

Memorandum



CITY OF DALLAS

DATE September 15, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – July 2023**

Please find attached the April Budget Accountability Report (BAR) based on information through July 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 me or Janette Weedon, Director of Budget and Management Services.

A handwritten signature in blue ink that reads "Jack Ireland". The signature is fluid and cursive.

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 July 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.dallascityhall.com

EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	11% over budget	✓
Convention and Event Services	18% over budget	18% under budget
Development Services	13% over budget	7% over budget
Municipal Radio	20% under budget	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	7% under budget
Equipment and Fleet Management	✓	5% over budget
Express Business Center	38% over budget	16% over budget
Information Technology	✓	✓
Radio Services	✓	18% under budget
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ **23**
On Target

! **3**
Near Target

✗ **9**
Not on Target

Year-End Forecast

✓ **26**
On Target

! **1**
Near Target

✗ **8**
Not on Target

Budget Initiative Tracker

● **12**
Complete

! **5**
At Risk

✓ **18**
On Track

✗ **0**
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through July 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 July 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	1,727,562,642	1,502,901,125	1,729,936,452	2,373,810
Expenditures	1,706,814,187	1,727,562,642	1,406,661,674	1,729,176,129	1,613,487
Ending Fund Balance	\$308,405,349	\$308,405,349		\$323,008,889	\$14,603,540

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 July 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 July 31, 2023, General Fund revenues are projected to be \$2,374,000 over budget primarily due to franchise and other revenue, charges for services, and interest.

Expenditures. Through July 31, 2023, General Fund expenditures are projected to be \$1,613,000 over budget primarily due to supply costs for unbudgeted maintenance and repair and a health benefits surcharge across all General Fund departments, partially offset by salary savings from vacant uniform and non-uniform positions.

FY 2022-23 Amended Budget. City Council amended the General Fund budget on:

- May 10, 2023, by ordinance #32456 in the amount of \$20,748,455 due to additional sales tax revenue, miscellaneous revenue from auto pound sales, and intergovernmental revenue from DFW Airport city partners. This allocation will be used for the maintenance and operation of various departments and activities.

FY 2022-23 Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category		FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$961,502,880	\$961,502,880	\$957,572,722	\$960,014,168	(\$1,488,712)
2	Sales Tax	417,232,383	432,750,269	282,092,904	427,410,255	(5,340,014)
3	Franchise and Other	127,865,821	127,865,821	112,727,183	129,347,079	1,481,258
4	Charges for Services	115,554,550	115,554,550	89,987,606	120,684,043	5,129,493
5	Fines and Forfeitures	23,776,847	23,776,847	19,257,910	22,360,951	(1,415,896)
6	Operating Transfers In	28,185,836	28,185,836	4,490,081	28,185,836	0
7	Intergovernmental	13,161,563	18,003,654	16,071,132	18,828,550	824,896
8	Miscellaneous	7,967,394	8,355,872	6,527,267	9,097,679	741,807
9	Licenses and Permits	5,616,913	5,616,913	3,263,523	4,853,467	(763,446)
10	Interest	5,950,000	5,950,000	10,910,798	9,154,424	3,204,424
Total Revenue		\$1,706,814,187	\$1,727,562,642	\$1,502,901,125	\$1,729,936,452	\$2,373,810

VARIANCE NOTES

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

2 Sales Tax. City Council increased the Sales Tax budget to be \$432,750,269 on May 10 as part of the mid-year appropriations adjustment process, due to actual collections five months into the fiscal year. Sales Tax is projected to be under budget by \$5,340,000 based on actual collection trends and analysis provided by our contract economist.

3 Franchise and Other. Franchise and Other revenue is projected to be \$1,481,000 over budget primarily due to Fiber Optic revenue collections, warmer than normal weather in fall 2022, and cold spells from December 2022 to January 2023 causing increased revenues from Oncor. It is offset by a decrease in Atmos Energy due to lower gas prices and usage.

4 Charges for Services. Charges for Services revenue is projected to be \$5,129,000 over budget primarily due to charges for building inspection by Public Works (\$2,885,000), Emergency Ambulance (\$910,000), Deployment Reimbursements (\$593,000) and Fire Reinspections (\$840,000) by Dallas Fire-Rescue, and a reimbursement for Park and Recreation utility costs associated with Fair Park First (\$2,600,000), partially offset by a decline in Staff Taught Recreation Classes (\$1,548,000) and Swimming Pool charges (\$536,000).

5 Fines and Forfeitures. Fines and Forfeitures revenue is projected to be \$1,416,000 under budget primarily due to declines in citations filled with the court during the May ransomware attack and number of tickets issued (\$2,050,000), decrease in storage fee collections at the Dallas Auto Pound due to implementation of the new outsourcing contract (\$970,000), and reduction in parking fine revenue (\$876,000), partially offset by incoming revenue from wrecker fee collections at the Dallas Auto Pound (\$1,460,000) and Red Light Camera Fines (\$1,539,000).

7 Intergovernmental. City Council increased Intergovernmental revenue by \$4,842,000 on May 10 as part of the mid-year appropriations adjustment process, due to higher than budgeted payments through the DFW Airport revenue-sharing agreements. Intergovernmental revenue is projected to be \$825,000 over budget due to higher payment from the DFW Airport revenue-share from the City of Grapevine.

FY 2022-23 Financial Forecast Report

GENERAL FUND REVENUE

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.

8 Miscellaneous. City Council increased Miscellaneous revenue by \$388,000 on May 10 as apart of the mid-year appropriations adjustment process. Miscellaneous revenue is projected to be \$742,000 over budget primarily due to increased collections from Dallas Auto Pound auction sales (\$1,364,000), partially offset by declines due to delay in implementing the vacant lot/property registration program in Code Compliance (\$870,000) due to PCI compliance requirements.

9 Licenses and Permits. Licenses and Permits revenue is projected to be \$763,000 under budget primarily due to lower than budgeted collections on Public Works License Fees (\$309,000), Beer/Liquor Licenses (\$321,000), and Home Repair Permits (\$100,000).

10 Interest. Interest revenue is projected to be \$3,204,000 over budget primarily due to improved market conditions.

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	\$287,992,660	\$215,047,567	\$264,343,545	(\$23,649,115)
	Non-uniform Overtime	8,144,953	8,154,053	12,872,821	15,060,129	6,906,076
	Non-uniform Pension	40,352,092	40,553,632	30,890,951	38,398,671	(2,154,961)
	Uniform Pay	527,979,958	527,350,936	396,969,707	498,587,048	(28,763,888)
	Uniform Overtime	39,791,958	62,285,117	74,138,641	91,724,856	29,439,739
	Uniform Pension	182,727,572	182,510,558	137,035,611	182,118,027	(392,531)
	Health Benefits	79,837,068	79,842,051	59,662,368	90,570,806	10,728,755
	Workers Comp	11,152,531	11,152,531	11,152,531	11,152,531	0
	Other Personnel Services	13,091,916	13,228,675	10,030,898	13,269,444	40,769
1	Total Personnel Services	\$1,188,305,887	\$1,213,070,213	\$947,801,094	\$1,205,225,057	(\$7,845,156)
2	Supplies	84,389,204	82,578,247	76,733,005	94,161,449	11,583,203
3	Contractual Services	507,274,125	515,472,993	418,134,409	516,135,079	662,086
4	Capital Outlay	16,465,953	25,108,297	19,190,262	24,409,613	(698,684)
5	Reimbursements	(89,620,981)	(108,667,107)	(55,197,096)	(110,755,069)	(2,087,962)
	Total Expenditures	\$1,706,814,187	\$1,727,562,642	\$1,406,661,674	\$1,729,176,129	\$1,613,487

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 \$7,845,000 under budget primarily due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, partially offset by uniform overtime expenses in Dallas Fire-Rescue (\$12,690,000), Dallas Police Department (\$16,750,000), non-uniform overtime expenses, and a health benefits surcharge across all 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 (\$2.1 million), and the speeding/racing initiative (\$1.9 million). DPD uniform overtime expenses are partially offset by a budgeted American Rescue Plan Act (ARPA) reimbursement. DFR uniform overtime expenses are due to higher than anticipated attrition requiring backfill to meet minimum staffing standards, partially offset by an American Rescue Plan Act (ARPA) reimbursement.

2 Supplies. Supplies are projected to be \$11,583,000 over budget primarily due to DFR expenses for fleet maintenance, repair, and emergency supplies (\$2,989,000); TRN street lighting and signal maintenance (\$1,919,000); reimbursed PKR utility costs associated with Fair Park First (\$2,600,000); and new DPD service weapons (\$299,000) and furniture costs for the DPD strategy management division (\$229,000).

3 Contractual Services. Contractual Services are projected to be \$662,000 over budget primarily due to increased costs for unbudgeted HVAC and plumbing repairs in BSD (\$2,689,000), DFR expenses for fleet maintenance and repair (\$3,179,000), DPD contracts for body worn cameras and tasers (\$1,410,000), and HR temporary staffing (\$1,250,000), partially offset by savings in Non-Departmental (\$5,353,000) related to implementation of the new auto pound contract, commercial paper program fees, and Master Lease interest costs.

FY 2022-23 Financial Forecast Report

GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,277,919	\$4,289,014	\$3,375,883	\$4,067,810	(\$221,204)
2	Building Services	30,390,891	33,797,107	24,686,898	35,805,391	2,008,284
3	City Attorney's Office	20,971,242	21,033,650	16,776,358	21,215,068	181,418
4	City Auditor's Office	3,163,255	3,167,416	2,129,307	2,816,738	(350,678)
5	City Controller's Office	8,567,559	8,594,256	7,613,256	8,503,536	(90,720)
6	Independent Audit	755,000	755,000	755,000	755,000	0
7	City Manager's Office	3,205,072	3,114,911	2,577,722	3,280,833	165,922
8	City Secretary's Office	3,141,520	3,258,784	2,535,300	3,254,505	(4,279)
9	Elections	2,022,829	2,201,129	1,579,913	2,201,129	0
10	Civil Service	3,064,698	3,076,486	2,001,159	2,721,374	(355,112)
11	Code Compliance	41,342,433	41,565,021	32,309,504	41,934,911	369,890
12	Court & Detention Services	26,923,902	27,033,462	20,580,709	26,172,451	(861,011)
13	Jail Contract	8,344,443	8,344,443	6,258,332	8,344,443	0
14	Dallas Animal Services	17,725,448	17,812,125	15,349,478	17,792,258	(19,867)
15	Dallas Fire-Rescue	369,069,665	372,901,392	311,730,436	380,263,606	7,362,214
16	Dallas Police Department	611,908,283	612,748,297	474,225,814	616,889,896	4,141,599
17	Data Analytics & Business Intelligence	5,281,114	5,294,289	3,168,800	4,441,727	(852,562)
18	Housing & Neighborhood Revitalization	4,639,881	4,651,669	3,402,838	4,109,064	(542,605)
19	Human Resources	8,140,152	8,365,826	7,437,187	9,881,445	1,515,619
20	Judiciary	4,273,646	4,282,660	3,431,597	3,880,772	(401,888)
21	Library	37,544,060	37,751,393	27,490,798	37,739,709	(11,684)
	Management Services					
22	311 Customer Service Center	5,850,487	5,912,201	4,298,550	5,223,301	(688,900)
23	Communications, Outreach, & Marketing	3,699,446	3,464,435	2,215,540	2,655,169	(809,266)
24	Office of Community Care	9,365,486	9,392,529	5,044,157	9,332,491	(60,038)
25	Office of Community Police Oversight	811,382	812,769	416,742	569,595	(243,174)
26	Office of Emergency Management	1,344,664	1,347,438	636,605	1,347,438	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,951,897	7,518,907	6,062,491	(889,406)
28	Office of Equity & Inclusion	3,809,929	3,818,250	1,999,506	3,659,504	(158,746)
29	Office of Government Affairs	956,162	974,559	855,775	989,624	15,065
30	Office of Historic Preservation	1,341,076	1,362,424	723,114	1,201,015	(161,409)
31	Office of Homeless Solutions	15,197,632	16,851,704	12,683,727	16,798,292	(53,412)
32	Office of Integrated Public Safety Solutions	5,630,099	5,649,515	2,528,370	4,700,778	(948,737)
33	Small Business Center	3,746,673	3,752,914	1,869,280	3,430,323	(322,591)
34	Mayor & City Council	6,645,643	6,940,550	4,813,669	6,669,255	(271,295)
35	Non-Departmental	135,306,683	142,306,683	128,355,349	136,953,972	(5,352,711)
36	Office of Arts & Culture	22,496,061	22,524,491	22,122,584	22,509,525	(14,966)
37	Office of Economic Development	3,918,798	4,019,415	3,872,662	4,019,415	0
38	Park & Recreation	106,863,878	111,301,421	103,073,476	113,906,451	2,605,030
39	Planning & Urban Design	5,150,852	5,177,895	4,971,798	4,703,193	(474,702)
40	Procurement Services	3,014,089	3,138,877	2,202,362	2,885,084	(253,793)
41	Public Works	89,209,383	89,445,468	82,268,573	89,898,768	453,300
42	Transportation	51,984,903	52,086,778	41,272,639	52,086,778	0
	Total Departments	\$1,697,995,188	\$1,721,270,543	\$1,403,159,675	\$1,725,674,130	\$4,403,587
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	3,501,999	3,501,999	3,501,999	3,501,999	0
45	Salary and Benefit Stabilization	5,317,000	2,790,100	0	0	(2,790,100)
	Total Expenditures	\$1,706,814,187	\$1,727,562,642	\$1,406,661,674	\$1,729,176,129	\$1,613,487

VARIANCE NOTES

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

1 Budget & Management Services. City Council increased BMS's budget by \$11,000 on May 10 by ordinance #32456 for one-time incentive payments. BMS is projecting to be \$221,000 under budget primarily due to salary savings associated with nine vacant positions.

2 Building Services. City Council increased BSD's budget by \$3,406,000 on May 10 by ordinance #32456 for one-time incentive payments and HVAC and heating costs at City Hall. BSD is projecting to be \$2,008,000 over budget due to unbudgeted repairs and equipment replacements at the Central Library, Jack Evans Police Headquarters, and City Hall; increased maintenance and repair for HVAC and generators at various City facilities; and unbudgeted spot coolers for various Fire Stations.

3 City Attorney's Office. City Council increased CAO's budget by \$62,000 on May 10 by ordinance #32456 for one-time incentive payments. CAO is projected to be \$181,000 over budget primarily due to termination payouts for retiring employees and increased costs for health benefits.

4 City Auditor's Office. City Council increased AUD's budget by \$4,000 on May 10 by ordinance #32456 for one-time incentive payments. AUD is projected to be \$351,000 under budget primarily due to salary savings associated with four vacant positions.

5 City Controller's Office. City Council increased CCO's budget by \$27,000 on May 10 by ordinance #32456 for one-time incentive payments.

7 City Manager's Office. City Council decreased CMO's budget by \$90,000 on May 10 by ordinance #32456 to reallocate existing resources between various City Departments, partially offset by an increase for one-time incentive payments. CMO is projected to be \$166,000 over budget primarily due to personnel costs associated with prior year organizational changes, professional development, and Youth Commission activities.

8 City Secretary's Office. City Council increased SEC's budget by \$117,000 on May 10 by ordinance #32456 for one-time incentive payments and various equity adjustments.

9 Elections. City Council increased Election's budget by \$178,000 on May 10 by ordinance #32456 to pay a contract expense with the Dallas County Elections Department for the June 5, 2021 Joint Runoff Election and advertising (\$382,000), partially offset by a refund from the May 1, 2021 Joint Election (\$203,000) due to final costs being less than the City's deposit.

10 Civil Service. City Council increased CVS's budget by \$12,000 on May 10 by ordinance #32456 for one-time incentive payments. CVS is projected to be \$355,000 under budget primarily due to salary savings associated with four vacant positions.

11 Code Compliance. City Council increased CCS's budget by \$223,000 on May 10 by ordinance #32456 for one-time incentive payments. CCS is projected to be over budget by \$370,000 due to increased costs for health benefits.

12 Court & Detention Services. City Council increased CTS's budget by \$110,000 on May 10 by ordinance #32456 for one-time incentive payments. CTS is projected to be \$861,000 under budget primarily due to salary savings associated with 83 vacant positions.

14 Dallas Animal Services. City Council increased DAS's budget by \$87,000 on May 10 by ordinance #32456 for one-time incentive payments.

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.

15 Dallas Fire-Rescue. City Council increased DFR's budget by \$3,832,000 on May 10 by ordinance #32456 for one-time incentive payments, uniform overtime expenses, and the increase in fuel prices. DFR is projected to be \$7,362,000 over budget primarily due to in-house and outsourced fleet maintenance and repair (\$4,058,000), emergency medical responses and other supplies (\$1,346,000), and increased costs for health benefits (\$2,285,000), partially offset by savings for warehouse rent (\$326,000).

16 Dallas Police Department. City Council increased DPD's budget by \$840,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, equity budget adjustments for Open Records staff, and the increase in fuel prices. DPD is projected to be \$4,142,000 over budget primarily due to increased costs for health benefits.

17 Data Analytics & Business Intelligence. City Council increased DBI's budget by \$13,000 on May 10 by ordinance #32456 for one-time incentive payments. DBI is projected to be \$853,000 under budget primarily due to salary savings associated with 10 vacant positions.

18 Housing & Neighborhood Revitalization. City Council increased HOU's budget by \$12,000 on May 10 by ordinance #32456 for one-time incentive payments. HOU is projected to be \$543,000 under budget primarily due to salary savings associated with 10 vacant positions.

19 Human Resources. City Council increased HR's budget by \$226,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments. HR is projected to be \$1,516,000 over budget primarily due to temporary staffing expenses.

20 Judiciary. City Council increased CTJ's budget by \$9,000 on May 10 by ordinance #32456 for one-time incentive payments. CTJ is projected to be \$402,000 under budget primarily due to salary savings associated with 13 vacant positions.

21 Library. City Council increased LIB's budget by \$207,000 on May 10 by ordinance #32456 for one-time incentive payments.

22 311 Customer Service Center. City Council increased 311's budget by \$62,000 on May 10 by ordinance #32456 for one-time incentive payments. 311 is projected to be \$689,000 under budget primarily due to salary savings associated with 29 vacant positions, partially offset by capital improvement costs for an office reconfiguration.

23 Communications, Outreach, & Marketing. City Council decreased COM's budget by \$235,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments. COM is projected to be \$809,000 under budget primarily due to salary savings associated with seven vacant positions.

24 Office of Community Care. City Council increased OCC's budget by \$27,000 on May 10 by ordinance #32456 for one-time incentive payments.

25 Office of Community Police Oversight. City Council increased OCPO's budget by \$1,000 on May 10 by ordinance #32456 for one-time incentive payments. OCPO is projected to be \$243,000 under budget primarily due to salary savings associated with five vacant positions.

26 Office of Emergency Management. City Council increased OEM's budget by \$3,000 on May 10 by ordinance #32456 for one-time incentive payments.

VARIANCE NOTES

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

27 Office of Environmental Quality & Sustainability. City Council increased OEQS's budget by \$53,000 on May 10 by ordinance #32456 for one-time incentive payments. OEQS is projected to be \$889,000 under budget primarily due to salary savings and reduced forecasts for supplies and personnel development costs associated with 12 vacant positions.

28 Office of Equity & Inclusion. City Council increased OEI's budget by \$8,000 on May 10 by ordinance #32456 for one-time incentive payments.

29 Office of Government Affairs. City Council increased OGA's budget by \$18,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments. OGA is projected to be \$15,000 over budget primarily due to temporary staffing costs and other costs associated with the Texas State Legislature session.

30 Office of Historic Preservation. City Council increased OHP's budget by \$21,000 on May 10 by ordinance #32456 for one-time incentive payments and other equity adjustments. OHP is projected to be \$161,000 under budget primarily due to salary savings associated with two vacant positions.

31 Office of Homeless Solutions. City Council increased OHS's budget by \$1,654,000 on May 10 by ordinance #32456 for one-time incentive payments and an emergency procurement for temporary housing of 94 individuals from an encampment decommissioned by the DRTRR in January. The expense includes up to 90 days of lodging, food, and hygiene products for the clients (\$923,000); security services (\$216,000); and staff to monitor the shelter (\$497,000).

32 Office of Integrated Public Safety Solutions. City Council increased IPSS's budget by \$19,000 on May 10 by ordinance #32456 for one-time incentive payments. IPSS is projected to be \$949,000 under budget primarily due to salary savings associated with nine vacant positions, program savings related to the Metrocare services contract, and the expiration of the Youth Advocate Program contract.

33 Small Business Center. City Council increased SBC's budget by \$6,000 on May 10 by ordinance #32456 for one-time incentive payments. SBC is projected to be \$323,000 under budget primarily due to salary savings associated with five vacant positions.

34 Mayor & City Council. City Council increased MCC's budget by \$295,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, and other equity adjustments.

35 Non-Departmental. City Council increased Non-D's budget by \$7,000,000 on May 10 by ordinance #32456 for a transfer to the Economic Development Corporation (EDC). Non-D is projected to be \$5,353,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns (\$1,364,000), reduced costs for contract wrecker due to implementation of the new auto pound contract (\$1,600,000), and commercial paper program fees (\$800,000).

36 Office of Arts & Culture. City Council increased OAC's budget by \$28,000 on May 10 by ordinance #32456 for one-time incentive payments.

37 Office of Economic Development. City Council increased ECO's budget by \$101,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments.

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.

38 Park & Recreation. City Council increased PKR's budget by \$4,438,000 on May 10 by ordinance #32456 for one-time incentive payments, security and safety measures, park maintenance, temporary staffing, and the increase in fuel prices. PKR expenses are projected to be \$2,605,000 over budget primarily due to increased costs for health benefits, and unbudgeted utility costs associated with Fair Park First, which is offset by additional revenue (\$2,600,000).

39 Planning & Urban Design. City Council increased PUD's budget by \$27,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, and for professional planning and zoning services to assist with the workload of processing and reviewing zoning applications (to be reimbursed by DEV). PUD is projected to be \$475,000 under budget primarily due to salary savings associated with 16 vacant positions.

40 Procurement Services. City Council increased POM's budget by \$125,000 on May 10 by ordinance #32456 for one-time incentive payments and temporary staffing costs related to informal bid solicitation review. POM is projected to be \$254,000 under budget due to salary savings associated with 10 vacant positions.

41 Public Works. City Council increased PBW's budget by \$236,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, and the increase in fuel prices. PBW is projected to be \$453,000 over budget due to increased costs for health benefits.

42 Transportation. City Council increased TRN's budget by \$102,000 on May 10 by ordinance #32456 for one-time incentive payments and the increase in fuel prices.

45 Salary & Benefit Stabilization. The FY 2022-23 Ordinance authorizes the City Manager to transfer appropriations from S&B to any department as allowed by City Charter Chapter XI (Sec. 3), of which, \$2,424,000 was transferred to all General Fund departments for one-time incentive payments (\$2,424,000) and various equity adjustments in SEC (\$103,000). The remaining \$2,790,000 is anticipated to be reallocated to address overages in various departments due to increased costs for equipment and automotive rental and health benefits.

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		\$75,699,313	\$22,471,354
Total Revenues	158,542,590	158,542,590	162,504,580	175,383,400	16,840,810
Total Expenditures	163,476,405	163,476,405	128,421,972	163,335,760	(140,645)
Ending Fund Balance	\$48,294,144	\$48,294,144		\$87,746,953	\$39,452,809

2 CONVENTION & EVENT SERVICES

Beginning Fund Balance	\$43,463,338	\$43,463,338		\$56,656,767	\$13,193,429
Total Revenues	113,230,392	115,690,184	65,714,230	136,788,275	21,098,091
Total Expenditures	113,231,392	115,690,184	87,057,632	136,788,275	21,098,091
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	31,141,775	40,091,026	4,750,086
Total Expenditures	43,830,455	57,082,486	50,234,741	60,883,936	3,801,450
Ending Fund Balance	\$36,886,299	\$23,634,268		\$17,243,161	(\$6,391,107)

4 MUNICIPAL RADIO

Beginning Fund Balance	\$745,490	\$745,490		\$572,451	(\$173,039)
Total Revenues	1,003,095	1,100,931	588,657	877,919	(223,012)
Total Expenditures	1,003,095	1,100,931	943,242	1,121,631	20,700
Ending Fund Balance	\$745,490	\$745,490		\$328,739	(\$416,751)

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	123,761,918	148,284,552	2,915,034
Total Expenditures	143,785,140	143,785,140	95,882,724	146,473,487	2,688,347
Ending Fund Balance	\$20,912,620	\$20,912,620		\$21,439,029	\$526,409

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	63,977,638	74,999,277	2,565,535
Total Expenditures	72,433,742	82,433,742	59,030,017	82,433,742	0
Ending Fund Balance	\$15,732,597	\$5,732,597		\$12,527,936	\$6,795,339

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	635,738,443	790,138,900	34,912,740
Total Expenditures	761,226,160	834,226,160	627,210,836	834,226,160	0
Ending Fund Balance	\$127,050,983	\$54,050,983		\$123,935,798	\$69,884,815

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	7,876,656	22,962,825	(124,321)
Total Expenditures	23,087,146	23,087,146	15,434,186	21,560,989	(1,526,157)
Ending Fund Balance	(\$14,768)	(\$14,768)		\$1,332	\$16,100

9 EQUIPMENT & FLEET MANAGEMENT

Beginning Fund Balance	\$10,783,384	\$10,783,384		\$11,008,909	\$225,525
Total Revenues	61,259,566	64,921,684	36,737,436	66,925,066	2,003,382
Total Expenditures	66,600,148	69,531,067	57,221,486	73,194,904	3,663,837
Ending Fund Balance	\$5,442,802	\$6,174,001		\$4,739,071	(\$1,434,930)

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	2,469,742	3,084,687	490,897
Total Expenditures	2,361,983	2,361,983	2,088,387	2,832,479	470,496
Ending Fund Balance	\$5,916,624	\$5,916,624		\$6,192,563	\$275,939

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	90,366,128	109,518,512	532,579
Total Expenditures	110,191,357	110,191,357	95,924,308	114,563,917	4,372,560
Ending Fund Balance	\$7,914,413	\$7,914,413		\$14,967,754	\$7,053,341

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	12,620,324	16,987,621	124,193
Total Expenditures	16,867,557	16,867,557	7,129,516	13,760,891	(3,106,666)
Ending Fund Balance	\$1,135,186	\$1,135,186		\$5,938,856	\$4,803,670

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	10,912,711	13,617,467	1,600,023
Total Expenditures	14,212,742	14,212,742	9,388,348	14,129,054	(83,688)
Ending Fund Balance	\$1,984,971	\$1,984,971		\$6,115,282	\$4,130,311

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	362,924,657	399,587,522	(8,710,639)
Total Expenditures	412,314,869	412,314,869	298,115,907	363,350,504	(48,964,365)
Ending Fund Balance	\$62,850,989	\$62,850,989		\$105,801,915	\$42,950,926

15 EMPLOYEE BENEFITS

City Contributions	\$108,965,789	\$108,965,789	\$84,088,672	\$123,999,997	\$15,034,208
Employee Contributions	44,675,798	44,675,798	37,487,108	45,403,470	727,672
Retiree	26,927,732	26,927,732	14,617,943	25,212,693	(1,715,039)
Other	0	0	118,314	118,314	118,314
Total Revenues	180,569,319	180,569,319	136,312,037	194,734,474	14,165,155
Total Expenditures	\$189,583,785	\$189,583,785	\$145,004,004	\$204,229,828	\$14,646,043

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

16 RISK MANAGEMENT

Worker's Compensation	\$16,041,001	\$16,041,001	\$16,448,369	\$16,041,001	\$0
Third Party Liability	10,033,670	10,033,670	11,010,676	10,033,670	0
Purchased Insurance	13,445,548	13,445,548	13,447,522	13,445,548	0
Interest and Other	0	0	669,574	669,574	669,574
Total Revenues	39,520,219	39,520,219	41,576,141	40,189,793	669,574
Total Expenditures	\$57,449,878	\$57,449,878	\$25,768,898	\$48,094,896	(\$9,354,982)

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 July 31, 2023, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2021-22 audited ending fund balance and includes FY 2021-22 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

1 Aviation. AVI revenues are projected to be \$16,841,000 over budget due to greater-than-expected revenues from garage parking, concessions, and NTTA fees.

2 Convention and Event Services. City Council increased CCT's expense budget by \$2,459,000 on May 10 by ordinance #32456 for new positions for the internal master planning team. CCT revenues are projected to be over budget \$21,098,000 due to higher number of events than budgeted. CCT expenses are projected to be over budget \$21,098,000 due to an increase in capital transfer. Excess revenue will be transferred to the CCT capital fund.

3 Development Services. City Council increased DEV's expense budget by \$5,000,000 on November 9 by resolution 22-1676 for construction services at 7800 N Stemmons; by \$5,700,508 on February 22 by resolution 23-0317 for a service contract with Accela, Inc. for the purchase of initial licenses and implementation, maintenance, and support of a building permitting and land management solution; and by \$129,000 on May 10 by ordinance #32456 to reimburse planning and zoning services in Planning & Urban Design (PUD). DEV revenues are projected to be \$4,750,000 over budget due to an increase in permits and additional revenue not budgeted from the Rapid Single-Family VIP Program (RSVP). DEV expenses are projected to be \$3,801,000 over budget due to Engineering contractual services, increased costs for health benefits, and a repayment of Coronavirus Relief Fund (CRF) payroll expenses.

4 Municipal Radio. City Council increased Municipal Radio's expense budget by \$98,000 on May 10 by ordinance #32456 for the Nielsen contract buyout. OCA revenues are expected to be \$223,000 under budget due to lower advertising revenue. OCA will use fund balance to reduce any fund shortfall. OCA expenses are projected to be over budget by \$20,000 primarily due to temporary staffing for furniture disposal and records cleanup.

5 Sanitation Services. SAN revenues are projected to be \$2,915,000 over budget driven by residential revenue due to a better than anticipated collection rate. SAN expenses are projected to be \$2,688,000 over budget due to equipment purchases, temporary labor, and higher than expected contract service cost, mainly in the brush and bulky item collection service contract.

6 Storm Drainage Management. City Council increased SDM's expense budget by \$10,000,000 on May 10 by ordinance #32456 for a transfer to capital construction. SDM revenues are projected to be over budget \$2,566,000 due to an improved collection rate.

7 Water Utilities. DWU revenues are projected to be above budget by \$5,000,000 due to higher-than-expected consumption attributed to dry weather conditions. City Council increased DWU's expense budget by \$73,000,000 on May 10 by ordinance #32456 for a transfer to capital construction. DWU revenues are projected to be above budget by \$34,913,000 due to higher-than consumption attributed to dry weather conditions.

8 Bond & Construction Management. BCM expenses are projected to be \$1,526,000 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.

VARIANCE NOTES

9 Equipment and Fleet Management. The FY 2022-23 Adopted Budget reflects planned use of fund balance. City Council increased EFM's expense budget by \$2,931,000 on May 10 by ordinance for increased fuel costs. EFM revenues are projected to be \$2,003,000 over budget primarily due to additional chargebacks to cover maintenance costs as a result of extended life repairs for SAN, DWU, PBW, and TRN equipment; increase in vehicle parts pricing; and extending the maintenance schedules for SAN from four to five day. EFM expenses are projected to be \$3,664,000 over budget due to contracted labor for extended life repairs, rebuilding of truck bodies, accommodations for SAN's five day schedule, repairs for Southeast Service Center garage, and vehicle parts. Prices for vehicle parts and lubricants have increased over 30 percent resulting in overages of \$2,500,000.

10 Express Business Center. Express Business Center revenues are projected to be \$491,000 over budget due to an increase in auto pound sales. Express Business Center expenses are projected to be over budget by \$470,000 primarily due to increased costs of office supplies and a repayment of Coronavirus Relief Fund (CRF) payroll expenses.

11 Information Technology. Information Technology revenues are projected to be over budget \$533,000 primarily due to an increase in interest earnings. Information Technology expenses are projected to be \$4,373,000 over budget due to the repayment of Coronavirus Relief Fund (CRF) payroll expenses and the purchase of five Mix Mode threat and anomaly detection hardware devices that were not eligible for Master Lease Funding.

12 Radio Services. Radio Services revenues are projected to be \$124,000 over budget due to interest earnings. Radio Services expenses are projected to be \$3,107,000 under budget due to lower debt service payments for Master Lease.

13 9-1-1 System Operations. 911 System Operations revenues are projected to be \$1,600,000 over budget due to an increase in 911 fee collections for both wireless and wireline phones based on year-to-date receipts.

14 Debt Service. Debt Service revenues are projected to be \$8,711,000 under budget primarily due to an unrealized insurance payout. Debt Service expenses are projected to be \$48,964,000 under budget primarily due to a delay in General Obligation bonds, certificates of obligation, and Master Lease issuances.

15 Employee Benefits. Employee Benefits revenues are projected to be \$14,165,000 over budget due to department chargebacks required to maintain a positive ending fund balance. Employee Benefits expenses are projected to be \$14,646,000 over budget primarily due to the increased cost of inpatient and outpatient medical and pharmacy claims, which have increased on a per-enrollee basis compared to historical costs.

16 Risk Management. ORM expenses are projected to be \$9,355,000 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	\$292,439,451	\$135,618,572	\$105,922,977
B	Park and Recreation Facilities	261,807,000	261,807,000	174,994,601	11,911,936	74,900,463
C	Fair Park	50,000,000	50,000,000	33,926,725	9,350,357	6,722,918
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	16,163,772	12,011,733	20,574,496
E	Library Facilities	15,589,000	15,589,000	14,870,617	197,350	521,033
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	13,063,053	438,285	733,662
G	Public Safety Facilities	32,081,000	32,081,000	26,836,413	222,979	5,021,608
H	City Facilities	18,157,000	18,157,000	2,456,642	2,118	15,698,239
I	Economic Development	55,400,000	55,400,000	20,791,572	9,039,423	25,569,005
J	Homeless Assistance Facilities	20,000,000	20,000,000	17,045,921	449,985	2,504,094
Total		\$1,050,000,000	\$1,050,000,000	\$612,588,765	\$179,242,739	\$258,168,496

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	\$258,148,608	\$5,122,645	\$3,667,634
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	246,962,999	67,999,096	11,412,904
3	Economic Development	55,000,000	55,000,000	38,044,338	6,140,200	10,815,462
Total		\$642,000,000	\$648,313,887	\$543,155,945	\$79,261,942	\$25,896,000

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	\$393,939,065	\$8,053,362	\$4,498,127
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	302,212,349	13,176,578	27,368,238
3	Park and Recreation Facilities	343,230,000	353,343,060	348,243,440	1,552,202	3,547,418
4	Library Facilities	46,200,000	48,318,600	47,670,034	15,499	4,463,067
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	0	669,959
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	32,437,578	818,892	2,960,007
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	42,735,357	922,500	1,402,196
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	0	349,741
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,593,003	237,544	10,896,904
11	Court Facilities	7,945,000	8,146,606	7,869,762	0	276,844
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,380,180	411,256	281,502
Total		\$1,353,520,000	\$1,401,388,107	\$1,323,290,440	\$25,187,832	\$56,739,835

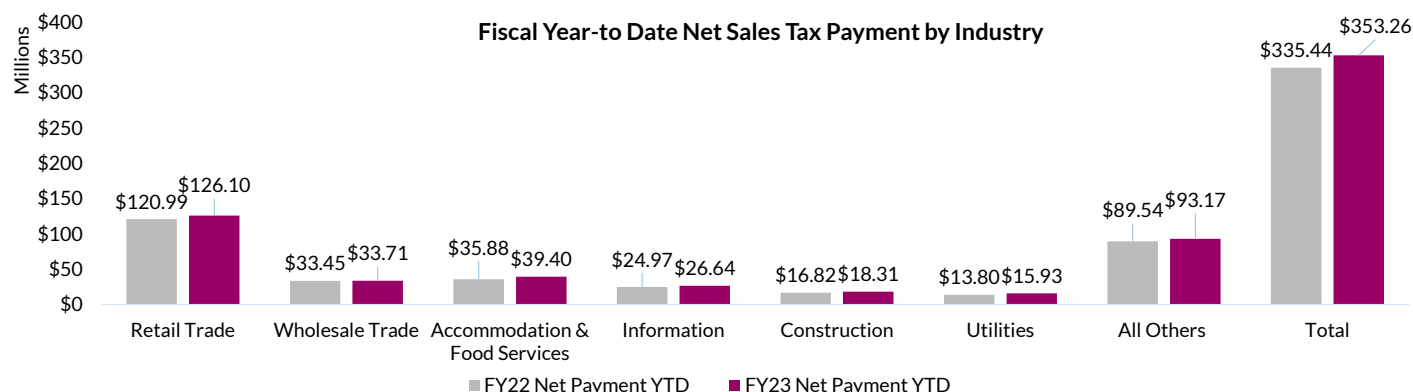
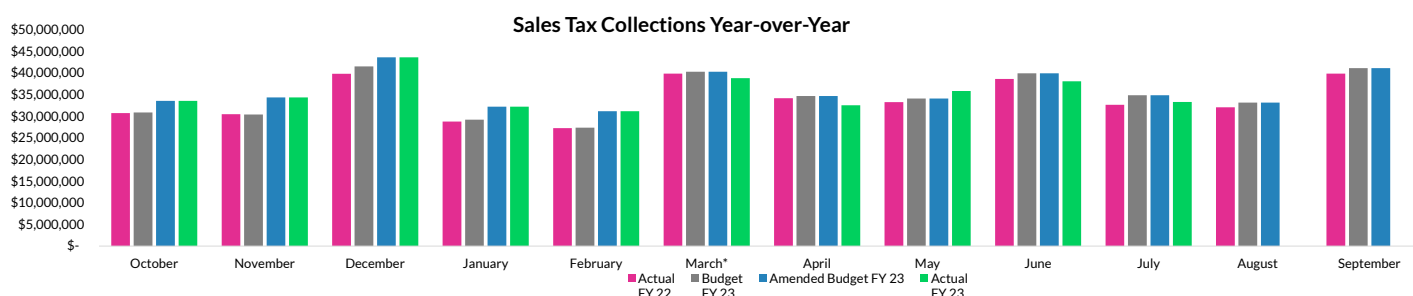
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

FY 2022-23 Financial Forecast Report

ECONOMIC INDICATORS

Sales Tax

The current sales tax rate is 8.25 percent - 6.25 percent goes to the state, one percent to the City, and one percent to DART. The FY 2022-23, Sales Tax Budget was increased to \$432,750,269 by the mid-year ordinance #32456 approved by City Council on May 10, 2023. As of July 31, 2023, the sales tax forecast is \$427,410,255. 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	July FY23 over July FY22	FYTD23 over FYTD22
Retail Trade	6%	4%
Wholesale Trade	-9%	1%
Accommodation and Food Services	5%	10%
Information	9%	7%
Construction	8%	9%
Utilities	14%	15%
All Others	-4%	4%
Total Collections	2%	5%

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

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

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

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

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

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

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

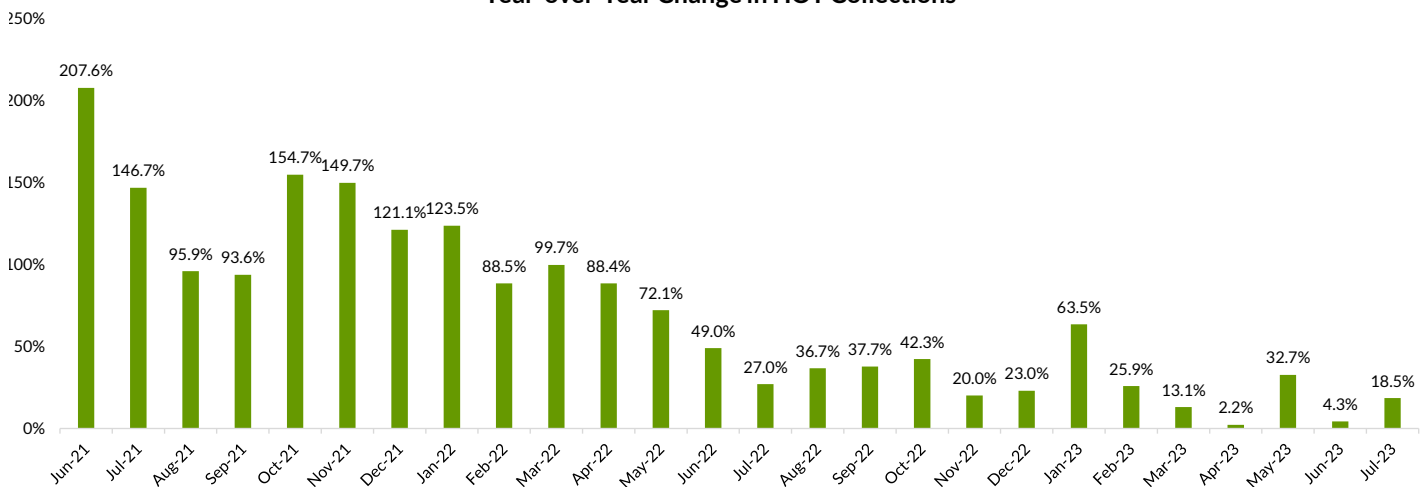
FY 2022-23 Financial Forecast Report

ECONOMIC INDICATORS

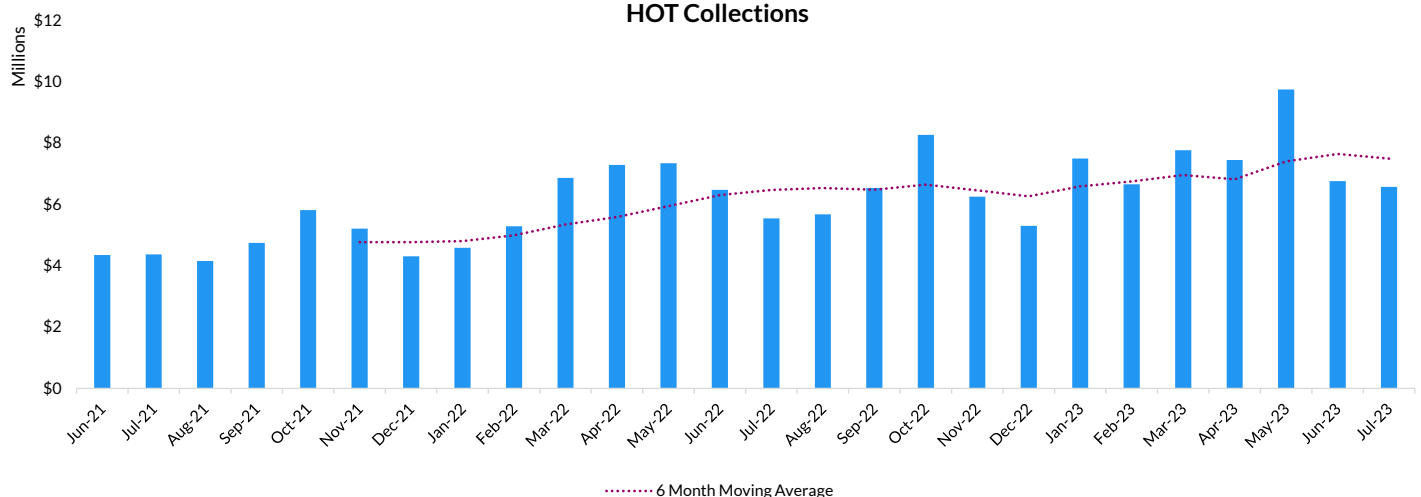
Hotel Occupancy Tax

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

Year-over-Year Change in HOT Collections



HOT Collections



FY 2022-23 Financial Forecast Report

ECONOMIC INDICATORS

Convention Center Event Bookings

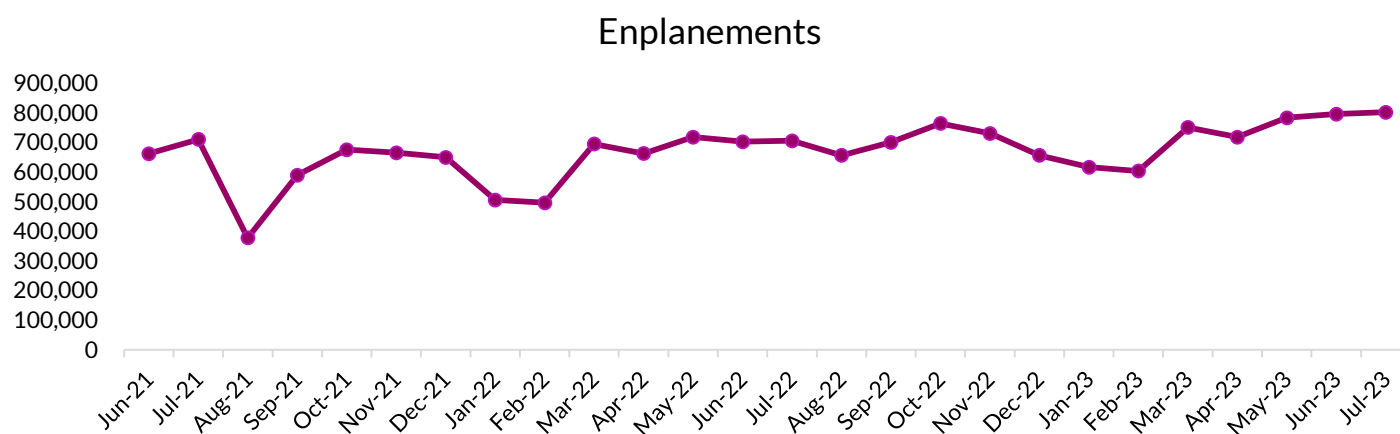
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY21 Actual	FY22 Actual	FY23 Planned	FY23 Actual/Forecast*
October	3	6	10	10
November	1	5	2	2
December	2	9	11	12
January	1	4	7	5
February	0	10	9	14
March	2	13	7	10
April	1	8	5	6
May	6	6	9	10
June	7	11	9	12
July	7	4	10	5
August	4	8	5	5
September	5	10	4	4
Total	39	94	88	95

* 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.

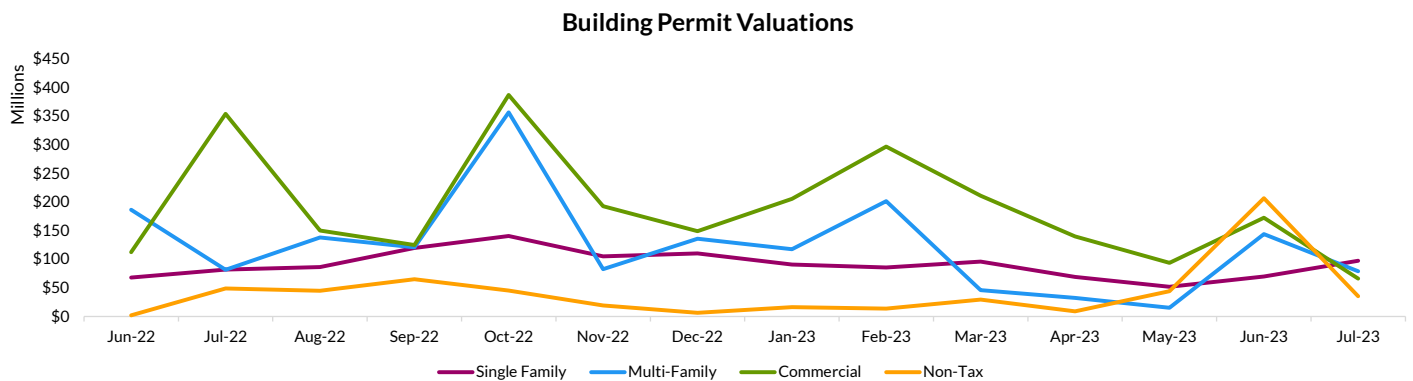
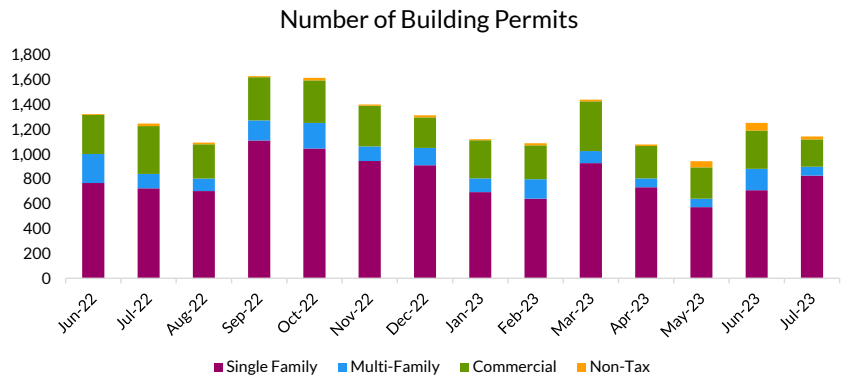


FY 2022-23 Financial Forecast Report

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 measures "Not on target" for YTD Actual and/or YE Forecast.



#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Economic Development						
1	Average number of business days to complete commercial permit application prescreen (Development Services)	5.7	2.0	2.0	5.0	2.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	98.2%	98.0%	98.0%
3	Percentage spent with local businesses (Small Business Center)	36.7%	53.0%	60.2%	40.0%	60.2%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	62.0%	80.4%	70.0%	80.4%
Environment & Sustainability						
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	54.6%	75.3%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	99.9%	99.8%	95.0%	99.8%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	18.0%	18.7%	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
Government Performance & Financial Management						
8	Percentage of invoices paid within 30 days (City Controller's Office)	88.1%	88.0%	83.4%	92.0%	86.6%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	91.0%	96.7%	90.0%	91.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	64.0%	60.0%	64.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	23.6%	80.0%	60.0%
Housing & Homeless Solutions						
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	60.0%	91.5%	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%	84.1%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	98.6%	80.0%	120.1%	80.0%	120.1%
Public Safety						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.1%	90.0%	85.7%	90.0%	86.0%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.5%	90.0%	87.6%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302	2,000	2,163	2,000	2,163
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	47.6%	68.3%	52.4%	60.0%	52.4%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	96.4%	90.0%	93.2%	90.0%	93.2%
20	Complaint resolution rate (Office of Community Police Oversight)	82.2%	70.0%	77.2%	70.0%	77.2%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	52.6%	73.5%	60.9%	60.0%	60.9%

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

FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Quality of Life, Arts, & Culture						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	83.6%	65.0%	96.0%	65.0%	96.0%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	33.4%	5.0%	28.4%	5.0%	28.4%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	78.5%	88.8%	75.0%	82.7%
25	Satisfaction rate with library programs (Library)	99.0%	98.0%	98.1%	93.0%	98.1%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	30.2%	31.0%	34.4%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	3,210	1,615	3,210
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	39.1%	80.0%	60.0%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	90.0%	80.4%	97.0%	85.5%
30	Percentage of planned lane miles improved (762.7 of 11,770 miles) (Public Works)	81.6%	83.0%	73.9%	100.0%	94.4%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	97.6%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.4%	91.0%	92.6%	91.0%	92.6%
33	Percentage of faded long line pavement marking miles improved (611 of 1,223 miles) (Transportation)	83.4%	33.0%	38.5%	50.0%	50.0%
Workforce, Education, & Equity						
34	Percentage increase of original multicultural and multilingual content (on public, educational, and government) (Communications, Outreach, & Marketing)	40.2%	110.6%	203.2%	25.0%	138.3%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	45.3%	60.0%	45.3%

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

FY 2022-23 Dallas 365

VARIANCE NOTES

8 Vacancies have resulted in a backlog of invoices processed citywide. CCO is working actively to recruit, interview, and onboard vacant positions to ensure staffing and invoice processing workload is stabilized.

11 OPS is actively onboarding and training temporary staffing to enhance support for the informal procurement process. OPS continues to hire additional staff members and anticipates an improvement in the percentage in future reports.

17 Due to the ransomware attack, DPD was limited in data collection for reporting. DPD is conducting a post ransomware audit for the Crimes Against Persons per 1,000 measure and anticipates revised data in September. July BAR data includes year-to-date actuals from October 2022 to March 2023.

18 Due to the ransomware attack, DPD was limited in data collection for reporting. DPD is verifying the accuracy of Response Time report that occurred during the network outage. DPD anticipates that the data will be available in September 2023. July BAR data includes year-to-date actuals from October 2022 to March 2023.

21 Due to the ransomware attack, IPS was unable to access data reports outlining the total calls received and the actual year-to-date percent. Based on YTD average data of 59.4 percent and remaining reporting periods, IPS is projected to meet the year-end annual target of 60 percent.

28 PKR attendance slightly increased from previous months as sites continue recruiting teens registered for the Teen All Access Pass and the Teen Summer Camp program. Program marketing efforts include attending community fairs and events throughout the city, connecting with teens, and providing resources as a way to increase participants.

29 Project contract negotiations and escalating costs of materials impact construction schedules resulting in a variance. OBP will expedite projects when feasible to meet the annual target and the implementation schedule.

30 PBW completes lane mile projects between April to September. As of July 2023, PBW has completed 563.9 lane miles out of 11,770 miles and additional lane miles are currently under construction. Due to the contractual price increase in January 2023, PBW decreased the project lane miles for FY 2022-23 to 762.7 from 787.

35 SBC grant subrecipients had no additional enrollments during July and continues to serve existing participants enrolled. Previous data reported in Dallas 365 and the BAR includes an adjusted calculation and updated YTD in grant participants. Data reported December through June has been updated to reflect the accurate percentage and year-end forecast to reflect the decrease in overall enrollment commitment from 510 to 221 participants.

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).

 **12**
Complete

 **18**
On Track

 **5**
At Risk

 **0**
Canceled

In the Spotlight

Bridging the Digital Divide

The City of Dallas recognizes that having access to the internet is critical to building a more inclusive, equitable, and resilient community. Developed during the COVID-19 pandemic, the City and its partners have been working diligently to bridge the digital divide comprehensively from access to internet connections, hardware such as home computers, and digital literacy and skills training. The launch of the Digital Navigators Program advances the recommendations identified in the City’s Broadband and Digital Equity Strategic Plan. The plan identifies specific ways the City can bridge the digital divide through infrastructure investments, public-private partnerships, and programming. In March 2023, the City of Dallas partnered with Dallas Innovation Alliance to further advance connectivity and has provided resources to 782 households.



FY 2022-23 Budget Initiative Tracker

ECONOMIC DEVELOPMENT

1 Building Permit Process

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

STATUS DEV plans to move in phases to the "One Stop Permitting Shop" centrally located at 7800 N Stemmons in October 2023. The department continues working to fill vacant positions. DEV launched and deployed a second Q-Team and Affordable Housing Team in January 2023. DEV intends to expand and deploy a Dedicated Intake Division including paper and PDOX submittals in the first quarter of FY 2023-24. Finally, DEV is working with the Data Business Intelligence Department to develop and launch a forward facing commercial permitting dashboard to be deployed September 2023.

2 City Development Code

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

STATUS On June 15, 2023, City Council approved the consultant procurement item. Consultants have begun the diagnostic phase and have an estimated phase completion of March 2024.

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 All positions have been filled and new hires are in training.

4 City Auto Pound

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

STATUS Implementation was completed and the new Auto Pound Management and Tow Dispatch system went live on May 2, 2023 for non-evidentiary vehicles. Currently, DPD and the vendor are monitoring contract operations to identify and correct any further efficiencies and reviewing options for alternative storage sites for evidentiary vehicles.

FY 2022-23 Budget Initiative Tracker

ENVIRONMENT & SUSTAINABILITY

5 Water Conservation Five-Year Work Plan



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

STATUS The contract to develop the water supply plan was awarded in fall 2022. A kick-off meeting was held in February 2023 between consultants and the City team to review the current plan, analyze conservation strategies, and update and index the plan against other Southwest Cities. The data collection is coming to a close and the initial draft is currently being prepared for delivery in Summer 2023. Upon review by DWU and Water Conservation the Work Plan will be indexed to five southwestern cities.

6 Emerald Ash Borer (EAB) Mitigation



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

STATUS The EAB response plan has been initiated and the positions in PBW and PKR have been hired and are operational. As of July 2023, PBW Forestry continues to work with the interdepartmental Forestry technical Team on outreach and education. The PKR staff Arborist will continue special assignment assessing and mapping ash trees on park properties. As of July the Arborist has surveyed about 335 parks and inventoried approximately 1,000 ash trees in the maintained portions of park properties. The Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team.

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. Creative development and content has recently been completed for greenjobskills.com and wholehomedallas.com.

8 Solar Energy Initiative



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

STATUS RFP solicitation was published on January 18, 2023 for a \$500,000 solar PV and \$500,000 battery energy storage systems. The contract has been finalized and was approved by City Council on May 24, 2023. The contractor was issued a Notice to Proceed on June 12, 2023. Estimated project completion date from the contractor is August 31, 2024. BSD has also completed weatherization activities at all of the current eight resiliency locations.

FY 2022-23 Budget Initiative Tracker

ENVIRONMENT & SUSTAINABILITY

9 Brownfield Program



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

STATUS: Two Environmental Coordinator positions have been filled for Brownfield programming. Additionally, \$1.5 million in EPA Brownfield funding was awarded to the City of Dallas on May 25, 2023, for the clean up and assessment of Brownfields sites within Dallas. Eligibility criteria is currently being established and OEQS has been engaging with the community to properly assess revitalization needs. The implementation of the new assessment and clean up grant will start October 2023.

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. A fourth monitor has been installed at 5000 Scyene Road in Dison Circle neighborhood on March 3, 2023, and the fifth has been deployed at South Central Park in the Joppa neighborhood on March 12, 2023. Staff is continuing to work with affected communities, the Environmental Commission and Council Members to schedule implementation of the remaining monitors in Joppa, Floral Farms, and Dixon Circle. All installed units are operational and transmitting data. DBI is working with OEQS to create a data dashboard that will be available to the public.

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 and OEQS are in the process of scheduling interviews for the Environmental Justice Coordinator positions.

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 appropriations (approved budget amendment) and seven engines, two trucks, eleven ambulances, and three Wildland Type VI vehicles have been ordered from the remaining funding allocation. DFR was recently awarded a grant from the North Central Council of Governments that acquired three blocker vehicles to protect residents, first responders, and emergency fleet units during freeway responses. EFM has ordered 596 units using department funds totaling \$67.7 million. Departments include CCS (33 units), CTS(5), AVI (8), DFD (21), DPD (286), DWU (62), EFM(13), LIB (1) OEM (1), PBW (46), PKR (25), SAN (85), SEC (2), TRN (3), DSV (1), BSD (3), CTJ (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 2,408 individuals since its onset in October 2021 through July 2023. Of those individuals housed, 42 percent are from households consisting of adults with children and 58 percent are adults only. OHS is partnering with Housing Forward to launch the encampment decommissioning effort offering individuals in established encampments housing solutions.

15 Healthy Community Collaborative (HCC) Program ●

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

STATUS From October 2022 to July 2023, the three organizations contracted by OHS have provided services for 890 clients.

14 Homeless Action Response Team (HART) ✓

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

STATUS The two HART teams are established in two new off-site office locations and officially began work on December 12, 2022. From December 2022 to July 2023, the HART teams have responded to 347 service requests with 79 percent of these service requests were responded within 24-48 hours and resolved within 10 days. In July, the HART teams visited 88 locations, cleaned up and/or closed 19 sites, and removed 62,000 lbs. of debris. PKR continues to work on filling four positions, the Marshal's office is currently conducting interviews for new Deputy Marshals and has hired one new Deputy who is currently in the six-month training program, and CCS continues to work on filling their two remaining open HART positions. DAS is currently using vehicles the department already owned while working with EFM to purchase the vehicles for their HART role. Similarly, CCS continues to wait on heavy equipment and is working jointly with the Nuisance Abatement Heavy Clean Teams to cover the program's needs on an as-needed basis.

FY 2022-23 Budget Initiative Tracker

PUBLIC SAFETY

16 Police Response Times

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

STATUS Year to date, DPD has hired 120 officers with a goal of hiring 185 by the end of FY 2022-23. A new academy class started in June 2023 with 23 recruits and the September Academy class is projected to have 35 recruits.

17 Innovative Equipment and Technology

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

STATUS DPD has integrated the ALPR Technology into dash cameras installed in marked squad cars. The mobile radio replacement project is complete with 3,033 radios being issued to officers and 886 radios inventoried at the Quartermaster for future issuance. Evaluations of a combined web-based RMS and CAD system are currently under review. Taser 10 is currently being reviewed as a potential upgrade option.

18 Single Function Paramedic Program

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

STATUS Since the commission of the Single-Role Paramedic Program on February 15, 2023, EMS is currently on track to hire 12 Single-Role Paramedics by September 20, 2023. To date, two of the five Peak Demand Units have been converted and the Single-Role Lieutenant has been added. The program is on target with hiring the additional positions, improving the operational workload and efficiency during peak hours of call volumes.

19 Inspection Life Safety Education Night Detail Team

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

STATUS The launch is complete. There is a continued focus on conducting inspections in preparation for multiple upcoming community activities. 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 has initiated over 103 projects and have completed 32 and 66 projects are in the installation/construction phase. Completed projects include park lighting, surveillance systems, access controls, window treatment, radios, and garage doors.

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. CCS has hired 10 out of 16 positions. The Pro Teams are currently fulfilling the weekly expectation of 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 All 12 Code Compliance Officers have been hired and onboarded as of February. The teams are up and running as anticipated.

23 Expanding Library Access

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

STATUS The Library successfully filled all additional positions added in FY 2022-23 to expand hours at 15 locations. The extended hours began January 17, 2023.

24 Historic Resource Survey

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

STATUS A contract has been executed with HR&A in February 2023 to provide services to begin this work. The scope covers only the public engagement and equity/resources review for the Historic Preservation Plan. An official grant awarded for \$50,000 to increase funding for the Historic Resources Survey has been received.

FY 2022-23 Budget Initiative Tracker

TRANSPORTATION & INFRASTRUCTURE

25 Sidewalk Master Plan

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

STATUS Year to date, PBW has spent \$350,400 of its General Fund appropriations to complete 11 sidewalk projects and 9.16 lane miles of sidewalk improvements. PBW anticipates all projected to be completed by the end of the fiscal year.

26 Bridge Maintenance

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

STATUS Construction on bridge maintenance began in January. As of July, PBW has spent \$3.4 million and completed maintenance on 26 bridges. PBW has spent \$335,512 on emergency repairs for State Highway 356 Bridge and \$584,550 on emergency repairs to Ron Kirk Pedestrian Bridge.

27 Vision Zero Action Plan

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

STATUS The Engineer started with the Planning division in December and has been working on low-cost improvements for safety evaluations, road safety, and city-wide speed limit evaluation.

28 Traffic Signals

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

STATUS As of July, TRN has devoted \$5,738,000 for this initiative. On May 10, TRN received City Council approval to accept a federal grant for signal improvements along Pine St. from U.S. 175 to Malcolm X Boulevard to along Elis Faye Heggins St. from U.S. 175 to 2nd Ave. On May 24, TRN received City Council approval to accept a federal grant for a traffic signal at Gillette St. and Lake June Rd. The project to replace traffic lights will be a multi-year effort. TRN currently has 59 signals in the design phase and 69 signals in the construction phase.

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 79.18 longline miles and 191 crosswalks were completed in total as of July 2023. TRN is on track to complete restriping of 320 miles and painting of 864 crosswalks by year end. \$2.5 million has been contracted with the vendor.

FY 2022-23 Budget Initiative Tracker

TRANSPORTATION & INFRASTRUCTURE

30 School Zone Flashing Beacons

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

STATUS As of July, 180 flashing beacons have been installed. Due to supply chain issues of specific parts, the manufacturer is behind schedule on the shipment of new equipment. At this time, TRN does not have an estimated completion date for the remaining 320 school zone flashing beacons scheduled for installation this fiscal year.

31 Bike Lanes

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

STATUS TRN is scheduled to present a bike plan update to the City Council on October 18. 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 SBC hosted the first networking event for the Mentor Protege Program on May 10th with 45 participants. Additionally, SBC has filled its Mentor Protege Coordinator position and has executed two of three contracts: 1) the Cen-Tex contract in the amount of \$225,000 and 2) the Greater Dallas Hispanic Chamber of Commerce contract in the amount of \$250,000. The third and final contract is pending to meet ORM insurance requirements and should be fulfilled by September 2023.

33 Equity Education Through Engagement

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

STATUS OEI has not been able to fill the position with a qualified candidate and intends to repost the position.

34 Accessibility

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

STATUS ADA Building reviews have been completed with final reports anticipated by the end of FY 2022-23. First and second rounds of face-to-face interviews with departments have all been completed. Web Content ADA training courses remains on hold while city websites are being updated. ADA security training material remains at 90% complete and ADA 101 training was completed in May.

35 Bridging the Digital Divide

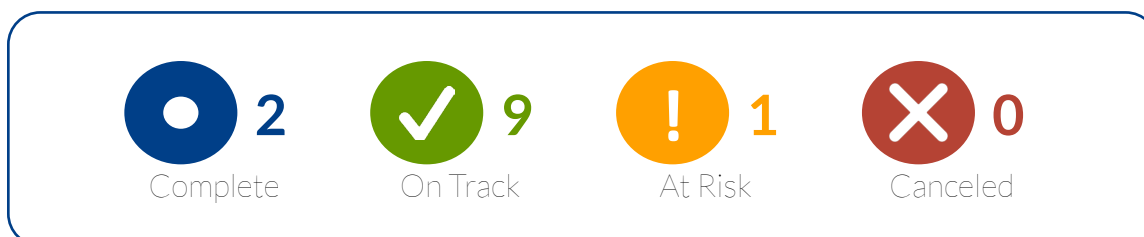
INITIATIVE Expand efforts to bridge the digital divide by allocating \$2.0 million for Digital Navigators to make internet access to individual households affordable, install reliable computer hardware, and enhance digital literacy skills and training. (CMO)

STATUS The launch of the Digital Navigators Program will advance the recommendations identified in the City's Broadband and Digital Equity Strategic Plan. The plan identifies specific ways the City can bridge the digital divide through infrastructure investments, public-private partnerships, and programming. Since launching in February 2023, the Digital Navigators Program has provided internet access, affordable and reliable computer hardware, and digital literacy skills to 782 households.

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 due to a pending code amendment and OHP is working with the contracted organization on completing the presentation during FY 2022-23.

FY 2021-22

1 Economic Development Entity

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

STATUS City Council approved the creation of the Economic Development Corporation (EDC) on January 12, 2022, and the certificate of formation was filed with the State of Texas in February. The City Council approved the initial Board of Directors to the EDC on August 24, 2022. In January 2023, the EDC board prioritized the following for the upcoming year: hire a search firm for the EDC Director, hire an EDC director, and develop a strategic plan and funding plan (including budget). The EDC Board selected the CEO search firm Korn Ferry in August 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. A contract has been proposed with Restorative Farms and has been submitted to the City Attorney's Office.

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 FTEs were hired to support the program and to sample 50 sites. In FY 2022-23, DWU identified the total number of schools and daycare centers that will be impacted by the new Lead and Copper Rule Revision and developed inventory tracking and processes for these sites to be sampled accordingly. In FY 2023-24, DWU will continue sampling and tracking for compliance on city-wide Lead and Copper Regulatory Requirement and continue outreach and education programs.

13 Affordability Housing Units

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

STATUS Housing is implementing this new funding along with other measures through the existing Notice of Funding Availability. On January 12, 2022, City Council approved the first project utilizing these funds, providing \$1.8 million to be used for water infrastructure related to the development of 125 for-sale single family homes. On August 24, 2022, City Council approved the second project using these funds, authorizing \$4.1 million in ARPA funds to Cypress Creek at Montfort, a mixed-income multifamily development in District 11. Both developments are anticipated to begin construction in the 3rd quarter of 2023.

14 Preservation of Affordable Housing

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

STATUS In December 2021, City Council approved \$11.25 million ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. Applications opened in May 2022. The ARPA Home Repair Program has 60 active applications. To date, \$1,721,115 of the \$6 million committed to home repair is encumbered and \$924,219 has been spent. Remaining funds are tied to addresses and will be encumbered by Spring 2024 as contracts are executed with the City Attorney's Office. 13 homes are under construction and 5 have been completed. A partnership with DWU has added over \$2 million to this program. The ARPA Residential Septic Tank Program, which conducts home repairs to connect homes to City water/wastewater/sewer utilities, was approved by City Council on June 28, 2023 and the program has accepted 8 applications. The \$4.5 million in infrastructure funds will be encumbered by Summer 2024.

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 during the hours of 6am-4pm daily, have been transferred from DPD to Transportation for all calls that do not need DPD to be present.

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 remaining 49 Wi-Fi sites have received Access Point equipment.

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 July, 91.5 million has been spent for 9.0 lane miles under design and 5.9 lane miles have been installed or are under construction for a total of 14.9 lane miles.

35 Water/Wastewater Service ✓

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

STATUS Engineering work for the remaining occupied and unserved areas began in February 2022 and includes the design of approximately 211,219 feet of new pipelines to the remaining unserved areas. Upon completion of design, these projects will be packaged and awarded for construction beginning in FY 2022-23. Construction in the University Hills area is under construction through fall 2023. In addition, approximately 11,146 feet of new pipelines to four unserved locations that were designed in-house was awarded on November 9, 2022 and work started in March 2023. Twelve additional areas are planned for construction award in June 2023. In FY 2022-23, designs were completed for 27 project locations designated by the Unserved Areas Program. Of the 27 projects, four project sites have completed construction while 13 have been awarded for construction with a start date of September. The remaining 10 projects have completed designs that will be advertised in September for construction.

29 Traffic Signals ✓

INITIATIVE Devote \$14 million over three years to leverage over \$50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero strategy. In FY 2021-22 spend \$3.5m to design 46 traffic signals to leverage federal and county funds. (Revised) (TRN)

STATUS As of July, TRN has devoted \$5,738,000 for this initiative. On May 10, TRN received City Council approval to accept a federal grant for signal improvements along Pine St. from U.S. 175 to Malcolm X Boulevard to along Elis Faye Heggins St. from U.S. 175 to 2nd Ave. On May 24, TRN received City Council approval to accept a federal grant for a traffic signal at Gillette St. and Lake June Rd. The project to replace traffic lights will be a multi-year effort. TRN currently has 59 signals in the design phase and 69 signals in the construction phase

34 Accessibility ✓

INITIATIVE Implement software system to track identified American Disabilities Act (ADA) 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. The purchasing and procurement process continues.

PROCESS IMPROVEMENT



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

The Process Improvement Team applies the DMAIC problem solving approach to dig into process issues and deliver quantifiable, sustainable results. DMAIC is a five-phase method:

- Define – Define the problem
- Measure – Quantify the problem
- Analyze – Identify the cause of the problem
- Improve – Solve the root cause, develop structured improvements, and verify improvement
- Control – Maintain the gains and pursue perfection

The Process Improvement Team has focused on building awareness among departments, creating an organization-wide framework for process improvement, and establishing a cross-functional knowledge base for greater inter-departmental coordination. The following table summarizes current Process Improvement projects for FY 2022-23 which will be reported as Complete, On Track, Delayed, Cancelled, or Pre-Kickoff. The DMAIC phase may be referenced in the status update. The Improve phase is often the most challenging to implement because it involves eliminating the root cause and implementing improvements. This phase often extends the project timeline.

The Baseline for Key Performance Indicators is the starting point of metric to engage success for completing projects. Additional projects will be added to the list throughout the course of the fiscal year.

PROCESS IMPROVEMENT

Project Status



4

Complete



3

On Track



1

Delayed



1

Cancelled








0

Pre-Kickoff

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	<u>SFD Building Permit Process</u> 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
				Status Update: Action items from the Rolling Action Items List have been completed or close to completed. Performance has been consistently at or below target for several months, with improvements sustained. Project is ready to close.		
2	<u>DPD Workload Optimization</u> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan 2022 – TBD	TBD	TBD	TBD
				Status Update: Short-term action items to improve accuracy of work hour categorization have been completed. Long-term action plan has been compiled and awaiting communication with leadership for final approval of timeline.		
3	<u>DFR Workload Optimization</u> Assess current operational demands to identify process improvement opportunities for workload management (DFR)		Jan 2022 – May 2023	Assessment completion (100%)	0%	100%
				Status Update: Improvements to leave scheduling process have been implemented and operational data has been collected and analyzed. The controls that DFR has implemented in Telestaff to manage Emergency Response Bureau work schedules are currently adequate for minimizing overtime. BMS will continue to support DFR by conducting annual reviews of work scheduling controls to identify further improvement opportunities. Additionally, DFR will continue to monitor the staffing and overtime data monthly to understand and minimize differences between overtime expenditures and overtime forecast model.		
4	<u>Contract Review and Execution</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	N/A
				Status Update: The remaining stages of this project are now managed by the Office of Procurement Services (OPS).		

PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
5	<u>Risk Review & Certificate of Insurances</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	RR=1.45 days 29:26 minutes COI=2 days 21:37 minutes	TBD
			Status Update: The software used for Risk Review information is being customized to better serve ongoing improvements. Executive leadership has identified in excess of 30 OFI's related to customer service and processing. Enhancements are currently being implemented.			
6	<u>"Low Sterrett Officer Turnaround Process"</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.	228 minutes/arrest	TBD
			Status Update: Established three highest volume arrest types accounting for more than 50 percent of the arrests made are: Warrants Only (1,774), Assault Family Violence (1,460), DWI (697) and corresponding baseline data. Average arrest takes 144 minutes to complete and 228 minutes when accounting multiple officers involved in an average arrest. There have been 15 improvement opportunities transferred to DPD for evaluation and implementation and three of the largest opportunities include custom reports for the high volume arrest types. Warrants are being looked into for the current system, while Assault Family Violence and DWI are being incorporated into the new upcoming software.			
7	<u>Water/Wastewater Permit Process</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
			Status Update: Training documents were completed and tested in April and the executive review was held June 13.			
8	<u>DWU/DEV/DFR</u> Map water/wastewater permitting process, from start to finish including installation of items. Cross training to provide understanding of entire process for stakeholders		April 2023- Nov 2023		N/A	N/A
			Status Update: Over 40 OFI's have been identified. The team is creating a presentation for Dallas Builders Association to review and provide feedback, then presenting to executives for consideration and approval of enhancements. Customer presentation scheduled for October 17.			

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
9	<u>COD/DPD/Parkland/Dallas County Sheriff's Department/ Toyota</u> Reduce the amount of time DPD officers spend processing prisoners at Lew Sterrett		July 2023 - January 2024	Cycle Time/ Arrest	228 minutes/ arrest	TBD
			Status Update: This project was relaunched in July, originally coupled with the "Lew Sterrett Officer Turn Around Process" project. Site visits were completed in July with all participants. In August, Process Improvement will create process maps from DPD, Parkland, and Dallas County Sherriff's Office perspectives.			

