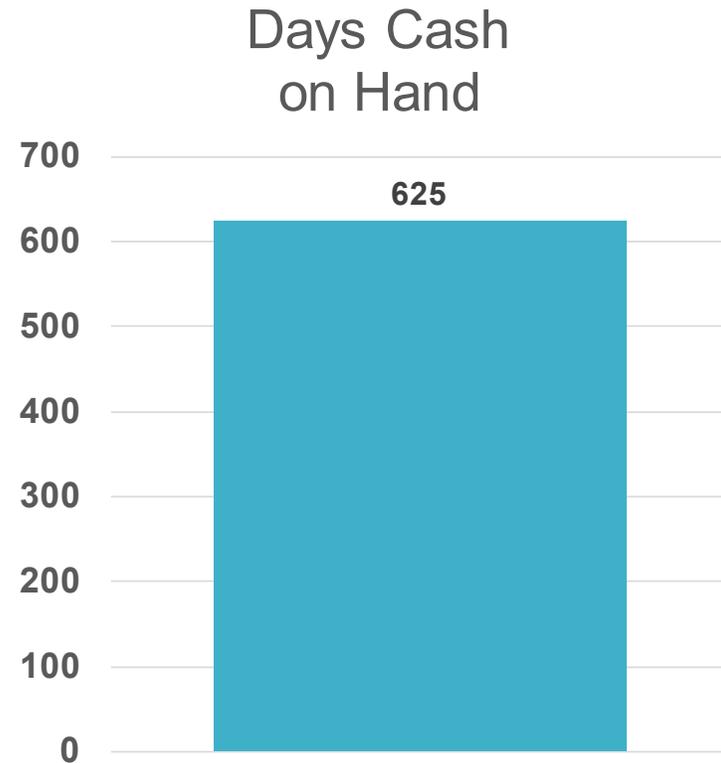
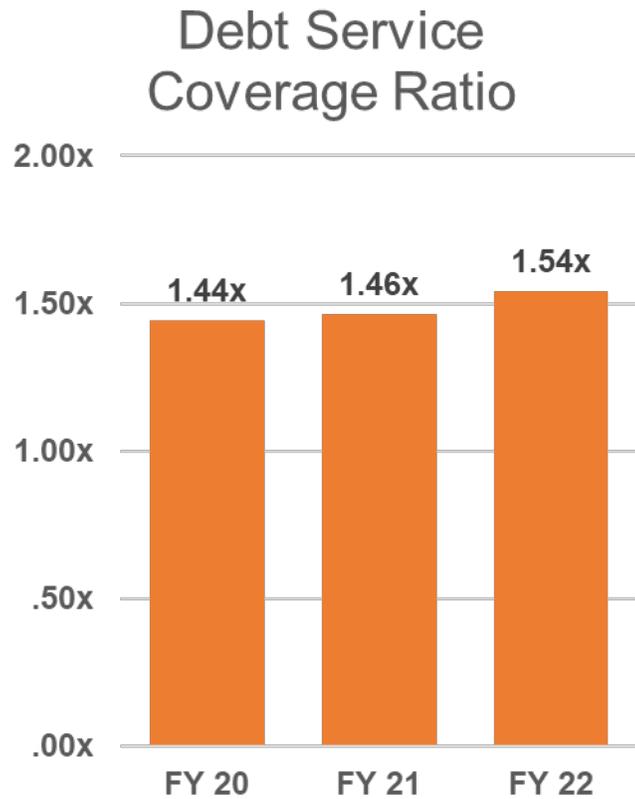
Kelly Hart & Hallman LLP

Escamilla Poneck, LLP

# Strong Debt Service Coverage and Liquidity

DFW has sufficient cash on hand to pay debt service and operating expenses for over 20 months with no new revenue.

Current Bond Ratings:  
Kroll(AA), Moody's(A1), S&P(A+), Fitch(A+)



# 2023 Bond Transaction Schedule

## DFW Board Approvals

March

- Approve two supplemental bond ordinances (SBO)

June

- Approve the form of the preliminary official statement for the 2023 bond transactions

## City Approvals

Dallas

- March 21 briefing of SBOs
- April 12 approval of SBOs

Fort Worth

- March 7 briefing of SBOs
- April 11 approval of SBOs

## Marketing/Ratings

April

- JPM Investor Conference

June

- Rating agency presentations

July

- Investor Outreach

August

- Investor Outreach

## Pricing

July

- Taxable 2023A

August

- Tax-Exempt 2023B
- AMT 2023C

RESOLUTION NO. 2023-\_\_ -\_\_

**APPROVING THE FORM OF THE SIXTY-FIFTH SUPPLEMENTAL CONCURRENT BOND ORDINANCE AND REQUESTING ITS PASSAGE BY THE CITY COUNCILS OF THE CITIES OF DALLAS AND FORT WORTH; AUTHORIZING THE PREPARATION OF THE OFFICIAL STATEMENT; AND AUTHORIZING THE AUTHORIZED OFFICERS TO TAKE OTHER NECESSARY ACTIONS IN CONNECTION THEREWITH**

THE STATE OF TEXAS §  
COUNTIES OF DALLAS AND TARRANT §  
DALLAS FORT WORTH INTERNATIONAL AIRPORT BOARD §

WHEREAS, prior to the adoption of this resolution (herein defined and cited as the "Resolution"), the City Councils of the Cities of Dallas and Fort Worth (the "Cities") passed the Master Bond Ordinance (defined and cited herein as the "Master Bond Ordinance") relating to the Dallas Fort Worth International Airport (the "Airport"); and

WHEREAS, terms not defined herein shall have the meanings set forth in the Master Bond Ordinance; and

WHEREAS, the Master Bond Ordinance is the controlling document that relates to the financing of the Airport and that (i) prescribes the terms and conditions upon the basis of which the Additional Obligations, Credit Agreements, and Parity Credit Agreement Obligations may be issued and executed, and (ii) provides and establishes the pledge, security, and liens securing the Cities' special obligations to pay when due the Outstanding Obligations and Parity Credit Agreement Obligations, and any Additional Obligations; and

WHEREAS, this Resolution is adopted for the purposes set forth below; and

WHEREAS, in accordance with the Master Bond Ordinance, the Dallas Fort Worth International Airport Board (the "Board") has sought and obtained the preparation of a proposed ordinance to be passed concurrently by said Cities authorizing the issuance of one or more series of Dallas Fort Worth International Airport Joint Revenue Bonds (the "Bonds") which shall constitute Additional Obligations pursuant to the Master Bond Ordinance the proceeds of which will be used, among other things, to pay the cost of capital improvements at the Airport and to refund all or a portion of the obligations set forth in Schedule I of the attached Sixty-Fifth Ordinance (as defined below)(collectively, the "Refunded Bonds") and for other purposes as permitted by the Master Bond Ordinance; and

WHEREAS, it is the desire of the Board by this Resolution to approve the Sixty-Fifth Ordinance (as defined below) in substantially the form attached hereto and to respectfully request the City Councils of the Cities of Dallas and Fort Worth to pass said ordinance and thus authorize the issuance and sale of the Bonds and the other matters authorized thereby; and

WHEREAS, the Sixty-Fifth Ordinance provides parameters subject to which the Bonds are to be sold to certain purchasers in accordance with the terms of an Underwriting Agreement (in the case of a negotiated sale) or Bidding Instructions (in the case of a competitive sale); and

WHEREAS, it is the desire of the Board to authorize the preparation of such Underwriting Agreements (in the case of a negotiated sale) and Bidding Instructions (in the case of a competitive sale) and authorize their execution by the proper officers of the Board, with parameters set forth in the Sixty-Fifth Ordinance and with such subsequent modifications and terms as may be determined by the Authorized Officers; and

WHEREAS, it is the desire of the Board to authorize the preparation of one or more Official Statements to be used in connection with the issuance and sale of the Bonds; and

WHEREAS, it is the desire of the Board to authorize the preparation of one or more Escrow Agreements to be used in connection with the issuance and sale of the Bonds and the refunding of all or a portion of the Refunded Bonds; and

WHEREAS, the Board hereby determines that the meeting at which this Resolution is adopted is open to the public, and public notice of the time, place and subject matter of the public business to be considered and acted upon at said meeting, including this Resolution, was given, all as required by Applicable Law;

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE DALLAS FORT WORTH INTERNATIONAL AIRPORT:**

Section 1. That the proposed concurrent ordinance of the City Councils of the Cities of Dallas and Fort Worth, bearing the short title "Sixty-Fifth Supplemental Concurrent Bond Ordinance" (the "Sixty-Fifth Ordinance") be and the same is hereby in all respects approved by the Board, with the parameters set forth therein and in substantially the form and substance attached hereto and made a part hereof. The Board hereby acknowledges and accepts its duties of continuing disclosure.

Section 2. That it is hereby recommended to the City Councils of the Cities of Dallas and Fort Worth that they pass the Sixty-Fifth Ordinance with the parameters set forth and in the forms attached hereto and said City Councils are hereby requested to so do.

Section 3. That the Chief Executive Officer is hereby directed to promptly forward copies of the Sixty-Fifth Ordinance to the City Councils of said Cities along with a copy of this Resolution, together with the exhibits attached hereto.

Section 4. That, in accordance with the requirements of the Contract and Agreement and the Controlling Ordinances, the Chief Executive Officer is further directed to forward by the earliest practical means a copy of the Sixty-Fifth Ordinance to the City Attorney of each of the Cities with the request that each present the same at a meeting of the respective City Council, along with the request of the Board, respectfully submitted, that the Sixty-Fifth Ordinance be approved and passed.

Section 5. That upon the passage of the Sixty-Fifth Ordinance by said City Councils the appropriate officers of this Board are hereby authorized and directed to take such steps as

may be necessary or considered appropriate to accomplish the issuance, sale and delivery of one or more series of Bonds in accordance with the Sixty-Fifth Ordinance.

Section 6. That the Chief Executive Officer is hereby authorized to prepare the Official Statements and Escrow Agreements.

Section 7. That the Official Statements, with such subsequent modifications or amendments as shall be approved by subsequent action of the Board and in writing by the Chief Executive Officer, shall be used by the Underwriters in the sale of the Bonds.

Section 8. That the Chief Executive Officer is hereby authorized to execute one or more Underwriting Agreements (in the case of a negotiated sale) or Bidding Instructions and Official Bid Forms (in the case of a competitive sale), providing for the terms of sale of the Bonds by the Cities of Dallas and Fort Worth to the purchasers therein named, at such price, in the aggregate principal amount, with such installments of principal, with such interest rates and such other matters as shall be determined in accordance with the Sixty-Fifth Ordinance, upon a determination by the Chief Executive Officer that the requirements of Article III of the Sixty-Fifth Ordinance have been met.

Section 9. That each Authorized Officer (as defined in the Sixty-Fifth Ordinance) is hereby authorized to take any other actions appropriate or necessary in connection with the issuance, sale and delivery of the Bonds, the preparation of any of the documents described or referenced herein, or the delivery of copies of any such documents to the City Councils of the Cities. In the absence of the Chief Executive Officer, the Executive Vice President and Chief Financial Officer and the Vice President of Treasury Management are hereby authorized to act in his stead with respect to such matters.

ADOPTED BY THE DALLAS FORT WORTH INTERNATIONAL AIRPORT BOARD ON THIS \_\_\_\_\_, 2023.

CERTIFICATE FOR RESOLUTION

THE STATE OF TEXAS §
COUNTIES OF DALLAS AND TARRANT §
DALLAS FORT WORTH INTERNATIONAL AIRPORT BOARD §

I, the undersigned officer of said Board, hereby certifies as follows:

1. That the Dallas Fort Worth International Airport Board convened in Regular Meeting on the \_\_\_ day of \_\_\_\_\_, 2023, at the Airport Administration Building, 2400 Aviation Drive, Dallas Fort Worth Airport, Texas, its regular meeting place, and the roll was called of the duly constituted officers and members of said Board, to wit:

- Henry Borbolla III, Chair
Gloria M. Tarpley, Vice-Chair
Vernon Evans, Secretary
Mayor Eric Johnson
Mayor Mattie Parker
Vincent Hall
Ben Leal
William Meadows
Raj Narayanan
Mario Quintanilla
DeMetris Sampson
Mayor Pro Tem Darlene Freed\*

\*non-voting member

and all of said persons were present, thus constituting a quorum. Whereupon, among other business, a written resolution APPROVING THE FORM OF THE SIXTY-FIFTH SUPPLEMENTAL CONCURRENT BOND ORDINANCE AND REQUESTING ITS PASSAGE BY THE CITY COUNCILS OF THE CITIES OF DALLAS AND FORT WORTH; AUTHORIZING THE PREPARATION OF THE OFFICIAL STATEMENT; AND AUTHORIZING THE AUTHORIZED OFFICERS TO TAKE OTHER NECESSARY ACTIONS IN CONNECTION THEREWITH

was duly introduced for the consideration of said Board of Directors. It was then duly moved and seconded that said Resolution be adopted; and said motion, carrying with it the adoption of said Resolution, prevailed and carried by the following vote:

AYES: \_\_\_
NOES: \_\_\_
ABSTENTIONS: \_\_\_

2. That a true, full and correct copy of the aforesaid Resolution adopted at the meeting described in the above and foregoing paragraph is attached to and follows this Certificate; that said Resolution has been duly recorded in the minutes of said Meeting; that the above and foregoing paragraph is a true, full and correct excerpt from the minutes of said meeting pertaining to the adoption of said Resolution; that the persons named in the above and foregoing paragraph are the duly chosen, qualified and acting officers and members of said

Board as indicated therein; that each of the officers and members of said Board was duly and sufficiently notified officially and personally in advance, of the time, place and purpose of the aforesaid meeting, and that said Resolution would be introduced and considered for adoption at said meeting, and each of said officers and members consented, in advance, to the holding of said meeting for such purpose; and that said meeting was open to the public, and public notice of the time, place and purpose of said meeting was given, all as required by Chapter 551, Texas Government Code, as amended.

3. That the Resolution has not been modified, amended or repealed and is in full force and effect on and as of the date hereof.

SIGNED AND SEALED the \_\_\_\_ day of \_\_\_\_\_, 2023.

---

Staff Secretary, Dallas Fort Worth  
International Airport Board



RESOLUTION NO. 2023-\_\_-\_\_

**APPROVING THE FORM OF THE SIXTY-SIXTH SUPPLEMENTAL CONCURRENT BOND ORDINANCE AND REQUESTING ITS PASSAGE BY THE CITY COUNCILS OF THE CITIES OF DALLAS AND FORT WORTH; AUTHORIZING THE PREPARATION OF THE OFFICIAL STATEMENT; AND AUTHORIZING THE AUTHORIZED OFFICERS TO TAKE OTHER NECESSARY ACTIONS IN CONNECTION THEREWITH**

THE STATE OF TEXAS §  
COUNTIES OF DALLAS AND TARRANT §  
DALLAS/FORT WORTH INTERNATIONAL AIRPORT BOARD §

WHEREAS, prior to the adoption of this resolution (herein defined and cited as the "Resolution"), the City Councils of the Cities of Dallas and Fort Worth (the "Cities") passed the Master Bond Ordinance (defined and cited herein as the "Master Bond Ordinance") relating to the Dallas Fort Worth International Airport (the "Airport"); and

WHEREAS, terms not defined herein shall have the meanings set forth in the Master Bond Ordinance; and

WHEREAS, the Master Bond Ordinance is the controlling document that relates to the financing of the Airport and that (i) prescribes the terms and conditions upon the basis of which the Additional Obligations, Credit Agreements, and Parity Credit Agreement Obligations may be issued and executed, and (ii) provides and establishes the pledge, security, and liens securing the Cities' special obligations to pay when due the Outstanding Obligations and Parity Credit Agreement Obligations, and any Additional Obligations; and

WHEREAS, this Resolution is adopted for the purpose of, among the other purposes set forth below, refunding all or part of the outstanding Refunded Notes, (as defined below); and

WHEREAS, in accordance with the Master Bond Ordinance, the Dallas Fort Worth International Airport Board (the "Board") has sought and obtained the preparation of a proposed ordinance to be passed concurrently by said Cities authorizing the issuance of one or more series of Dallas Fort Worth International Airport Joint Revenue Bonds (the "Bonds") which shall constitute Additional Obligations pursuant to the Master Bond Ordinance the proceeds of which will be used, among other things, to refund all or a portion of the Dallas Fort Worth International Airport Subordinate Lien Commercial Paper Notes, Series I (the "Series I Notes") and for other purposes as permitted by the Master Bond Ordinance; and

WHEREAS, it is the desire of the Board by this Resolution to approve the Sixty-Sixth Ordinance (as defined below) in substantially the form attached hereto and to respectfully request the City Councils of the Cities of Dallas and Fort Worth to pass said ordinance and thus authorize the issuance and sale of the Bonds and the other matters authorized thereby; and

WHEREAS, the Sixty-Sixth Ordinance provides parameters subject to which the Bonds are to be sold to certain purchasers in accordance with the terms of an Underwriting Agreement

(as defined in the Sixty-Sixth Ordinance) (in the case of a negotiated sale) or Bidding Instructions (as defined in the Sixty-Sixth Ordinance) (in the case of a competitive sale); and

WHEREAS, it is the desire of the Board to authorize the preparation of such Underwriting Agreements (in the case of a negotiated sale) or Bidding Instructions (in the case of a competitive sale) and authorize their execution by the proper officers of the Board, with parameters set forth in the Sixty-Sixth Ordinance and with such subsequent modifications and terms as may be determined by the Authorized Officers; and

WHEREAS, it is the desire of the Board to authorize the preparation of one or more Official Statements to be used in connection with the issuance and sale of the Bonds; and

WHEREAS, it is the desire of the Board to authorize the preparation of one or more Escrow Agreements, if applicable, to be used in connection with the issuance and sale of the Bonds and the refunding of all or a portion of the Refunded Notes; and

WHEREAS, the Board hereby determines that the meeting at which this Resolution is adopted is open to the public, and public notice of the time, place and subject matter of the public business to be considered and acted upon at said meeting, including this Resolution, was given, all as required by Applicable Law;

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE DALLAS FORT WORTH INTERNATIONAL AIRPORT:**

Section 1. That the proposed concurrent ordinance of the City Councils of the Cities of Dallas and Fort Worth, bearing the short title "Sixty-Sixth Supplemental Concurrent Bond Ordinance" (the "Sixty-Sixth Ordinance" be and the same is hereby in all respects approved by the Board, with the parameters set forth therein and in substantially the form and substance attached hereto and made a part hereof. The Board hereby acknowledges and accepts its duties of continuing disclosure pursuant to Rule 15c2-12, as amended from time to time, adopted by the United States Securities and Exchange Commission under the Securities Exchange Act of 1934.

Section 2. That it is hereby recommended to the City Councils of the Cities of Dallas and Fort Worth that they pass the Sixty-Sixth Ordinance with the parameters set forth and in the forms attached hereto and said City Councils are hereby requested to so do.

Section 3. That the Chief Executive Officer is hereby directed to promptly forward copies of the Sixty-Sixth Ordinance to the City Councils of said Cities along with a copy of this Resolution, together with the exhibits attached hereto.

Section 4. That, in accordance with the requirements of the Contract and Agreement and the Controlling Ordinances, the Chief Executive Officer is further directed to forward by the earliest practical means a copy of the Sixty-Sixth Ordinance to the City Attorney of each of the Cities with the request that each present the same at a meeting of the respective City Council, along with the request of the Board, respectfully submitted, that the Sixty-Sixth Ordinance be approved and passed.

Section 5. That upon the passage of the Sixty-Sixth Ordinance by said City Councils the appropriate officers of this Board are hereby authorized and directed to take such steps as may be necessary or considered appropriate to accomplish the issuance, sale and delivery of one or more series of Bonds in accordance with the Sixty-Sixth Ordinance.

Section 6. That the Chief Executive Officer is hereby authorized to prepare the Official Statements and Escrow Agreements, if applicable.

Section 7. That the Official Statements, with such subsequent modifications or amendments as shall be approved by subsequent action of the Board and in writing by the Chief Executive Officer, shall be used by the Underwriters in the sale of the Bonds.

Section 8. That the Chief Executive Officer is hereby authorized to execute one or more Underwriting Agreements (in the case of a negotiated sale) or Bidding Instructions and Official Bid Forms (in the case of a competitive sale), providing for the terms of sale of the Bonds by the Cities of Dallas and Fort Worth to the Purchasers therein named, at such price, in the aggregate principal amount, with such installments of principal, with such interest rates and such other matters as shall be determined in accordance with the Sixty-Sixth Ordinance, upon a determination by the Chief Executive Officer that the requirements of Article III of the Sixty-Sixth Ordinance have been met.

Section 9. That each Authorized Officer (as defined in the Sixty-Sixth Ordinance) is hereby authorized to take any other actions appropriate or necessary in connection with the issuance, sale and delivery of the Bonds, the preparation of any of the documents described or referenced herein, or the delivery of copies of any such documents to the City Councils of the Cities. In the absence of the Chief Executive Officer, the Executive Vice President and Chief Financial Officer, and the Vice President of Treasury Management are hereby authorized to act in his stead with respect to such matters.

ADOPTED BY THE DALLAS FORT WORTH INTERNATIONAL AIRPORT BOARD  
ON THIS \_\_\_\_\_, 2023.

CERTIFICATE FOR RESOLUTION

THE STATE OF TEXAS §
COUNTIES OF DALLAS AND TARRANT §
DALLAS FORT WORTH INTERNATIONAL AIRPORT BOARD §

I, the undersigned officer of said Board, hereby certifies as follows:

1. That the Dallas Fort Worth International Airport Board convened in Regular Meeting on the \_\_\_ day of \_\_\_\_\_, 2023, at the Airport Administration Building, 2400 Aviation Drive, Dallas Fort Worth Airport, Texas, its regular meeting place, and the roll was called of the duly constituted officers and members of said Board, to wit:

- Henry Borbolla III, Chair
Gloria M. Tarpley, Vice-Chair
Vernon Evans, Secretary
Mayor Eric Johnson
Mayor Mattie Parker
Vincent Hall
Ben Leal
William Meadows
Raj Narayanan
Mario Quintanilla
DeMetris Sampson
Mayor Pro Tem Darlene Freed\*

\*non-voting member

and all of said persons were present, except \_\_\_\_\_, thus constituting a quorum. Whereupon, among other business, a written resolution APPROVING THE FORM OF THE SIXTY-SIXTH SUPPLEMENTAL CONCURRENT BOND ORDINANCE AND REQUESTING ITS PASSAGE BY THE CITY COUNCILS OF THE CITIES OF DALLAS AND FORT WORTH; AUTHORIZING THE PREPARATION OF THE OFFICIAL STATEMENT; AND AUTHORIZING THE AUTHORIZED OFFICERS TO TAKE OTHER NECESSARY ACTIONS IN CONNECTION THEREWITH

was duly introduced for the consideration of said Board of Directors. It was then duly moved and seconded that said Resolution be adopted; and said motion, carrying with it the adoption of said Resolution, prevailed and carried by the following vote:

AYES: —
NOES: —
ABSTENTIONS: —

2. That a true, full and correct copy of the aforesaid Resolution adopted at the meeting described in the above and foregoing paragraph is attached to and follows this Certificate for Resolution; that said Resolution has been duly recorded in the minutes of said Meeting; that the above and foregoing paragraph is a true, full and correct excerpt from the minutes of said meeting pertaining to the adoption of said Resolution; that the persons named in the above and foregoing paragraph are the duly chosen, qualified and acting officers and members of said Board as indicated therein; that each of the officers and members of said Board was duly and sufficiently notified officially and personally in advance, of the time, place and purpose of the aforesaid meeting, and that said Resolution would be introduced and considered for adoption at said meeting,

and each of said officers and members consented, in advance, to the holding of said meeting for such purpose; and that said meeting was open to the public, and public notice of the time, place and purpose of said meeting was given, all as required by Chapter 551, Texas Government Code, as amended.

3. That the Resolution has not been modified, amended or repealed and is in full force and effect on and as of the date hereof.

SIGNED AND SEALED the \_\_ day of \_\_\_\_\_, 2023.

---

Staff Secretary, Dallas Fort Worth  
International Airport Board



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-725

**Item #:** G.

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FY2021-22 End of Year Budget v. Actual Report  
[Budget & Management Services]

# Memorandum



CITY OF DALLAS

DATE March 21, 2023

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

SUBJECT **FY 2021-22 Budget versus Actual End of Year Report**

Attached for your review is the FY 2021-22 Budget versus Actual End of Year Report.

The End of Year (EOY) Report communicates the final status of year-end total expenditures compared to appropriations, total revenues compared to budget, and significant expenditure and revenue variances (compared to budget) for all operating funds. This report is the culmination of Financial Forecast Reports provided by Budget & Management Services through the previous fiscal year. In addition, the report provides a status of compliance with the Financial Management Performance Criteria (FMPC).

The final EOY report incorporates data from our recently published Annual Comprehensive Financial Report; therefore, we are now providing the final FY 2021-22 EOY Report.

Please let me know if you need additional information.

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

Jack Ireland  
Chief Financial Officer

[Attachment]

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

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

# END OF YEAR REPORT

## FY 2021-22

**Budget versus Actual  
As of September 30, 2022**



Cover Photo Credit: City of Dallas - Mural by Tristan Eaton, Stack Building, Deep Ellum

**Prepared by Budget & Management Services**

1500 Marilla Street, 4FN  
Dallas, TX 75201

214-670-3659  
[financialtransparency.dallascityhall.com](http://financialtransparency.dallascityhall.com)

# GENERAL FUND OVERVIEW

	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	Actual	Variance
Revenues	1,535,018,900	1,589,890,654	1,618,355,695	28,465,041
Expenditures	1,535,018,900	1,589,890,654	1,570,893,959	(18,996,695)
Net Excess of Revenues Over Expenditure/Transfers	\$0	\$0	\$47,461,735	\$47,461,735

## SUMMARY

The General Fund overview provides a summary of audited financial activity for Fiscal Year (FY) 2021-22. The Adopted Budget column reflects the budget adopted by City Council on September 22, 2021, effective October 1, 2021, through September 30, 2022. 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.

**Revenues.** General Fund revenues exceeded budget by \$28,465,000. This was primarily due to sales tax revenues which exceeded budget by \$13,201,000 and franchise and other revenues which exceeded budget by \$15,151,000. This was partially offset by reduced operating transfers in, which ended the year \$9,733,000 under budget.

**Expenditures.** General Fund expenditures were below budget by \$18,997,000. Most departments were under budget primarily due to salary savings from vacant uniform and non-uniform positions, as well as better than budgeted reimbursements, partially offset by uniform overtime and supplies for various General Fund departments.

**FY 2021-22 Amended Budget.** City Council amended the General Fund budget on:

- December 8, 2021, by resolution #21-2023 in the amount of \$197,558 for the establishment of the Inspector General Division.
- May 11, 2022, by ordinance #32193 in the amount of \$24,859,738 due to additional sales tax revenue and intergovernmental revenue from Dallas County. This allocation was used for the maintenance and operation of various departments and activities.
- September 28, 2022, by ordinance #32301 in the amount of \$29,814,458 due to additional sales tax revenue. This allocation was used for the maintenance and operation of various departments and activities.

# GENERAL FUND REVENUE

Revenue Category		FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	Actual	Variance
1	Property Tax	\$876,483,968	\$876,483,968	\$880,483,648	\$3,999,680
2	Sales Tax	344,283,066	394,108,522	407,309,124	13,200,602
3	Franchise and Other	117,599,602	117,599,602	132,750,263	15,150,661
4	Charges for Services	108,668,947	108,668,947	111,138,850	2,469,903
5	Fines and Forfeitures	26,390,716	26,390,716	24,081,688	(2,309,028)
6	Operating Transfers In	32,918,730	33,116,288	23,383,394	(9,732,894)
7	Intergovernmental	13,101,905	17,950,645	18,181,798	231,153
8	Miscellaneous	8,877,610	8,877,610	12,429,451	3,551,841
9	Licenses and Permits	5,844,356	5,844,356	5,960,602	116,246
10	Interest	850,000	850,000	2,636,878	1,786,878
	<b>Total Revenue</b>	<b>\$1,535,018,900</b>	<b>\$1,589,890,654</b>	<b>\$1,618,355,695</b>	<b>\$28,465,041</b>

## VARIANCE NOTES

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

**2 Sales Tax.** City Council increased the Sales Tax budget from \$344,283,066 to \$364,294,064 on May 11 as part of the mid-year appropriations adjustment process and from \$364,294,064 to \$394,108,522 on September 28 by adopting the end of the year budget ordinance. Total sales tax collections were \$13,201,000 over the amended budget.

**3 Franchise and Other.** Franchise and Other revenues were \$15,151,000 over budget primarily due to higher than budgeted street rental collections and colder than normal weather in early FY 2021-22 causing higher revenues from Oncor and Atmos.

**5 Fines and Forfeitures.** Fines and Forfeitures revenue was \$2,309,000 under budget primarily due to declines in citations filled with the court in addition to decline in parking fine activity.

**6 Operating Transfers In.** The revenue budget for Operating Transfers In was amended on December 8, 2021 by resolution #21-2023 in the amount of \$197,558 for the establishment of the Inspector General Division. Revenues were under budget by \$9,733,000 due to deferral of inter-fund transfers.

**7 Intergovernmental.** City Council increased Intergovernmental revenue by \$4,849,000 on May 11 as part of the mid-year appropriations adjustment process, due to an unbudgeted reimbursement from Dallas County, authorized on December 8, 2021 by resolution #21-1961. This reimbursement represented Dallas County's 50/50 cost participation in Public Works resurfacing projects to mutually benefit both Dallas County and the City of Dallas.

**8 Miscellaneous.** Miscellaneous revenues were \$3,552,000 over budget primarily due to auction sales exceeding the budgeted amount.

**10 Interest.** Interest revenue is projected to be \$1,787,000 over budget primarily due to improved market conditions and interest rate hikes.

# GENERAL FUND EXPENDITURES

	Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	Actual	Variance
	Non-uniform Pay	\$260,333,866	\$256,797,427	\$235,648,879	(\$21,148,548)
	Non-uniform Overtime	6,826,827	6,760,827	15,461,444	8,700,617
	Non-uniform Pension	35,609,192	37,684,595	35,866,013	(1,818,582)
	Uniform Pay	496,243,907	481,701,524	464,275,481	(17,426,043)
	Uniform Overtime	35,775,121	50,775,121	79,503,534	28,728,413
	Uniform Pension	171,394,327	171,394,327	172,304,978	910,651
	Health Benefits	73,731,868	73,765,142	72,068,906	(1,696,236)
	Workers Comp	10,115,891	10,115,891	10,115,891	0
	Other Personnel Services	12,262,614	29,555,813	31,180,290	1,624,477
1	Total Personnel Services	\$1,102,293,613	\$1,118,550,666	\$1,116,425,416	(\$2,125,250)
2	Supplies	75,425,847	78,880,683	88,963,456	10,082,773
3	Contractual Services	433,322,701	462,761,418	463,615,004	853,586
4	Capital Outlay	11,677,806	17,398,954	13,229,606	(4,169,348)
5	Reimbursements	(87,701,067)	(87,701,067)	(111,339,523)	(23,638,456)
	Total Expenditures	\$1,535,018,900	\$1,589,890,654	\$1,570,893,959	(\$18,996,695)

## VARIANCE NOTES

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

**1 Personnel Services.** Non-uniform pay was \$21,149,000 under budget primarily due to salary savings associated with vacant positions across General Fund departments, which fully offset the \$8,701,000 overrun in non-uniform overtime. Uniform overtime in the Dallas Police Department and Dallas Fire-Rescue was \$28,728,000 over budget, partially offset by \$17,426,000 in uniform salary savings.

**2 Supplies.** Supplies were \$10,083,000 over budget primarily due to radios and other expenses related to the Real-Time Crime Center; protective equipment for Dallas Police Department; various supplies for ambulance operations, in-house repairs, and preventive maintenance of Dallas Fire-Rescue fleet; supplies for Park & Recreation facilities improvements; and usage of Transportation signal systems supplies.

**4 Capital Outlay.** Capital outlay was \$4,169,000 under budget primarily due to savings associated with Park & Recreation equipment, partially offset by increased costs for renovations at Code Compliance facilities.

**5 Reimbursements.** General Fund reimbursements reflect contributions from various agencies, including federal and state funds, internal service fund departments, and enterprise fund departments. Reimbursements received were \$23,638,000 more than budget primarily due to additional reimbursements from the Coronavirus Relief Fund and American Rescue Plan Act (ARPA) for eligible Dallas Fire-Rescue and Dallas Police Department salary expenses and a deposit from Convention and Event Services to cover the November 8, 2022 joint election.

# GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	Actual	Variance
1	Arts and Culture	\$21,337,590	\$21,127,336	\$20,927,958	(\$199,378)
2	Budget and Management Services	4,512,904	4,388,156	4,201,295	(186,861)
3	Building Services	24,356,319	26,538,775	25,997,059	(541,716)
4	City Attorney	17,814,203	18,665,088	18,645,908	(19,180)
5	City Auditor	3,048,254	2,989,115	2,790,155	(198,960)
6	City Controller	7,764,698	7,804,952	7,587,551	(217,401)
7	Independent Audit	745,429	752,000	752,000	0
8	City Manager	2,933,212	3,237,300	3,235,954	(1,346)
9	City Secretary	3,050,306	3,068,256	2,933,448	(134,808)
10	Elections	104,713	283,013	137,591	(145,422)
11	Civil Service	3,021,703	2,737,119	2,438,123	(298,996)
12	Code Compliance	35,032,924	35,314,022	35,005,458	(308,564)
13	Court and Detention Services	24,077,721	24,080,238	24,007,905	(72,333)
14	Jail Contract	9,450,527	8,989,659	8,989,658	(1)
15	Dallas Animal Services	16,068,520	16,173,829	15,639,728	(534,101)
16	Dallas Fire-Rescue	335,699,096	351,663,887	345,529,293	(6,134,594)
17	Dallas Police Department	565,934,568	569,379,714	569,327,072	(52,642)
18	Data Analytics and Business Intelligence	3,988,372	3,258,538	3,200,493	(58,045)
19	Economic Development	3,252,177	3,541,806	3,536,992	(4,814)
20	Housing and Neighborhood Revitalization	3,825,426	3,715,087	3,489,206	(225,881)
21	Human Resources	7,199,251	7,312,253	6,849,610	(462,643)
22	Judiciary	3,675,924	4,220,484	3,940,017	(280,467)
23	Library	32,917,306	32,692,563	31,560,593	(1,131,970)
	Management Services				
24	311 Customer Service Center	5,079,860	5,030,513	4,449,439	(581,074)
25	Communications, Outreach, and Marketing	2,330,867	2,344,584	2,033,455	(311,129)
26	Community Care	9,204,147	9,120,978	9,012,002	(108,976)
27	Community Police Oversight	630,129	548,951	447,692	(101,259)
28	Emergency Management	1,130,290	1,135,003	1,085,568	(49,435)
29	Environmental Quality and Sustainability	4,255,762	4,249,929	3,273,936	(975,993)
30	Equity and Inclusion	2,644,998	2,716,879	2,623,964	(92,915)
31	Government Affairs	914,383	969,693	937,390	(32,303)
32	Historic Preservation	755,602	726,575	687,787	(38,788)
33	Homeless Solutions	11,913,143	11,987,770	11,602,362	(385,408)
34	Integrated Public Safety Solutions	4,969,809	4,527,006	3,205,578	(1,321,428)
35	Small Business Center	2,454,801	2,209,055	1,602,555	(606,500)
36	Mayor and City Council	5,351,007	5,432,068	5,427,632	(4,436)
37	Non-Departmental	115,542,145	138,518,281	136,143,114	(2,375,167)
38	Park and Recreation	99,627,169	102,368,491	102,354,135	(14,356)
39	Planning and Urban Design	4,209,553	6,605,112	6,341,901	(263,211)
40	Procurement Services	3,082,909	2,813,102	2,805,875	(7,227)
41	Public Works	76,357,799	81,871,019	81,849,911	(21,108)
42	Transportation	45,249,577	45,298,648	44,802,789	(495,859)
	<b>Total Departments</b>	<b>\$1,525,515,093</b>	<b>\$1,580,406,847</b>	<b>\$1,561,410,152</b>	<b>(\$18,996,695)</b>
43	Financial Reserves	0	0	0	0
44	Liability/Claims Fund Transfer	4,483,807	9,483,807	9,483,807	0
45	Salary and Benefit Stabilization	5,020,000	0	0	0
	<b>Total Expenditures</b>	<b>\$1,535,018,900</b>	<b>\$1,589,890,654</b>	<b>\$1,570,893,959</b>	<b>(\$18,996,695)</b>

## VARIANCE NOTES

General Fund variance notes are provided below for departments with YE variances of +/-five percent and departments with an Amended Budget.

**1 Arts and Culture.** City Council increased OAC's budget by \$40,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased OAC's budget by \$250,000 on September 28 by ordinance #32301 due to salary savings.

**2 Budget and Management Services.** City Council increased BMS's budget by \$28,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased BMS's budget by \$153,000 on September 28 by ordinance #32301 due to salary savings.

**3 Building Services.** City Council decreased BSD's budget by \$18,000 on May 11 by ordinance #32193 to reallocate existing resources between various City departments, partially offset by an increase for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council increased BSD's budget by \$2,200,000 on September 28 by ordinance #32301 for emergency building maintenance and an increased cost in materials due to inflation.

**4 City Attorney.** City Council increased CAO's budget by \$197,558 on December 8 by resolution #21-2023 and by \$553,000 on May 11 by ordinance #32193 for the establishment of the Inspector General Division, one-time Employee Retirement Fund (ERF) pension costs, and the Compensation Study Phase II implementation. CAO's budget was increased by \$100,000 on September 28 for retirement pay-outs via a transfer from Salary and Benefit Stabilization (S&B).

**5 City Auditor.** City Council increased AUD's budget by \$16,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased AUD's budget by \$75,000 on September 28 by ordinance #32301 due to salary savings. AUD was under budget by \$199,000 due to salary savings associated with vacant positions.

**6 City Controller.** City Council increased CCO's budget by \$40,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation, partially offset by a decrease to reallocate existing resources between various City departments.

**7 Independent Audit.** City Council increased Independent Audit's budget by \$7,000 on September 28 by ordinance #32301 for an increase in the contract cost.

**8 City Manager.** City Council increased CMO's budget by \$54,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. CMO's budget was increased by \$250,000 on September 28 for retirement pay-outs via a transfer from S&B.

**9 City Secretary.** City Council increased SEC's budget by \$18,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

**10 Elections.** City Council increased Election's budget by \$178,000 on May 11 by ordinance #32193 due to a higher-than-anticipated contract expense with the Dallas County Elections Department for the June 5, 2021 Joint Runoff Election and advertising (\$382,000), partially offset by a refund from the May 1, 2021 Joint Election (\$203,000) due to final costs being less than the City's deposit. Elections was under budget by \$145,000 due to deferral of the contract expense for the June 5, 2021 Joint Runoff election and advertising.

## VARIANCE NOTES (continued)

**11 Civil Service.** City Council increased CVS's budget by \$15,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased CVS's budget by \$300,000 on September 28 by ordinance #32301 due to salary savings. CVS was under budget by \$299,000 due to salary savings associated with vacant positions and savings in various contractual services such as staff training and civil service testing.

**12 Code Compliance.** City Council increased CCS' budget by \$281,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

**13 Court and Detention Services.** City Council decreased CTS' budget by \$72,000 on May 11 by ordinance #32193 to reallocate existing resources between various City departments, partially offset by an increase for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council increased CTS' budget by \$75,000 on September 28 by ordinance #32301 for school crossing guard services.

**14 Jail Contract.** City Council decreased the Jail Contract's budget by \$461,000 on September 28 by ordinance #32301 due to savings as a result of the new contract with Dallas County.

**15 Dallas Animal Services.** City Council increased DAS's budget by \$33,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

**16 Dallas Fire-Rescue.** City Council increased DFR's budget by \$965,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and the increase in fuel prices. City Council increased DFR's budget by \$15,000,000 on September 28 by ordinance #32301 for uniform overtime expenses. Uniform overtime was \$10,800,000 over budget as a result of a winter surge in COVID-19 quarantines requiring backfill, higher than anticipated attrition, prolonged training timelines, and higher than anticipated injuries resulting in light duty. Eligible uniform salary expenses were offset by reimbursements from the Coronavirus Relief Fund (\$5,620,000) and American Rescue Plan Act (ARPA) (\$5,993,000). DFR was under budget by \$6,135,000 primarily due to salary savings associated with vacant uniform and non-uniform positions.

**17 Dallas Police Department.** City Council increased DPD's budget by \$945,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and the increase in fuel prices, partially offset by a decrease to reallocate existing resources between various City departments. City Council increased DPD's budget by \$2,500,000 on September 28 by ordinance #32301 for uniform overtime expenses.

**18 Data Analytics and Business Intelligence.** City Council increased DBI's budget by \$70,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. City Council decreased DBI's budget by \$800,000 on September 28 by ordinance #32301 due to salary savings.

**19 Economic Development.** City Council increased ECO's budget by \$290,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments.

## VARIANCE NOTES (continued)

**20 Housing and Neighborhood Revitalization.** City Council decreased HOU's budget by \$10,000 on May 11 by ordinance #32193 to reallocate existing resources between various City departments, partially offset by an increase for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased HOU's budget by \$100,000 on September 28 by ordinance #32301 due to salary savings. HOU was under budget by \$226,000 due to salary savings associated with vacant positions and unspent developer loans.

**21 Human Resources.** City Council increased HR's budget by \$188,000 on May 11 by resolution ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and temporary staffing costs related to Workday implementation. City Council decreased HR's budget by \$75,000 on September 28 by ordinance #32301 due to salary savings. HR was under budget by \$463,000 primarily due to salary savings associated with vacant positions.

**22 Judiciary.** City Council increased CTJ's budget by \$175,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council increased CTJ's budget by \$275,000 on September 28 by ordinance #32301 for translation services. CTJ's budget was also increased by \$95,000 on September 28 for temporary help expenses via a transfer from S&B. CTJ was \$280,000 under budget primarily due to salary savings associated with vacant positions.

**23 Library.** City Council increased LIB's budget by \$238,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased LIB's budget by \$463,000 on September 28 by ordinance #32301 due to salary savings.

**24 311 Customer Service Center.** City Council increased 311's budget by \$51,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased 311's budget by \$100,000 on September 28 by ordinance #32301 due to salary savings. 311 was \$581,000 under budget primarily due to salary savings associated with vacant positions.

**25 Communications, Outreach, and Marketing.** City Council increased COM's budget by \$86,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. City Council decreased COM's budget by \$72,000 on September 28 by ordinance #32301 due to salary savings. COM was under budget by \$311,000 primarily due to salary savings associated with vacant positions.

**26 Community Care.** City Council increased OCC's budget by \$39,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased OCC's budget by \$122,000 on September 28 by ordinance #32301 due to salary savings.

**27 Community Police Oversight.** City Council increased OCPO's budget by \$3,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased OCPO's budget by \$84,000 on September 28 by ordinance #32301 due to salary savings. OCPO was \$101,000 under budget primarily due to salary savings associated with vacant positions.

**28 Emergency Management.** City Council increased OEM's budget by \$5,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

## VARIANCE NOTES (continued)

**29 Environmental Quality and Sustainability.** City Council increased OEQS's budget by \$64,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased OEQS's budget by \$70,000 on September 28 by ordinance #32301 due to salary savings. OEQS was under budget by \$976,000 primarily due to salary savings associated with vacant positions and delays in CECAP program implementation.

**30 Equity and Inclusion.** City Council increased OEI's budget by \$254,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. City Council decreased OEI's budget by \$182,000 on September 28 by ordinance #32301 due to salary savings. OEI was \$93,000 under budget primarily due to salary savings associated with vacant positions.

**31 Government Affairs.** City Council increased OGA's budget by \$5,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. OGA's budget was increased by \$50,000 on September 28 for retirement pay-outs via a transfer from S&B.

**32 Historic Preservation.** City Council increased OHP's budget by \$5,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased OHP's budget by \$34,000 on September 28 by ordinance #32301 due to salary savings. OHP was under budget by \$39,000 primarily due to salary savings associated with vacant positions.

**33 Homeless Solutions.** City Council increased OHS's budget by \$75,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments.

**34 Integrated Public Safety Solutions.** City Council increased IPSS' budget by \$14,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased IPSS' budget by \$457,000 on September 28 by ordinance #32301 due to salary savings. IPSS was under budget by \$1,321,000 primarily due to savings associated with the Violence Intervention and Mental Health Access (Metrocare) contracts. The Mental Health Access contract was approved in June 2022, and the program was launched in the last quarter of the fiscal year. The Violence Intervention Program will be redesigned in future years to better serve residents.

**35 Small Business Center.** City Council increased SBC's budget by \$54,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. City Council decreased SBC's budget by \$300,000 on September 28 by ordinance #32301 due to salary savings. SBC was under budget by \$607,000 primarily due to salary savings associated with vacant positions and savings realized in the Career Pathways contract which was partially grant funded.

**36 Mayor and City Council.** City Council increased MCC's budget by \$81,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments.

## VARIANCE NOTES (continued)

**37 Non-Departmental.** City Council increased Non-D's budget by \$7,276,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, HRIS module implementation (\$1,939,000), and expenses associated with a new data center (\$5,200,000). City Council increased Non-D's budget by \$15,700,000 on September 28 by ordinance #32301 to transfer \$20,000,000 to a new Equity Fund for implementation of Racial Equity Plan Big Audacious Goals and \$200,000 to a new Disaster Response Fund for immediate response to disasters.

**38 Park and Recreation.** City Council increased PKR's budget by \$1,441,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, the increase in fuel prices, and partial design costs (\$600,000) for future capital improvements at Fair Park. City Council increased PKR's budget by \$1,300,000 on September 28 by ordinance #32301 for unbudgeted emergency lighting repairs and increased preventive security measures at recreation centers.

**39 Planning and Urban Design.** City Council increased PUD's budget by \$2,543,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and zoning updates. City Council decreased PUD's budget by \$147,000 on September 28 by ordinance #32301 due to salary savings.

**40 Procurement Services.** City Council increased POM's budget by \$20,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased POM's budget by \$290,000 on September 28 by ordinance #32301 due to salary savings.

**41 Public Works.** City Council increased PBW's budget by \$5,513,000 on May 11 by ordinance #32193 for street resurfacing projects including preventive maintenance, Smart Cities pilot projects, and in-house asphalt treatments, one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation, partially offset by a decrease to reallocate existing resources between various City departments.

**42 Transportation.** City Council increased TRN's budget by \$49,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation, partially offset by a decrease to reallocate existing resources between various City departments.

**44 Liability/Claims Fund Transfer.** The transfer from the General Fund to the Liability Fund was increased by \$5,000,000 on May 11 by ordinance #32193 for environmental remediation efforts and other liability considerations.

**45 Salary and Benefit Stabilization.** The FY 2021-22 budget ordinance authorized the City Manager to transfer appropriations from S&B to any department as allowed by City Charter Chapter XI (Sec. 3), of which, \$2,369,000 was transferred to General Fund departments for adjustments including truck driver pay increases (\$569,000), pay increases and temporary help expenses in Judiciary (\$248,000), other adjustments as a result of the Compensation Study (\$1,153,000), and for retirement pay-outs in CAO, CMO, and OGA (\$400,000). City Council reallocated the remaining \$2,651,000 S&B budget on September 28 by ordinance #32301 due to savings.

# ENTERPRISE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	Actual	Variance
<b>1 AVIATION</b>				
Total Revenues	142,389,852	151,389,852	165,100,923	13,711,071
Total Expenditures	142,389,852	151,389,852	147,596,855	(3,792,997)
Net Excess of Revenues over Expenditures	\$0	\$0	\$17,504,068	\$17,504,068

## 2 CONVENTION AND EVENT SERVICES

Total Revenues	10,819,948	110,831,405	115,197,036	4,365,631
Total Expenditures	10,819,948	110,831,405	100,459,086	(10,372,319)
Net Excess of Revenues over Expenditures	\$0	\$0	\$14,737,950	\$14,737,950

## 3 DEVELOPMENT SERVICES

Total Revenues	33,476,527	33,468,516	42,660,802	9,192,286
Total Expenditures	38,383,670	53,383,670	52,675,631	(708,039)
Net Excess of Revenues over Expenditures	(\$4,907,143)	(\$19,915,154)	(\$10,014,829)	\$9,900,325

Note: FY 2021-22 budget reflects planned use of fund balance.

## 4 MUNICIPAL RADIO

Total Revenues	1,861,000	1,861,000	1,452,543	(408,457)
Total Expenditures	1,815,740	1,815,740	1,632,174	(183,566)
Net Excess of Revenues over Expenditures	\$45,260	\$45,260	(\$179,631)	(\$224,891)

## 5 SANITATION SERVICES

Total Revenues	137,982,207	137,982,207	144,066,996	6,084,789
Total Expenditures	139,536,992	141,699,380	140,667,598	(1,031,782)
Net Excess of Revenues over Expenditures	(\$1,554,785)	(\$3,717,173)	\$3,399,399	\$7,116,572

Note: FY 2021-22 budget reflects planned use of fund balance.

## 6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES

Total Revenues	69,315,586	69,315,586	72,751,372	3,435,786
Total Expenditures	69,315,586	71,814,586	71,531,217	(283,369)
Net Excess of Revenues over Expenditures	\$0	(\$2,499,000)	\$1,220,155	\$3,719,155

## 7 WATER UTILITIES

Total Revenues	713,732,650	713,732,650	780,423,111	66,690,461
Total Expenditures	722,432,650	755,468,335	748,997,368	(6,470,967)
Net Excess of Revenues over Expenditures	(\$8,700,000)	(\$41,735,685)	\$31,425,742	\$73,161,427

Note: FY 2021-22 budget reflects planned use of fund balance.

# INTERNAL SERVICE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	Actual	Variance
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## 8 BOND AND CONSTRUCTION MANAGEMENT

Total Revenues	23,065,518	23,065,518	20,340,948	(2,724,570)
Total Expenditures	23,065,518	23,065,518	19,655,371	(3,410,147)
Net Excess of Revenues over Expenditures	\$0	\$0	\$685,577	\$685,577

## 9 EQUIPMENT AND FLEET MANAGEMENT

Total Revenues	55,306,860	64,993,138	63,308,290	(1,684,848)
Total Expenditures	56,541,723	66,228,001	64,203,585	(2,024,416)
Net Excess of Revenues over Expenditures	(\$1,234,863)	(\$1,234,863)	(\$895,295)	\$339,568

Note: FY 2021-22 budget reflects planned use of fund balance.

## 10 EXPRESS BUSINESS CENTER

Total Revenues	2,593,790	2,593,790	3,166,391	572,601
Total Expenditures	2,323,978	2,323,978	2,210,559	(113,419)
Net Excess of Revenues over Expenditures	\$269,812	\$269,812	\$955,832	\$686,020

## 11 INFORMATION TECHNOLOGY

Total Revenues	99,176,891	99,176,891	100,895,086	1,718,195
Total Expenditures	99,176,891	99,176,891	91,051,745	(8,125,146)
Net Excess of Revenues over Expenditures	\$0	\$0	\$9,843,341	\$9,843,341

## 12 RADIO SERVICES

Total Revenues	13,248,650	13,248,650	12,894,994	(353,656)
Total Expenditures	13,248,650	13,629,450	11,643,020	(1,986,430)
Net Excess of Revenues over Expenditures	\$0	(\$380,800)	\$1,251,974	\$1,632,774

# OTHER FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	Actual	Variance
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## 13 9-1-1 SYSTEM OPERATIONS

Total Revenues	12,017,444	12,017,444	13,030,152	1,012,708
Total Expenditures	14,341,472	15,292,904	14,123,770	(1,169,134)
Net Excess of Revenues over Expenditures	(\$2,324,028)	(\$3,275,460)	(\$1,093,619)	\$2,181,841

Note: FY 2021-22 budget reflects planned use of fund balance.

## 14 DEBT SERVICE

Total Revenues	345,529,962	345,529,962	345,594,512	64,550
Total Expenditures	348,776,403	348,776,403	329,547,290	(19,229,113)
Net Excess of Revenues over Expenditures	(\$3,246,441)	(\$3,246,441)	\$16,047,222	\$19,293,663

Note: FY 2021-22 budget reflects planned use of fund balance.

## 15 EMPLOYEE BENEFITS

City Contributions	99,503,000	99,503,000	101,021,548	1,518,548
Employee Contributions	40,959,071	40,959,071	41,903,574	944,503
Retiree	27,867,000	27,867,000	25,948,963	(1,918,037)
Other	0	0	314,547	314,547
Total Revenues	168,329,071	168,329,071	169,188,633	859,562
Total Expenditures	176,549,294	176,549,294	182,756,818	6,207,524
Net Excess of Revenues over Expenditures	(\$8,220,223)	(\$8,220,223)	(\$13,568,185)	(\$5,347,962)

## 16 RISK MANAGEMENT

Worker's Compensation	14,085,135	14,085,135	14,844,570	759,435
Third Party Liability	11,688,742	11,688,742	17,638,963	5,950,221
Purchased Insurance	11,096,779	11,096,779	11,054,446	(42,333)
Interest and Other	0	0	111,916	111,916
Total Revenues	36,870,656	36,870,656	43,649,895	6,779,239
Total Expenditures	52,064,548	52,064,548	39,595,977	(12,468,571)
Net Excess of Revenues over Expenditures	(\$15,193,892)	(\$15,193,892)	\$4,053,918	\$19,247,810

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the YE revenue and expenditure variances. Variance notes are provided below for funds with a YE variance of +/- five percent, funds that exceed budget, and funds that use fund balance.

**1 Aviation.** City Council increased AVI's budget by \$9,000,000 on September 28 by ordinance #32301 for increased DPD/DFR reimbursements (\$2,000,000) and a capital construction transfer (\$7,000,000). AVI revenues were \$13,711,000 over budget primarily due to higher-than expected revenue from garage parking, concessions, terminal rentals, and general aviation landing fees.

**2 Convention and Event Services.** City Council increased CCT's budget by \$10,011,000 on September 28 by ordinance #32301 for increased Hotel Occupancy Tax (HOT) and Alcohol & Beverage Tax (ABT) collections. CCT revenues were \$4,366,000 over budget due to a projected increase in Hotel Occupancy Tax (HOT) and Alcohol & Beverage Tax (ABT) collections, which have recovered to that of pre-pandemic levels. CCT expenses were \$10,372,000 under budget primarily due to savings from the 2021 bond refunding.

**3 Development Services.** City Council increased DEV's budget by \$14,165,000 on August 10 by resolution #22-1139 for the purchase of a property for the Stemmons Project and by \$835,000 on September 28 by ordinance #32301 for additional Stemmons Project expenses and salary expenses as a result of staff added mid-year. DEV revenues were \$9,192,000 over budget due to higher than budgeted multi-family and remodel permit activity. DEV expenses were \$708,000 under budget due to salary savings associated with vacant positions, partially offset by overtime expenses and professional services costs for plan review.

**4 Municipal Radio.** WRR revenues were \$408,000 under budget primarily due to declines in arts-related advertising revenues. WRR will use fund balance to offset lost revenue. On June 9, City Council approved the transfer of operation of WRR to KERA. WRR expenses were \$184,000 under budget due to salary savings associated with a vacant position and lower-than-expected music licensing fees.

**5 Sanitation Services.** City Council increased SAN's budget by \$2,162,000 on May 11 by ordinance #32193 due to the increase in fuel prices. SAN revenues were \$6,085,000 over budget due to stronger than anticipated residential collection revenues. SAN expenses were \$1,032,000 under budget due to salary savings from vacant positions.

**6 Storm Drainage Management - Dallas Water Utilities.** City Council increased SDM's budget by \$2,500,000 on May 11 by ordinance #32193 to support capital construction and equipment purchases. The budget increase was supported by use of fund balance. SDM revenues were \$3,436,000 over budget due to higher than budgeted collection rates, ongoing state utility assistance programs, and increases in impervious area in new development.

**7 Water Utilites.** City Council increased DWU's budget by \$33,036,000 on May 11 by ordinance #32193 to support capital construction and equipment purchases. DWU revenues were \$66,690,000 over budget due to higher than expected consumption attributed to dry weather. DWU expenses were \$6,471,000 under budget due to the close out of old bond funds and the balances transferred to the debt service sinking fund and salary savings due to vacant positions, partially offset by an increased cost in fuel.

## VARIANCE NOTES

**8 Bond and Construction Management.** BCM revenues were \$2,725,000 under budget, while expenses were \$3,410,000 under budget due to salary savings associated with vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

**9 Equipment and Fleet Management.** City Council increased EFM's budget by \$7,743,000 on May 11 by ordinance #32193 and by \$1,943,000 on September 28 by ordinance #32301 for increased fuel cost and department chargebacks. EFM expenses were \$2,024,000 under budget primarily due to a larger than anticipated decrease in fuel prices after the summer months. EFM revenues were \$1,685,000 under budget, as the decrease in fuel prices resulted in reduced chargebacks to customer departments.

**10 Express Business Center.** EBC revenues were \$573,000 over budget due to an increase in auto pound sales. EBC expenses were \$113,000 under budget due to salary savings associated with vacant positions.

**11 Information Technology.** ITS expenses were \$8,125,000 under budget primarily due to salary savings associated with vacant positions and savings in professional services due to contract delays originally scheduled to be completed in FY 2021-22 but moved to FY 2022-23.

**12 Radio Services.** City Council increased Radio Services' budget by \$381,000 on May 11 by ordinance #32193 for consulting and engineering support for the P25 Radio System Project. Radio Services expenses were \$1,986,000 under budget primarily due to lower Master Lease payments.

**13 9-1-1 System Operations.** City Council increased 911's budget by \$467,000 on May 11 by ordinance #31293 for costs associated with the transition of 911 call centers from an analog network to a digital network (ESINet). 911 revenues were \$1,013,000 over budget due to increased collections for wireless and wireline fees. 911 expenses were \$1,169,000 under budget due to lower than budgeted expenses related to the Next Generation 911 project.

**14 Debt Service.** Debt Service expenses were \$19,229,000 under budget due to interest savings realized in the November 2021 bond sale and a lower than budgeted cash payment to pay off Commercial Paper, and a refunded bond series resulting in additional interest savings for FY 2021-22.

**15 Employee Benefits.** Expenses are projected to be \$6,208,000 over budget primarily due to an increase in high cost claimants in the last four months of the fiscal year. Revenues were \$860,000 over budget due to higher participation in voluntary products like dental and FSA spending accounts in which enrollees incur the full cost, partially offset by a steady decline in medical enrollment by retirees.

**16 Risk Management.** Risk Management revenues were \$6,779,000 over budget primarily due to a \$5,000,000 transfer from the General Fund to the Liability Fund for environmental remediation efforts and other liability considerations. Risk Management expenses were \$12,469,000 under budget primarily due to a delay in anticipated claims expenses and lower-than-expected payout in FY 2021-22 resulting in some claims to be moved over to FY 2022-23, partially offset by higher-than-anticipated cost in worker's compensation claims.



# FINANCIAL MANAGEMENT

# PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

## OVERVIEW

City Council originally adopted the Financial Management Performance Criteria (FMPC) on March 15, 1978, to provide standards and guidelines for the City's financial managerial decision making and to provide for a periodic review of the criteria to maintain standards and guidelines consistent with current economic conditions. The FMPC contain 55 criteria in seven different categories, in addition to 13 criteria specific to Dallas Water Utilities.

Operating Program: Criteria 1-14

Pension Program: Criteria 15-16

Budgeting and Planning: Criteria 17-25

Capital and Debt Management: Criteria 26-41

Economic Development: Criteria 42-49

Accounting, Auditing, and Financial Planning: Criteria 50-52

Grants and Trusts: Criteria 53-55

Dallas Water Utilities: Criteria DWU 1-13

City Council approved the most recent revision to the FMPC in June 2021. The status of each criterion is updated annually and presented with the annual budget, at year-end, and for each debt issuance.

Revisions:

09/27/1978

07/08/1981

09/28/2011

10/08/2014

12/13/2017

06/09/2021

8/10/2022

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

### OPERATING PROGRAM

**1. Property Tax Revenue Limit.** The year-to-year increase of actual revenue from the levy of the ad valorem tax will generally not exceed 3.5%; excluding taxable value gained through annexation or consolidation; excluding the value gained through new construction; excluding expenditure increases mandated by the voters or another governmental entity; and not excluding the valuation gained through revaluation or equalization programs.

Calculation:  
Year-to-year change in revenue: \$46.9 million  
Less  
Change in Voter Mandated Debt: \$129.3 million  
New Construction: \$24.9 million  
Adjusted Revenue: \$(107.2) million  
Percentage Change: (9.0%)

**Status:** In compliance.

**2. Unassigned Fund Balance Minimum.** The unassigned fund balance of the General Fund, which includes the Emergency and Contingency Reserves, shall be maintained within a range of not less than 50 days and not more than 70 days of the General Fund operating expenditures less debt service. Funds will be allocated from unassigned fund balance only after the City Manager has prepared an analysis and presented it to the City Council. If at any point the unassigned fund balance drops below the 50-day minimum, the City Manager will prepare a plan of how the unassigned fund balance will be brought into compliance, including over multiple years if necessary. If unassigned fund balance exceeds 70 days, the City Manager will recommend to the City Council to use the excess for one-time or non-recurring costs.

Calculation:  
FY 2021-22 (Actual) Emergency Reserve: \$50 million  
FY 2021-22 (Actual) Contingency Reserve: \$9.3 million  
FY 2021-22 (Actual) Residual: \$269.8 million  
Total: \$329.0 million (76.5 days)

**Status:** In compliance.

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

**3. Contingency Reserve.** The Contingency Reserve, a component of unassigned fund balance, shall be used to provide for unanticipated needs that arise during the year; for example, expenses associated with new service needs that have been identified after the budget process, new public safety or health needs, revenue shortfalls, service enhancements, or opportunities to achieve cost savings. Funds shall be allocated from the Contingency Reserve only after an analysis has been prepared by the City Manager and presented to the City Council outlining the initial and recurring costs associated with the adopted expenditure. Additionally, these funds would be used prior to use of the Emergency Reserve Funds. Funds shall be allocated each year in the budget process to establish and maintain the balance of the Contingency Reserve at a level ranging from 0.5 percent to 1.0 percent of General Fund operating expenditures less debt service. **Status:** In compliance. The FY 2021-22 (Actual) Contingency Reserve level is \$9.3 million, or 0.59% of the FY 2021-22 General Fund Actuals.

**4. Emergency Reserve.** The Emergency Reserve, a component of unassigned fund balance, shall be used to provide for temporary financing of unanticipated or unforeseen extraordinary needs of an emergency nature; for example, costs related to a natural disaster or calamity, a 5 percent decline in property values, or an unexpected liability created by federal or state legislative action. Funds shall be allocated from the Emergency Reserve only after an analysis has been prepared by the City Manager and presented to City Council. The analysis shall provide enough evidence to establish that the remaining balance is adequate to offset potential downturns in revenue sources. The analysis shall address the natures of the adopted expenditure and the revenue requirement in subsequent budget years. Prior to allocating funds from the Emergency Reserve, the City Council shall find that an emergency or extraordinary need exists to justify the use of these funds. Management shall designate up to 5 percent of the General Fund operating expenditures less debt service but not less than \$50 million to the Emergency Reserve. Use of the Emergency Reserve shall require a supermajority of City Council. **Status:** In compliance. The FY 2021-22 (Actual) Emergency Reserve is \$50 million.

**5. Operating Reserve.** The Risk Reserve shall be maintained at a level, which, together with purchased insurance policies, adequately protects the City's assets against loss. An analysis shall be conducted every three years or when the deductible level of the City's property insurance is modified (whichever is earlier), to determine the appropriate level of this reserve. **Status:** In compliance. The FY 2021-22 (Actual) Risk Reserve is \$3.0 million.

**6. Prohibition of Debt for Operating Expenditures.** Debt will not be used to fund current operating expenditures. **Status:** In compliance.

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

**7. Enterprise Funds Full Cost Funding.** Each enterprise fund of the City will maintain revenues which support the full (direct and indirect) cost of the fund. In addition, each Enterprise Fund should maintain at least 30 days of budgeted operations and maintenance expense in net working capital and avoid cash deficits. Enterprise Funds will maintain positive balances. **Status:** In compliance.

**8. Liability/Claim Fund.** A General Fund liability fund shall be budgeted annually to provide for outstanding and anticipated claims expense and resulting liabilities during the budget year. An individual judgment settlement cap is set at \$5,000,000. The Emergency Reserve will be accessed should the cap be exceeded. An independent actuarial analysis shall be conducted every two years to determine the appropriate level of this fund. Additionally, the liability fund will include an allocation for unanticipated affirmative litigation. **Status:** In compliance.

**9. Landfill Closure/Post-Closure Reserve.** Consider the establishment of a Landfill Closure/Post-Closure Reserve to provide for any future potential liabilities. Analysis will be performed periodically to determine appropriate timing and amount of funding needs. Funds could be allocated from an increase in user fees. **Status:** Establishment of reserve is not recommended at this time.

**10. Facilities Replacement versus Maintenance Analysis.** Operating expenditures will be programmed to include current costs of fully maintaining City facilities, including parks, streets, levees, vehicles, buildings, and equipment. A cost-benefit analysis will be performed on replacement cost versus projected required maintenance costs to determine the level at which City facilities should be maintained. The analysis will also determine the long-term cost of any potential deferred maintenance cost. Normal maintenance will be funded through the operating budget. **Status:** Not in compliance.

**11. Annual Assessment of Equipment and Maintenance.** An annual assessment and five-year projection for all equipment and maintenance needs should be performed, and a maintenance and replacement schedule developed based on the projection. **Status:** Not in compliance.

**12. User Fees Review.** An annual review of selected fees and charges will be conducted to determine the extent to which the full cost of associated services is being recovered by revenues. All fees and charges will be reviewed at least once every four years. Where feasible and desirable, the City shall set fees and charges to achieve full cost recovery. The

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

City may subsidize the services funded by fees or charges based on other City objectives. If an individual fee increases to achieve full cost recovery is greater than 50 percent, the City may opt to phase the fee increase over three years. **Status:** In compliance.

**13. Employee Benefits Fund Minimum Cash Reserve.** The Employee Benefits Fund will maintain a cash reserve of at least the anticipated end-of-year claims incurred but not paid, and other current liabilities. This does not include incurred but not reported (IBNR) claims. The Employee Benefits Fund will maintain a positive cash balance. **Status:** In compliance.

**14. Internal Service Funds and Enterprise Funds Cash Balances.** Internal Service Funds and Enterprise Funds will maintain positive cash balances. **Status:** Not in compliance. Bond Program Fund cash balance is negative when accounting for encumbrances.

### PENSION PROGRAM

**15. Sufficient Funding for Retirement Systems.** All retirement systems will be financed in a manner to systematically fund liabilities. The City will assure sufficient funds are provided to pay current service plus interest on unfunded liabilities plus amortization of the unfunded liabilities over a programmed period. No less than annual reviews will be provided to City Council by the pension funds. **Status:** In compliance.

**16. Actuarial Analysis Required on Retirement Systems.** Actuarial analysis will be performed annually on all retirement systems. Adjustments in benefits and contributions will be authorized only after meeting the test of actuarial soundness. All health plans should have actuarial reviews performed at least biennially to determine the required levels of funding necessary. These health plans shall be financed in a manner to ensure sufficient funds are available to fund current liabilities and provide some reserve levels for extraordinary claims. **Status:** In compliance.

### BUDGETING AND FINANCIAL PLANNING

**17. Balanced Budget.** The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of unassigned fund balance accumulated through prior year surplus. Nonrecurring or one-time revenues should, to the extent possible, only be used for one-time expenditures (expenditures not expected to reoccur and requiring future appropriations) to avoid future shortfalls. **Status:** In compliance.

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

**18. Five-Year Revenue and Expenditure Projection.** Management will project revenues and expenditures annually for at least five years beyond the current year for the General Fund and each Enterprise Fund of the City. **Status:** In compliance.

**19. Financial Monitoring.** Financial systems will be maintained to monitor expenditures, revenues, and performance of all municipal programs on an ongoing basis. **Status:** In compliance.

**20. Operating Impact of Capital Improvements.** Prior to authorization of new or replacement facilities/buildings or renovation of previously decommissioned facilities/buildings, the City Manager will provide the total estimated capital cost and five-year forecast of ongoing operating and maintenance costs to City Council. Operating expenditures will be programmed to include the cost of implementing service of the capital improvements, and future revenues necessary for these expenditures will be estimated and provided for prior to undertaking the capital improvement. The City Council will authorize each new or reopened facility/building by super-majority vote. **Status:** In compliance.

**21. Comparison of Financial Performance to FMPC.** A report reflecting end of fiscal year status of performance against these criteria will be prepared within 60 days after official presentation of the Comprehensive Annual Financial Report to the City Council. A pro forma report reflecting Adopted Budget status will be submitted with the City Manager's Adopted Budget each year. **Status:** In compliance.

**22. Two-Year Balanced Budget.** Each year, the City Manager shall develop and present to the City Council a two-year balanced budget. The City Council will adopt a one-year budget and set the property tax rate in accordance with State law annually. Expenditures shall be budgeted and controlled so as not to exceed current revenues in each year or City Council approved used of fund balance. **Status:** In compliance.

**23. Over-65 and Disabled Homestead Exemption.** The City will compare the current disabled and over-65 exemption to the most recent annual Consumer Price Index for the Elderly (CPI-E), and the year-over-year change in the average residential market value (whichever is greater) annually and provide the analysis of each scenario to City Council for consideration prior to June 30 for possible modification of this property tax exemption. Changes to property tax exemptions must be provided to the appraisal districts no later than June 30. **Status:** In compliance. Increased exemption on June 8, 2022.

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

**24. No-New-Revenue Tax Rate Scenario.** The City Manager will develop an estimated No-New-Revenue Tax Rate budget scenario and, if different from the City Manager's recommended budget required by Chapter 11, Section 1 of the City Charter, will provide it to the City Council at the same time. The estimated No-New-Revenue Tax Rate budget scenario will include a prioritized list of services/expenses that could be funded and a prioritized list of services/expenses that could not be funded with the estimated no-new-revenue tax rate. **Status:** In compliance. The City Manager provided a no-new-revenue tax rate scenario for FY 2021-22.

**25. Competitive Pay.** The City shall attract, develop, motivate, reward, and retain a high-performing and diverse workforce. The City Manager shall provide analyses and recommendations for the City Council to consider each year in the budget development process to adjust employee pay. The recommendation for adjustments to uniformed employee pay will conform with the applicable meet and confer agreement. The recommendation for adjustments to non-uniformed/civilian employee pay will consider: (1) an annual survey of peer governmental entities; (2) an annual review of the Massachusetts Institute of Technology living wage; (3) a total compensation study every three years to assess market competitiveness; (4) parity with uniformed employee pay adjustments; and (5) budget capacity. **Status:** In compliance.

### CAPITAL AND DEBT MANAGEMENT

**26. Matching of Bonds and Useful Life of Project.** Any capital projects financed through the issuance of bonds shall be financed for a period not to exceed the expected useful life of the project (for example, bonds issued for street resurfacing shall be financed for a period not to exceed 10 years). **Status:** In compliance.

**27. General Obligation (GO) Debt to Market Value of Taxable Property Limit.** The net (non-self-supporting) General Obligation (GO) debt (principal) of Dallas will not exceed 4.0% of the true market valuation of the taxable property of Dallas. **Status:** In compliance. 0.9%.

**28. Direct and Overlapping Debt to Market Value of Taxable Property Limit.** Total direct plus overlapping debt shall be managed to not exceed 8% of market valuation of taxable property of Dallas. All debt, which causes total direct plus overlapping debt to exceed 6.0% of market valuation, shall be carefully planned and coordinated with all overlapping jurisdictions. **Status:** In compliance. 0.9%.

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

**29. Average GO Bond Maturities.** Average (weighted) GO bond maturities (exclusive of Pension Obligation bonds) shall be kept at or below 10 years. **Status:** In compliance. 6.78 years.

**30. GO Debt Service to Governmental Fund Expenditure Limit.** Annual GO debt service (contribution), including certificates of obligation (CO) debt for risk management funding, shall not exceed 20% of the total governmental fund expenditures (composed of general fund, special funds, debt service funds, and capital project funds). **Status:** In compliance. 17.8%.

**31. Per Capita GO Debt to Personal Income Limit.** Per capita GO debt, including COs, equipment acquisition notes and GO bonds, will be managed to not exceed 10% of the latest authoritative computation of Dallas' per capita annual personal income as determined by the U.S. Department of Commerce Bureau of Economic Analysis. **Status:** In compliance. 4.4%.

**32. Debt Financing for Betterment of Capital Improvements.** Debt may be used to finance betterments intended to extend service life of original permanent capital improvements under the following conditions:

- the original improvement is at or near the end of its expected service life;
- the betterment extends the life of the original improvement by at least one-third of the original service life;
- the life of the financing is less than the life of the betterment; and
- the betterment is financed through either COs or GOs.

**Status:** In compliance.

**33. Interest Earnings from GO Bond Proceeds.** Interest earnings from GO bonds shall be used solely to fund capital expenditures, debt service, or used to fund a reserve for capital contingencies. **Status:** In compliance.

**34. Certificate of Obligation Uses.** COs should be used only to fund tax-supported projects previously approved by the voters; or for risk management funding as authorized by the City Council; or non-tax revenue-supported projects approved by City Council. **Status:** In compliance.

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

**35. Certificate of Obligation (CO) Limit as Percentage of GO Debt.** CO debt, including that for risk management funding supported by an ad valorem tax pledge, should not exceed 15% of total authorized and issued GO debt. All COs issued in lieu of revenue bonds should not exceed 10% of outstanding GO debt. **Status:** In compliance. 6.3%.

**36. COs for Enterprise Projects.** COs for an enterprise system will be limited to only those projects that can demonstrate the capability to support the certificate debt either through its own revenues or another pledged source other than ad valorem taxes. **Status:** In compliance.

**37. CO Authorization Limit.** CO authorization will remain in effect for no more than five years from the date of approval by the City Council. **Status:** In compliance.

**38. CO Authorization Limit for Risk Management Funding.** COs authorized for risk management funding shall be issued for a term not to exceed 20 years. **Status:** In compliance.

**39. Advance and Current Refunding Criteria.** Advance refunding and forward delivery refunding transactions should be considered when the net present value savings as a percentage of the par amount of refunded bonds is at least 4%. Current refunding transactions should be considered when the net present value savings as a percentage of the par amount of refunded bonds is at least 3%. **Status:** In compliance.

**40. Enterprise Fund Debt Reserve Requirements.** Each Enterprise Fund (where applicable) will maintain fully funded debt service reserves. A surety bond (or other type of credit facility such as a letter of credit) may be used in lieu of funding the reserve if the former is economically advantageous. **Status:** In compliance.

**41. GO Debt Service Fund Minimum Reserve.** The City shall maintain a reserve in the General Obligation Debt Service Fund equal to 5% of the following year's annual principal and interest debt service expense. The Debt Service Fund tax rate and/or future debt will be structured to maintain this debt service reserve. **Status:** In compliance.

## ECONOMIC DEVELOPMENT

**42. Tax Increment Financing Zones Revenue Coverage.** Tax Increment Financing zones should be established where revenues will recover 1.25 times the public cost of debt to provide an adequate safety margin. **Status:** In compliance.

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

**43. Tax Increment Financing Zone Residential Limit.** A Tax Increment Financing Reinvestment Zone may not be created if more than 10% of the property in the adopted zone, excluding property dedicated for public use, is used for residential purposes. “Residential purposes” includes property occupied by a house, which is less than five living units. **Status:** In compliance.

**44. Reinvestment Zones to Total Tax Base Limit.** Pursuant to the provisions of the Texas Tax Code, the City creates reinvestment zones both for tax increment financing (“TIF RZ”) and for tax abatement (“TA RZ”). TA RZs are created to grant tax abatements on real or business personal property or both located in the TA RZ. For the FMPC, TIF RZs and TA RZs shall be referred to as Reinvestment Zones (“RZ”).

No RZ can be created if the total property tax base of certain TIF RZs plus the total real property and business personal property tax base (if there is business personal property tax being abated) of TA RZs exceeds 15% of the total tax base (all real and business personal property) of the City. Reinvestment zones that are no longer collecting tax increment or abating taxes (i.e. now contributing 100% to the City of Dallas property tax revenues) will be excluded from the calculation. **Status:** In compliance.

**45. Public Improvement District (PID) and TIF Service Impact Analysis.** All Public Improvement District (PID) and TIF proposals, even “pay-as-you-go” projects, will be evaluated for service impact. A five-year fiscal note must accompany any request to establish a PID or TIF including repayment terms of any inter-fund borrowing. **Status:** In compliance.

**46. PID and TIF Debt Issuance Criteria.** All adopted PID or TIF debt issuances supported by a district's revenues are subject to the following criteria:

- Coverage Tests—The project should provide for revenues, net of overlapping taxes, of 1.25 times maximum annual debt service requirement. The issuance of TIF bonds may be considered prior to achieving coverage ratio of 1.25 if:
  - a developer or property owner provides a credit enhancement, such as a letter of credit or bond insurance from an AAA-rated financial institution, for the entire amount of the debt issue;
  - if there is insufficient TIF increment revenues to retire TIF bonds, which event consequently requires that the credit enhancement mechanism be called upon to service the TIF bonded indebtedness, contingent liability to reimburse a credit enhancer would be the sole liability of the developer or its affiliates;

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

- if there are changes in the rating of the financial institution providing credit enhancement, then that institution shall be replaced with an AAA-rated financial institution within 90 days; and
- If no replacement of an AAA-rated institution is provided, no further TIF bonds in advance of the 1.25 coverage ratio will be provided for any additional TIF projects undertaken by the developer or its affiliates.
- Additional Bonds Test—The project should include an additional bonds test parallel to the coverage test.
- Reserve Fund—The project should include a debt service reserve fund equal to the maximum annual debt service requirements.
- Limitations on Amount of PID/TIF Bonds—The total amount of PID/TIF indebtedness will be included and managed as part of the City's overlapping debt.
- The total amount of PID/TIF debt outstanding should generally not exceed 20% of the City's outstanding GO indebtedness.
- PID/TIF bonds should be limited to projects consistent with the City's previously adopted Financial Management Performance Criteria for debt issuance.
- PID bonds should be limited to those projects that can demonstrate the ability to support the debt either through its own revenues or another pledge source other than ad valorem taxes.
- PID/TIF bond authorizations should remain in effect for no more than five years from the date of City Council approval.

**Status:** In compliance.

**47. PID and TIF Debt Issuances Maturity Limit.** All adopted PID or TIF debt issuances must mature on or before the termination date of the respective PID or TIF district and, further, all bonds must also conform to the district's Financial Plan by maturing on or before the plan's projected date by which all district expenses would be paid. **Status:** In compliance.

**48. PID and TIF Unrated, High Yield Bond Limit.** The City will not propose the issuance of any unrated, high yield PID/TIF bond that could be labeled a "high-risk bond," except for small (less than \$5 million) private placements coordinated with the City's Financial Advisor. All projects must be carefully evaluated for creditworthiness and meet the criteria above, whether a credit rating is obtained. **Status:** In compliance.

**49. PID and TIF Bond Use.** The City should use PID/TIF bonds only when other options have been considered. **Status:** In compliance.

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

### ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

**50. Conformance with Generally Accepted Accounting Principles (GAAP).** The City will establish and maintain a high degree of accounting practices that conform to Generally Accepted Accounting Principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB). The GASB is the independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments. **Status:** In compliance.

**51. Annual Independent Audit and Financial Report.** Management will contract with an independent public accounting firm for an annual audit, with the subsequent issuance of an official Annual Comprehensive Financial Report (ACFR) in conformity with GAAP and applicable State statutes. **Status:** In compliance.

**52. Full Disclosure in Financial Statements and Bond Representations.** Full disclosure will be provided in the annual financial statements and bond representations. **Status:** In compliance.

### GRANTS AND TRUSTS

**53. Grants and Gifts Compliance.** All grants will be managed to comply with the laws, regulations and guidance of the grantor; and all gifts and donations will be managed and expended according to the wishes and instructions of the donor. **Status:** In compliance.

**54. Pre-Acceptance Fiscal Review.** Prior to acceptance of proposed gifts and donations and governmental grants, a fiscal review will be conducted. The review should consider matching requirements, impacts on both revenues and expenditures for the next five years, whether the objectives of the gifts, donation or grants meet the strategic goals of the City, and any potential impact of loss of funds. **Status:** In compliance.

**55. Full Cost Recovery from Grants.** For each federal and state grant received by the City, staff will consider the feasibility and appropriateness of minimizing the use of local funds for indirect and/or administrative costs that are attributable to the grant and eligible or allowable expenses based on the grant agreement. Indirect and/or administrative costs will be recovered from the grant as defined by the grant agreement or as defined on the Indirect Cost Rate Proposal Plan calculated based upon the costs established in the Cost Allocation Plan (prepared annually). **Status:** In compliance.

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

### DALLAS WATER UTILITIES (DWU)

**DWU-1. Matching of Current Revenues and Expenses.** Current revenues will be sufficient to support current expenses including debt service and other obligations of the system. **Status:** In compliance.

**DWU-2. Use of Long-Term Debt.** Long-term debt will be used only for capital expansion, replacement and improvement of plant, not for current expenses. **Status:** In compliance.

**DWU-3. Short-Term Debt Authorization.** Short-term debt, including tax-exempt commercial paper, will be used as authorized for interim financing of projects which result in capital improvements. The authorization of tax-exempt commercial paper will be limited to 20% of the 10-year capital improvement program in effect at the time of the commercial paper authorization. No commercial paper program will be authorized for more than ten years. Outstanding tax-exempt commercial paper will never exceed the amount authorized by City Council. **Status:** In compliance.

**DWU-4. Contingency Reserve Sufficiency.** Contingency reserves will be appropriated at a level sufficient to provide for unanticipated, nonrecurring expenditures. **Status:** In compliance.

**DWU-5. Debt Financing Maturity Limit.** Debt financing for capital projects will not exceed the useful life of the asset, and in no case shall the term exceed 30 years. **Status:** In compliance.

**DWU-6. Unreserved Cash Balance Minimum.** An unreserved cash balance will be maintained such that it provides a minimum quick ratio of 1.50 and at least 30 days of budgeted expenditures for operations and maintenance in net working capital. **Status:** In compliance.

**DWU-7. Debt Service Coverage Requirements.** Net revenues available for debt service should be at least 1.5 times the maximum annual principal and interest requirements of relevant outstanding revenue bonds at the end of the fiscal year, and at least 1.3 times maximum-year requirements at all times, measured during a fiscal year using the previous year net revenues available for debt service. **Status:** In compliance.

# FINANCIAL MANAGEMENT

## PERFORMANCE CRITERIA

YEAR ENDING SEPTEMBER 30, 2022 (FY 2021-22)

**DWU-8. Use of Excess Current Revenues.** Current revenues which are more than operating expenses and debt service will be used for capital expenditures and other water and wastewater purposes. **Status:** In compliance.

**DWU-9. Funding from Current Rates Relationship to Depreciation Expense.** Funds available from current rates in each fiscal year for system rehabilitation, replacement, and expansion will be appropriated equal to or more than financial statement depreciation expense reasonably estimated in the same year. **Status:** In compliance.

**DWU-10. Capital Financing Methods and Equity to Debt Ratio.** Capital financing will be provided through a combination of revenue bonds, current revenues, contributed capital, and short-term debt. An equity to debt ratio of at least 20% should be maintained on all capital projects. **Status:** In compliance.

**DWU-11. Cost of Services Studies.** Retail cost of service studies will be performed at least every two years and reviewed annually. Rate adjustments will be recommended when required, but, normally, no more frequently than annually. **Status:** In compliance.

**DWU-12. Wholesale Water and Wastewater Rates.** Wholesale treated water rates for customer cities and other governmental entities will be determined based on the inter-city agreement currently in effect. Wholesale wastewater and untreated water rates will be determined based on contractual agreements with wholesale customers. Rates shall be adjusted annually if cost of service studies indicates a need therefore. **Status:** In compliance.

**DWU-13. Use of Funds Generated by DWU.** Funds generated by DWU will be used solely for the development, operation, and maintenance of the water and wastewater utility system. **Status:** In compliance.



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-726

**Item #:** H.

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Appointment of the City Auditor  
[City Manager's Office]

# Memorandum



CITY OF DALLAS

DATE March 10, 2023

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

SUBJECT **Appointment of the City Auditor**

## **Background – Appointment of the City Auditor**

Dallas City Charter Chapter IX, Sec. 1 provides for the selection of a city auditor, who holds office for a period of two years and until a successor shall be chosen and shall qualify, and who is appointed by the city council after being “nominated in accordance with a nomination procedure established by ordinance.” Dallas City Code, Chapter 2, § 2-17.2 outlines the process for nomination, selection, appointment, and reappointment of the city auditor. The appointment of the city auditor does not include a written contract of employment.

In accordance with the Charter, the city auditor holds office for a period of two years and until reappointment or a successor shall be chosen and qualifies. City Auditor Mark Swann’s signed offer letter is dated March 27, 2019 and his original appointment date was amended to start May 1, 2019. Thus, the conclusion of the first two-year period was May 1, 2021. On April 28, 2021, Mr. Swan was reappointed by the City Council to serve two additional years ending on May 1, 2023.

## **Process**

Dallas City Code, Chapter 2, § 2-17.2 provides that the Government Performance and Financial Management Committee (GPFM) may act (as directed by the City Council or on its own initiative) as the nominating committee and nominate the incumbent city auditor for reappointment by the City Council. Reappointment under this process would require a majority vote of nomination by GPFM, and a majority vote of reappointment from the City Council. If the city auditor is not reappointed, the process for City Council appointment of a city auditor nominating commission must be followed, as outlined in Dallas City Code, Chapter 2, § 2-17.2(a) through (f).

## **Timeline and Next Steps**

Mr. Swann’s current two-year period concludes on May 1, 2023. If the intent is to nominate the incumbent for reappointment, the GPFM may nominate Mr. Swann as the incumbent city auditor for City Council approval. If approved by majority vote of the City Council, the incumbent will be notified of the reappointment by letter.

DATE March 10, 2023  
SUBJECT **Appointment of the City Auditor**  
PAGE **2 of 2**

Please feel free to reach out to me or Nina Arias, Director of Human Resources, if you have any questions or need additional information.



Kimberly Bizer Tolbert  
Deputy City Manager

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

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

April 28, 2021

**WHEREAS**, on August 22, 2018, City Council considered appointments to the City Auditor Nominating Commission for the purpose of nominating one or more candidates for City Auditor in accordance with Section 2-17.2 of the Dallas City Code by Resolution No. 18-1196; and

**WHEREAS**, on February 21, 2019, the City Auditor Nominating Commission recommended three applicants to the City Council for consideration for appointment as Dallas City Auditor; and

**WHEREAS**, on March 27, 2019, City Council appointed Mark S. Swann as City Auditor for the City of Dallas for a two-year term and established his annual base salary of \$200,000.00, by Resolution No. 19-0466; and

**WHEREAS**, on February 22, 2021, the City Council's Government Performance and Financial Management Committee unanimously voted to serve as the nominating commission for the purpose of nominating the incumbent City Auditor, Mark S. Swann, CPA for reappointment by the full City Council to a two-year term to commence beginning May 1, 2021.

**Now, Therefore,**

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DALLAS:**

**SECTION 1.** That Mark S. Swann is hereby reappointed as City Auditor for the City of Dallas for a two-year term, effective May 1, 2021.

**SECTION 2.** That Mark S. Swann's annual salary remains at \$200,000.00.

**SECTION 3.** That this resolution shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Dallas, and it is accordingly so resolved.





Agenda Information Sheet

File #: 21-526

Item #: 7.

**STRATEGIC PRIORITY:** Government Performance and Financial Management

**AGENDA DATE:** April 28, 2021

**COUNCIL DISTRICT(S):** All

**DEPARTMENT:** Department of Human Resources

**EXECUTIVE:** Kimberly Bizer Tolbert

**SUBJECT**

A resolution reappointing Mark S. Swann, as City Auditor for a two-year term, effective May 1, 2021 - Not to exceed \$477,380.00 - Financing: General Fund

**BACKGROUND**

The Government Performance and Financial Management Committee was briefed on May 26, 2020, October 26, 2020, and January 25, 2021. Additionally, the draft update to the City Auditor Responsibilities and Administrative Procedures went through two comment periods: July 13, 2020 to August 31, 2020 and December 24, 2020 to January 11, 2021. On January 25, 2021, the Government Performance and Financial Management Committee recommended City Council approval of the Fiscal Year 2021 Audit Plan.

**PRIOR ACTION/REVIEW (COUNCIL, BOARDS, COMMISSIONS)**

On February 24, 2021, City Council authorized an amendment to Resolution No. 90-4072, previously approved on December 12, 1990, which approved the update to the City Auditor Responsibilities and Administrative Procedures by Resolution No. 21-0432.

**FISCAL INFORMATION**

Fund	FY 2021	FY 2022	Future Years
General Fund	\$99,453.00	\$238,690.00	\$139,237.00



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-728

**Item #:** I.

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City's Financial System Modernization and IT Services Transition to Cloud Services  
[Information & Technology Services]

# Memorandum



CITY OF DALLAS

DATE March 17, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **City's Financial System Modernization and IT Services Transition to Cloud Services**

An agenda item for the upgrade of the City's core financial management system is scheduled to go before the City Council for approval on April 26, 2023.

The Advantage system is utilized by all departments within the City for recording and processing of all budget expense, procurement, and financial accounting transactions. The system includes over 30 data file integrations with many enterprise business applications such as human resources/payroll, utility billing, and banking services.

The proposed contract is a 5-year agreement to upgrade the existing applications, Financial Management, Procurement and Vendor Self Service to the latest release of CGI Advantage Cloud. This project includes the incorporation of additional modules for Travel and Expense Management, Grants Lifecycle Management for Grantee, Cash Management, including Debt Management.

The scope of the engagement includes consulting services necessary to support the upgrade by

- Re-engineering the City's highest priority business processes using Human Centered Design methodology
- Configuring the upgraded CGI Advantage applications to align to the City's business processes
- Converting the City's highest priority reports to new dashboards, scorecards and ad hoc reports
- Identifying two (2) high-value business processes for automation using Robotic Process Automation (RPA)
- Developing and executing end user training on new features and user interface for over 600 users prior to the upgraded system going live

Information & Technology Services (ITS) supports the Advantage hardware and software which was last upgraded in May 2014. The proposed upgrade will transition the City from an on-premise infrastructure to the CGI Advantage Cloud which will reduce the City's technical debt, make the system more secure, and increase operational efficiencies including easier integration with other enterprise applications.

DATE March 17, 2023  
SUBJECT **City's Financial System Modernization and IT Services Transition to Cloud Services**  
PAGE **2 of 2**

If you have any questions, please contact William (Bill) Zielinski, Chief Information Officer, and Director of Information & Technology Services at [william.zielinski@dallas.gov](mailto:william.zielinski@dallas.gov).



Jack Ireland  
Assistant City Manager

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

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



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-727

**Item #:** J.

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Upcoming Agenda Item 23-492 for April 12, 2023: A Supplemental Agreement No. 1 to the Contract for disclosure counsel legal services with Norton Rose Fulbright US LLP and Kintop Smith, PLLC, to replace Kintop Smith, PLLC with the Hardwick Law Firm, LLC, to provide co-disclosure counsel legal services, such supplement approved as to form by the City Attorney  
[City Attorney's Office]

**STRATEGIC PRIORITY:** Government Performance and Financial Management  
**AGENDA DATE:** April 12, 2023  
**COUNCIL DISTRICT(S):** N/A  
**DEPARTMENT:** Office of Procurement Services  
**EXECUTIVE:** Jack Ireland

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## **SUBJECT**

Authorize Supplemental Agreement No. 1 to the City's contract for disclosure counsel legal services with Norton Rose Fulbright US LLP and Kintop Smith, PLLC, to replace Co-Disclosure Counsel, Kintop Smith, PLLC, with Hardwick Law Firm, LLC - Financing: Disclosure Counsel fees to be paid from bond proceeds, General Fund, Aviation Funds, Convention Center Funds, and/or Water Utilities Funds, contingent upon completion of each bond sale, in accordance with the hourly rates and opinion fees as set forth in Attachment A.

## **BACKGROUND**

The scope of services for this contract includes assisting City staff, together with the financial advisor and bond counsel, with meeting its disclosure obligations under federal securities laws in connection with the issuance, sale and delivery of City obligations. As an issuer of municipal bonds, the City is obligated to ensure that any offering documents used in the offering of its bonds meet the requirements of federal securities laws, as well as to annually file certain financial information and provide notice of certain events that may affect the City's ability to repay the bonds. The City must make such disclosure filings with the Municipal Securities Rulemaking Board (MSRB) through its Electronic Municipal Market Access (EMMA). Substantially all of the responsibilities under this contract will be performed by attorneys.

On August 26, 2020, City Council authorized (1) a contingency fee contract for disclosure counsel legal services with Norton Rose Fulbright US LLP and co-disclosure counsel Kintop Smith, PLLC; and (2) a contingency fee contract with McCall, Parkhurst & Horton, L.L.P. and Escamilla & Poneck, LLP and a contingency fee contract with Bracewell LLP and West & Associates, LLP for bond counsel and co-bond counsel services by Resolution No. 20-1251 which will expire on August 31, 2025.

On October 7, 2021, Kintop Smith, PLLC submitted a formal Notice of Termination of the Contract to the City informing the City that, effective November 6, 2022, Kintop Smith, PLLC was discontinuing its status as a legal entity and would be unable to continue to represent the City as Co-Disclosure Counsel. Pursuant to House Bill 2826, effective

September 1, 2019, a special public notice needs to be added to the council agenda that contains City Council consideration of a contingency fee contract for legal services.

**PRIOR ACTION/REVIEW (COUNCIL, BOARDS, COMMISSIONS)**

On August 26, 2020, City Council authorized (1) a contingency fee contract for disclosure counsel legal services with Norton Rose Fulbright US LLP and Kintop Smith, PLLC; and (2) a contingency fee bond contract with McCall, Parkhurst & Horton, L.L.P. and Escamilla & Poneck, LLP and a contingency fee contract with Bracewell LLP and West & Associates, LLP for bond counsel and co-bond counsel services by Resolution No. 20-1251.

**FISCAL INFORMATION**

The fees for legal services provided by the disclosure counsel and co-disclosure counsel firms in connection with the issuance, sale and delivery of the City’s bonds are contingent upon the sale and delivery of the bonds and are payable from bond proceeds, General Fund, Aviation Funds, Convention Center Funds, and/or Water Utilities Funds, as applicable as follows:

**FIRM**

**FEE**

Norton Rose Fulbright US LLP  
Disclosure Counsel

Hourly rate fee for services rendered, plus an opinion fee of \$0.21 per \$1,000.00 of increment of bonds issued. See Attachment A to council resolution.

Hardwick Law Firm, LLC  
Co-Disclosure Counsel

Hourly rate fee for services rendered, plus an opinion fee of \$0.14 per \$1,000.00 of increment of bonds issued. See Attachment A to council resolution.

**OWNER**

**Norton Rose Fulbright US LLP**

Paul A. Braden, Partner, Head of Public Finance, United States

**Hardwick Law Firm, LLC**

Herbert E. Hardwick, Partner

## ATTACHMENT A

### DISCLOSURE COUNSEL AND CO-DISCLOSURE COUNSEL FEES

Contingent fees for Disclosure Counsel services, in connection with a proposed issuance of City's Bonds shall be: (1) payable at the hourly rates set forth below for Disclosure Counsel services rendered in connection with a bond issuance, plus \*(2) an additional bond disclosure opinion fee of \$.21 per \$1,000 of increment of bonds sold shall be payable for the Rule 10b-5 disclosure opinion rendered by Disclosure Counsel in connection with each issuance of City Bonds.

<b><u>Disclosure Counsel</u></b>	<b><u>Hourly Rate</u></b>
Partners/Of Counsel	\$475.00
Senior Counsel/Senior Associates	\$375.00
Associates/Counsel	\$300.00
Paralegals	\$150.00

Contingent fees for Co-Disclosure Counsel services in connection with a proposed issuance of City's Bonds shall be: (1) payable at the hourly rates set forth below for Disclosure Counsel services rendered in connection with a bond issuance, plus \*(2) an additional bond disclosure opinion fee of \$.14 per \$1,000 of increment of bonds sold shall be payable for the Rule 10b-5 disclosure opinion rendered by Disclosure Counsel in connection with each issuance of City Bonds.

<b><u>Disclosure Counsel</u></b>	<b><u>Hourly Rate</u></b>
Partners//Of Counsel	\$475.00
Senior Counsel/Senior Associates	\$375.00
Associates/Counsels	\$300.00
Paralegals	\$150.00

In addition to the above Disclosure Services, the Law Firms shall be available to provide services at the same hourly rates noted above as directed by the City Attorney that may include similar projects outside of the issuance of bonds such as training for City staff and City Council with respect to disclosure rules, regulations and responsibilities and such other matters listed in the RFQ.

\*Note: The split between Disclosure Counsel and Co-Disclosure Counsel's additional fee per \$1,000 of increment bonds shall be negotiated between the firms and the total rate submitted must be comparable to the City's current bond counsel rate but shall not exceed seventy percent (70%) of the amount the City currently pays its bond counsel. The current rate for Bond Counsel and Co-Bond counsel is \$0.50 per \$1,000 of increment of bonds. Accordingly, the total additional fee for Disclosure Services shall not exceed 70% of that amount or \$0.35 per \$1,000 of increment of bonds.



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-793

**Item #:** K.

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Approved Positions, Current Headcount, and Overtime Usage  
[City Manager's Office]

# Memorandum



CITY OF DALLAS

DATE March 10, 2023

Honorable Members of the Government Performance and Financial Management

TO Committee: Cara Mendelsohn (Chair), Gay Donnell Willis (Vice Chair), Tennell Atkins, Adam Bazaldua, Adam McGough, Paul Ridley, Chad West

SUBJECT **Approved Positions, Current Headcount, and Overtime Usage**

Prior to your recent Government Performance and Financial Management Committee meeting, Chair Mendelsohn requested the number of approved positions, current headcount, and overtime hour usage for each department. The attached spreadsheet provides the requested information:

**Column A – Departments**. List of departments includes General Fund, Enterprise Funds, and Internal Service Funds.

**Column B – Approved positions for FY 2022-23**. This represents the number of positions that a department is authorized to fill from their operating funds. The position count does not include positions that are funded through additional resources such as grant funds, private funds, or other sources.

A position is a specific job with an assigned position identification number. Full-time, part-time, seasonal, and temporary positions are included. A position does not reflect the funding that is available since many positions are funded at less than 100%. Full-time positions may include less than 100% funding to account for vacancy rate, or the fact that most new positions are not funded to begin on October 1, but at another point during the fiscal year. Part-time positions may only be funded for 20 hours a week or some other number based on the need of the department. Temporary and seasonal positions are only funded based on their anticipated usage. For example, Park and Recreation uses seasonal positions during the summer months.

Additionally, nearly 300 extra police and fire positions are included within the authorized count to accommodate their process of hiring for academies versus hiring one position at a time.

**Column C – Headcount**. Headcount reflects the number of individuals employed by the City at a specific point in time. For the purpose of this report, the non-uniform or civilian headcount was taken from the February 21 payroll while the uniform headcount was taken from the February 14 payroll. Headcount changes day by day as individuals start or end employment with the City, therefore, the numbers provided have already changed.

DATE March 10, 2023  
SUBJECT **Approved Positions, Current Headcount, and Overtime Usage**

**Column D – Overtime hours.** For the purpose of this report, the non-uniform or civilian overtime hours were taken from the February 21 payroll while the uniform overtime hours were taken from the February 14 payroll. The hours are “fiscal year-to-date”, therefore, they include overtime hours worked from October 1, 2022 through the most recent payroll.

**Column E – Grant headcount.** Employees funded through grants are accounted separately. This headcount reflects the number of individuals employed on February 21 that are funded through a grant.

**Column F – Grant overtime hours.** The overtime hours associated with grant funded positions is listed. This includes overtime hours worked from October 1, 2022 through the most recent payroll.

Let me know if you have additional questions.



Jack Ireland  
Chief Financial Officer

- c: TC Broadnax, City Manager  
Tammy Palomino, Interim City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager
- Majed A. Al-Ghafry, Assistant City Manager  
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Dr. Robert Perez, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

A	B	C	D	E	F
Department	FY 2022-23 Approved Positions	Headcount: Civilian 2/21/23 & Uniform 2/14/23	Overtime Hours	GRANTS Headcount: Civilian 2/21/23 & Uniform 2/14/23	GRANTS Overtime Hours
<b>General Fund</b>					
Budget & Management Services	39	30	57	14	2
Building Services	198	159	4,130	-	-
City Attorney's Office	176	158	2	12	-
City Auditor's Office	21	18	-	-	-
City Controller's Office	77	63	4,578	-	-
City Manager's Office	18	15	67	-	-
City Secretary's Office	25	23	-	-	-
Civil Service	26	20	15	-	-
Code Compliance	471	389	9,654	-	-
Court & Detention Services	257	180	11,940	-	-
Dallas Animal Services	192	155	6,730	-	-
Dallas-Fire Rescue: Non-Uniform	132	96	5,274	-	-
Dallas-Fire Rescue: Uniform	2,306	2,010	344,937	-	-
Dallas Police Department: Non-Uniform	993	633	51,571	4	261
Dallas Police Department: Uniform	3,316	3,051	234,997	30	3,373
Data Analytics & Business Intelligence	45	25	-	-	-
Housing & Neighborhood Revitalization	25	20	-	25	-
Human Resources	111	60	886	-	-
Judiciary	57	44	416	-	-
Library	402	369	67	6	-
MGT - 311 Customer Service	118	112	1,662	-	-
MGT - Communications, Outreach, and Marketing	32	20	92	-	-
MGT - Office Homeless Solutions	43	38	376	2	73
MGT - Office of Community Care	49	46	682	163	5,158
MGT - Office of Community Police Oversight	7	3	28	-	-
MGT - Office of Emergency Management	6	6	-	13	7
MGT - Office of Environmental Quality/Sustainability	106	87	1,799	-	-
MGT - Office of Equity and Inclusion	23	17	1	7	36
MGT - Office of Government Affairs	8	6	12	-	-
MGT - Office of Historic Preservation	7	4	58	-	-
MGT - Office of Integrated Public Safety Solutions	33	19	144	-	-
MGT - Small Business Center	21	13	-	-	-
Mayor & City Council	65	58	588	-	-
Office of Arts & Culture	111	69	2,362	-	-
Office of Economic Development	45	32	5	-	-
Park & Recreation	1,551	800	22,123	37	11
Planning & Urban Design	63	46	102	-	-
Procurement Services	29	23	-	-	-
Public Works	491	412	65,946	-	-
Transportation	211	146	3,075	-	-
<b>General Fund Total</b>	<b>11,906</b>	<b>9,475</b>	<b>774,373</b>	<b>313</b>	<b>8,920</b>
<b>Enterprise Funds</b>					
Aviation (includes Transportation Regulation)	362	265	16,591	-	-
Convention & Event Services	34	20	113	-	-
Dallas Water Utilities - DWU	1,563	1,226	190,484	-	-
Dallas Water Utilities - SDM	281	199	7,453	-	-
Development Services	341	273	7,179	-	-
Municipal Radio	6	2	-	-	-
Sanitation Services	622	505	128,964	-	-
<b>Enterprise Funds Total</b>	<b>3,209</b>	<b>2,490</b>	<b>350,785</b>	<b>0</b>	<b>0</b>
<b>Internal Service and Other Funds</b>					
Bond & Construction Management	181	121	2,996	-	-
Employee Benefits	11	10	57	-	-
Equipment & Fleet Management	273	229	19,855	-	-
Express Business Center	10	9	17	-	-
Information & Technology Services - 911, Data, Radio	255	197	2,549	-	-
Office of Risk Management	55	43	37	-	-
<b>Internal Service and Other Funds Total</b>	<b>785</b>	<b>609</b>	<b>25,510</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>15,900</b>	<b>12,574</b>	<b>1,150,668</b>	<b>313</b>	<b>8,920</b>



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 23-730

**Item #:** L.

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GPFM Committee Forecast

# GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT COMMITTEE FORECAST

	TITLE	DEPARTMENT
<b>MONDAY, APRIL 24, 2023, 1:00 P.M.</b>		
<b>BRIEFING ITEMS</b>	Development Services- Monthly Update	City Manager's Office
	Office of the City Auditor Briefing on Internal Audit Reports Released Between March 11, 2023 and April 14, 2023	Office of the City Auditor
	Owner Controlled Insurance Program	Office of Risk Management
	FY23 Mid-Year Appropriation Adjustments	Budget & Management Services
	Financial Plan Update for KBHCC and Fair Park	City Controller's Office
<b>BRIEFINGS BY MEMORANDUM</b>	Budget Accountability Report (Information as of February 28, 2023)	Budget & Management Services
	Technology Accountability Report (Information as of February 28, 2023)	Information & Technology Services
<b>MONDAY, MAY 22, 2023, 1:00 P.M.</b>		
<b>BRIEFING ITEMS</b>	Development Services- Monthly Update	City Manager's Office
	Office of the City Auditor Briefing on Internal Audit Reports Released Between April 15, 2023 and May 12, 2023	Office of the City Auditor
	Financial Management Performance Criteria Review	Budget & Management Services
	Marketing & Outreach for New Hires	Communications, Outreach, & Marketing
	Quarterly Investment Report (Information as of March 31, 2023)	City Controller's Office
	Atmos Dallas Annual Rate Review Filing	Budget & Management Services
<b>BRIEFINGS BY MEMORANDUM</b>	Budget Accountability Report (Information as of March 31, 2023)	Budget & Management Services
	Technology Accountability Report (Information as of March 21, 2023)	Information & Technology Services
	Panhandling Diversion Update	Office of Homeless Solutions
	Timeline for Pension Review	Budget & Management Services