<div align="center">

MINUTES OF THE CITY COUNCIL COMMITTEE
TUESDAY, DECEMBER 13, 2022

</div>

22-0012

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

PRESENT:    [7]    Mendelsohn, Willis, *Atkins, Bazaldua (**1:19 p.m.), *McGough, Ridley, *West

ABSENT:    [0]

The meeting was called to order at 1:02 p.m. with a quorum of the committee present.

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

After all business properly brought before the committee had been considered, the meeting adjourned at 3:09 p.m.

_____
Chair

ATTEST:

_____
City Secretary Staff        Date Approved

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

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

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


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

E X H I B I T   A

**City of Dallas**

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

# Government Performance and Financial Management Committee

**December 13, 2022**

**1:00 PM**

# 2022 CITY COUNCIL APPOINTMENTS

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

(C) – Chair, (VC) – Vice Chair

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

## General Information

The Dallas City Council regularly meets on Wednesdays beginning at 9:00 a.m. in the Council Chambers, 6th floor, City Hall, 1500 Marilla. Council agenda meetings are broadcast live on WRR-FM radio (101.1 FM) and on Time Warner City Cable Channel 16. Briefing meetings are held the first and third Wednesdays of each month. Council agenda (voting) meetings are held on the second and fourth Wednesdays. Anyone wishing to speak at a meeting should sign up with the City Secretary's Office by calling (214) 670-3738 by 5:00 p.m. of the last regular business day preceding the meeting. Citizens can find out the name of their representative and their voting district by calling the City Secretary's Office.

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

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

## Rules of Courtesy

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

- That no one shall delay or interrupt the proceedings, or refuse to obey the orders of the presiding officer.

- All persons should refrain from private conversation, eating, drinking and smoking while in the Council Chamber.

- Posters or placards must remain outside the Council Chamber.

- No cellular phones or audible beepers allowed in Council Chamber while City Council is in session.

"Citizens and other visitors attending City Council meetings shall observe the same rules of propriety, decorum and good conduct applicable to members of the City Council. Any person making personal, impertinent, profane or slanderous remarks or who becomes boisterous while addressing the City Council or while

## Información General

El Ayuntamiento de la Ciudad de Dallas se reúne regularmente los miércoles en la Cámara del Ayuntamiento en el sexto piso de la Alcaldía, 1500 Marilla, a las 9 de la mañana. Las reuniones informativas se llevan a cabo el primer y tercer miércoles del mes. Estas audiencias se transmiten en vivo por la estación de radio WRR-FM 101.1 y por cablevisión en la estación *Time Warner City Cable* Canal 16. El Ayuntamiento Municipal se reúne en el segundo y cuarto miércoles del mes para tratar asuntos presentados de manera oficial en la agenda para su aprobación. Toda persona que desee hablar durante la asamblea del Ayuntamiento, debe inscribirse llamando a la Secretaría Municipal al teléfono (214) 670-3738, antes de las 5:00 pm del último día hábil anterior a la reunión. Para enterarse del nombre de su representante en el Ayuntamiento Municipal y el distrito donde usted puede votar, favor de llamar a la Secretaría Municipal.

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

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

## Reglas de Cortesía

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

- Ninguna persona retrasara o interrumpirá los procedimientos, o se negara a obedecer las órdenes del oficial que preside la asamblea.

- Todas las personas deben abstenerse de entablar conversaciones, comer, beber y fumar dentro de la cámara del Ayuntamiento.

- Anuncios y pancartas deben permanecer fuera de la cámara del Ayuntamiento.

- No se permite usar teléfonos celulares o enlaces electrónicos *(pagers)* audibles en la cámara del Ayuntamiento durante audiencias del Ayuntamiento Municipal

"Los ciudadanos y visitantes presentes durante las

attending the City Council meeting shall be removed from the room if the sergeant-at-arms is so directed by the presiding officer, and the person shall be barred from further audience before the City Council during that session of the City Council. If the presiding officer fails to act, any member of the City Council may move to require enforcement of the rules, and the affirmative vote of a majority of the City Council shall require the presiding officer to act." Section 3.3(c) of the City Council Rules of Procedure.

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

# Handgun Prohibition Notice for Meetings
# of Governmental Entities

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

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

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

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

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

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

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

The public is encouraged to attend the meeting virtually; however, City Hall is available for those wishing to attend the meeting in person following all current pandemic-related public health protocols.

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

The public may also listen to the meeting as an attendee at the following videoconference link:
https://dallascityhall.webex.com/dallascityhall/j.php?
MTID=m26e1b1734e2436528dc4dc5b09d350b4

**Call to Order**

**MINUTES**

1.   22-2798   Approval of the November 15, 2022 Government Performance and
Financial Management Committee Meeting Minutes

*Attachments:*   Minutes

**BRIEFING ITEMS**

A.   22-2801   Development Services- Monthly Technology Update and Metrics Review
[Andrew Espinoza, Director, Development Services]

*Attachments:*   Presentation

B.   22-2803   Process Improvement Team: Update on Completed and Current Projects
[Elisa Gouveia Waldrup, Performance, Strategy, and Innovation Executive,
Budget and Management Services]

*Attachments:*   Presentation

C.   22-2804   Upcoming Bond Sales
[Jack Ireland, Chief Financial Officer, City Manager's Office]

*Attachments:*   Presentation

**BRIEFINGS BY MEMORANDUM**

D.   22-2800    Upcoming Agenda Item 22-2505 for December 14, 2022: Authorize Use of
                Contingency Reserve Funds for 2022 Severe Weather and Flooding Event
                [Budget and Management Services]

     *Attachments:*    Memorandum

E.   22-2799    Upcoming Agenda Item 22-2696 for December 14, 2022: To Amend Five
                Previously Authorized Resolutions, Providing Reimbursement Language to
                Each Resolution Pursuant to the Provisions of the Master Lease Program.
                [Budget and Management Services]

     *Attachments:*    Memorandum

F.   22-2892    Upcoming Agenda Item 22-2825 for December 14, 2022: Authorize
                Establishing the Convention Center Expansion Venue Project and Fair Park
                Facilities Venue Project Fund
                [Convention & Event Services]

     *Attachments:*    Memorandum

G.   22-2808    Governance of City Council Members' Operating Activities and
                Recommendations
                [Office of the City Auditor]

     *Attachments:*    Memorandum

H.   22-2797    Office of the City Auditor's Performance Audit Recommendation
                Implementation Status as of December 5, 2022
                [Office of the City Auditor]

     *Attachments:*    Memorandum

I.   22-2814    Marketing Support Procurement Most Advantageous and Responsive
                Bidder, The Voice Society
                [Communications, Outreach & Marketing]

     *Attachments:*    Memorandum

J.   22-2795    Accounts Payable Update
                [City Controller's Office]

     *Attachments:*    Memorandum

K.   22-2916    Update Compliance with Texas State Library and Archives Commission
                (TSLAC) Retention Schedules
                [City Secretary's Office]

     *Attachments:*    Memorandum

L.    22-2805    Budget Accountability Report (information as of September 30, 2022)
[Budget and Management Services]

*Attachments:*    Report

M.    22-2806    Technology Accountability Report (information as of November 30, 2022)
[Information and Technology Services]

*Attachments:*    Report

N.    22-2809    City of Dallas Quarterly Investment Review
[City Controller's Office]

*Attachments:*    Report

O.    22-2796    GPFM Committee Forecast

*Attachments:*    Forecast

**ADJOURNMENT**

## EXECUTIVE SESSION NOTICE

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

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

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

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

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

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

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

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

E X H I B I T   B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

DECEMBER 13, 2022

Item 1:        Approval of the November 15, 2022 Government Performance and Financial
               Management Committee Meeting Minutes

Councilmember West moved to adopt the minutes as presented.

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

OFFICE OF THE CITY SECRETARY                              CITY OF DALLAS, TEXAS

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

DECEMBER 13, 2022

BRIEFING ITEMS

Item A:        Development Services - Monthly Technology Update and Metrics Review

The following individuals briefed the committee on the item:

- Andrew Espinoza, Director, Development Services Department;
- Vernon Young, Assistant Director, Development Services Department; and
- William Zielinski, Chief Information Officer, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

DECEMBER 13, 2022

BRIEFING ITEMS

Item B:        Process Improvement Team: Update on Completed and Current Projects

The following individuals briefed the committee on the item:

- Janette Weedon, Director, Budget Management Services;
- Elisa Gouveia Waldrup, Performance, Strategy, and Innovation Executive, Budget and Management Services;
- Stephen Tusken, Continuous Improvement Specialist, Budget Management Services; and
- Tony Rader, Continuous Improvement Specialist, Budget Management Services

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

DECEMBER 13, 2022

BRIEFING ITEMS

Item C:          Upcoming Bond Sales

The following individuals briefed the committee on the item:

- Jack Ireland, Chief Financial Officer, City Manager's Office;
- Emily Hundley, Director, Hilltop Holdings; and
- Terry Lowery, Director, Dallas Water Utility

Councilmember Ridley moved to forward the item to city council.

Motion seconded by Councilmember Bazaldua and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

DECEMBER 13, 2022

BRIEFING BY MEMORANDUM

Item D:        Upcoming Agenda Item 22-2505 for December 14, 2022: Authorize Use of
               Contingency Reserve Funds for 2022 Severe Weather and Flooding Event

Councilmember Willis moved to forward item to city council.

Motion seconded by Councilmember Ridley and unanimously adopted.

Item E:        Upcoming Agenda Item 22-2696 for December 14, 2022: To Amend Five
               Previously Authorized Resolutions, Providing Reimbursement Language to Each
               Resolution Pursuant to the Provisions of the Master Lease Program.

Councilmember Willis moved to forward item to city council.

Motion seconded by Councilmember Ridley and unanimously adopted.

Items F:       Upcoming Agenda Item 22-2825 for December 14, 2022: Authorize Establishing
               the Convention Center Expansion Venue Project and Fair Park Facilities Venue
               Project Fund

Item G:        Governance of City Council Members' Operating Activities and Recommendations

Item H:        Office of the City Auditor's Performance Audit Recommendation Implementation
               Status as of December 5, 2022

Item I:        Marketing Support Procurement Most Advantageous and Responsive Bidder, The
               Voice Society

Item J:        Accounts Payable Update

Item K:        Update Compliance with Texas State Library and Archives Commission (TSLAC)
               Retention Schedules

Councilmember Atkins moved to forward item to city council with the following change:

- Add the exception, "Retain Campaign Finance records for anyone elected plus 2
  years after leaving office."

Motion seconded by Councilmember Willis and unanimously amended. (West, Bazaldua absent
when vote taken)

Item L:        Budget Accountability Report (information as of September 30, 2022)

Item M:        Technology Accountability Report (information as of November 30, 2022)

OFFICE OF THE CITY SECRETARY                          CITY OF DALLAS, TEXAS

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

DECEMBER 13, 2022

BRIEFING BY MEMORANDUM (cont.)

Item N:        City of Dallas Quarterly Investment Review

Item O:        GPFM Committee Forecast

The committee discussed all items.

EXHIBIT  C

**File #:** 22-2801

**Item #:** A.

Development Services- Monthly Technology Update and Metrics Review
[Andrew Espinoza, Director, Development Services]

**City of Dallas**

# Development Services Monthly Technology and Metrics Review

**Government Performance & Financial Management Committee**
**December 13, 2022**

James M. Metzgar, Sr., CBO
Assistant Director/Deputy Chief Building Official
Development Services
City of Dallas

# Presentation Overview

- Technology

- Residential Permits

- Recruitment and Onboarding

- Outreach and Communications

- Next Steps

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# Technology

- Electronic plan review status

  - Since updating to 9.2 and transitioning to a cloud-based solution, previous glitches such as customers uploading and downloading issues are almost non-existent. Staff's ability to batch stamp plans with consistency has improved tremendously.

  - Additional enhancements are being sought in our next phased update, such as automated completion of payment task that will display itemized fees paid by customer.

  - Working with ITS and vendor to verify ability and methodology to approach desired enhancements.

# Residential Permit Volume

## New Single Family Permits Created
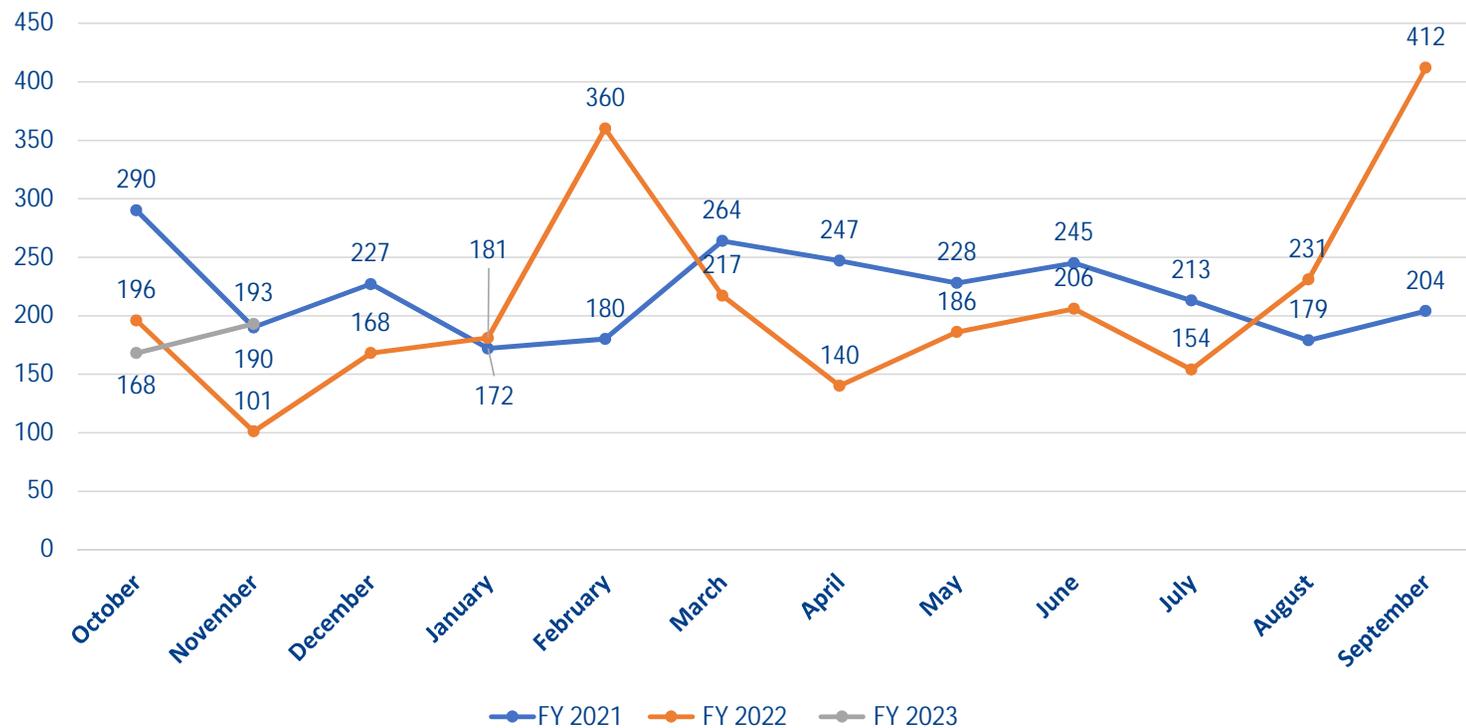


A total of 193 were processed for the month. This represents a 15% increase compared to the previous month of October.

Legend: FY 2021, FY 2022, FY 2023

# Residential Permit Average Turnaround

## Residential New Single Family Permits-Average Days to Issue YTD Comparison
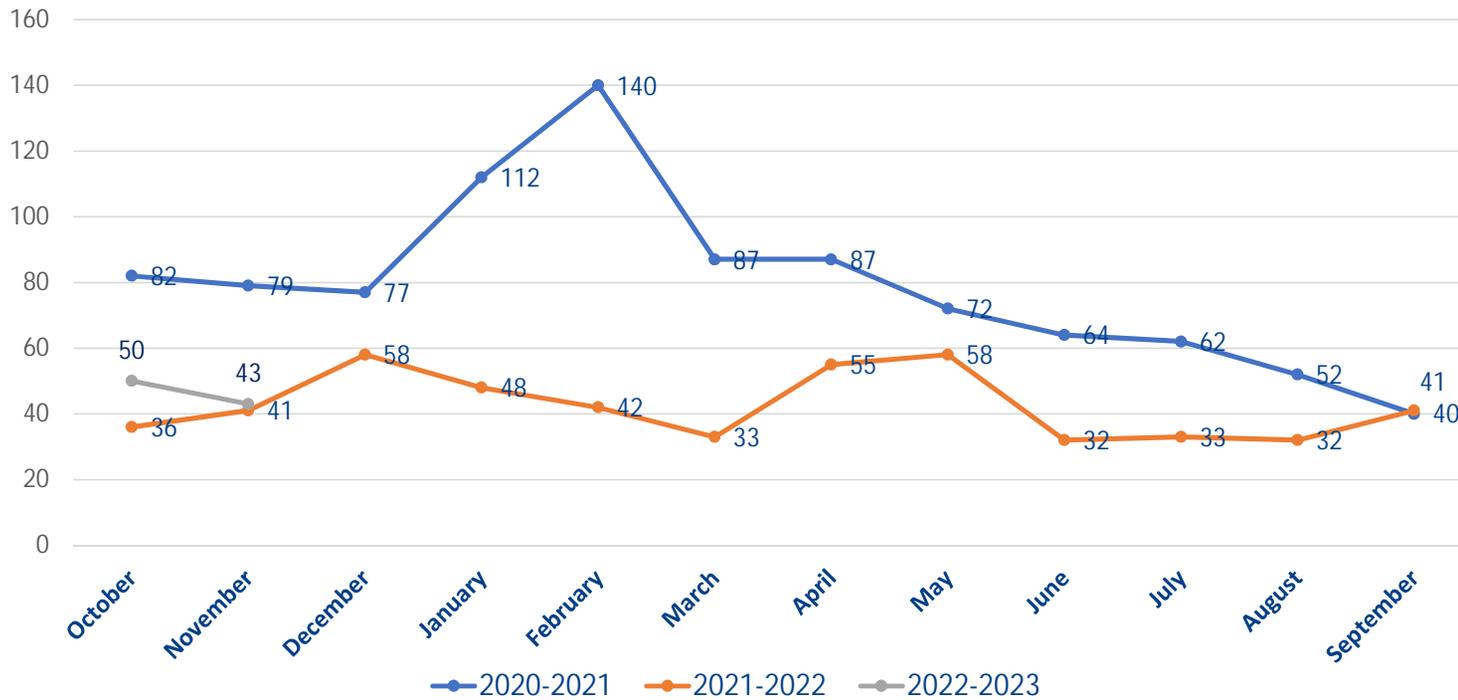


A decrease of 7 days to issue new single-family permits from the previous month of October.

***Note: As of November 14, 2022, there were 0 applications in "Overdue" status.

# Residential Permit Average Metrics

## Residential Permit Issued Totals October 2022

| Category | Value |
|---|---|
| 3rd Party Reviews | 604 |
| Remodel Issued | 354 |
| NSF Permits City Issued | 344 |
| Additions | 164 |
| RSVP | 35 |

## Residential Permit Issued Totals November 2022

| Category | Value |
|---|---|
| 3rd Party Reviews | 141 |
| Remodel Issued | 333 |
| NSF Permits City Issued | 189 |
| Additions | 124 |
| RSVP | 31 |

Legend: ■ 3rd Party Reviews ■ Remodel Issued ■ NSF Permits City Issued ■ Additions ■ RSVP

31 RSVP New Single-Family permits issued the same day for November

189 NSF permits issued for November a 87% decrease in issuance from previous month

Third Party Vendors performed 141 reviews

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# Recruitment and Hiring

- Hosted 3rd Hiring Event November 28, 2022
- Currently have 74 vacancies

| Position Status | Position Count |
|---|---|
| Pending Hires | 16 |
| New Job Postings | 27 |
| Candidates in Review/Interview | 23 |
| Pending Reclassification | 2 |
| Pending Reassignments | 6 |
| Total Vacancies | 74 |

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# Recruitment and Onboarding

- Filled approximately 40 positions in the last 90 days

  - Since July 2022 the department has held 3 Mass Hiring Events

  - 252 interviews conducted

  - 46 offers extended

  - 4 positions in transition

  - 74 positions remain to be filled (25% vacancy rate)

  - Engineers, Sr. Plans Examiners and Inspector positions remain difficult to fill

# Communications & Outreach

- November Communications
  - 2,138 emails sent to subscribers – 48% open rate which is 10% higher than industry standard
  - Facebook
    - 1,510 post reach (the number of individuals that saw DSD posts)
    - 316 page visits

# Communications & Outreach

- November Outreach/Engagement
  - November 16th - "Landscaping Dallas" Lunch and Learn
  - November 17th – Staff donation of 50lbs of candy to Hector Garcia Middle School for Fall Festival
  - November 18th - Development Advisory Committee meeting
  - November 28th – Hiring Event

- Customer Service Feedback Survey
  - 60 responses for November
  - 91% satisfaction rate for the month
  - 52 out of 57 respondents that answered the question Strongly Agree or Agree they are satisfied with the service received.

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# Communications & Outreach

- Upcoming Engagement
  - December 14, 2022 – Lunch and Learn "GIS Zoning Website Overview"
  - January 2023 – Pop Up Permit Saturday resumes
  - February 2023 – Partnership with DISD Career and Technical Education (CTE) schools

# Next Steps

- Continue to work with ITS, Procurement, CAO, and Vendor to complete Statement of work (December 2022)

- Continue our outreach and Lunch & Learn sessions-January- Significant Changes 2021Code

- Continue to partner with HR and Onboarding on recruitment efforts

- Roll out our public facing single family permitting metric dashboard (January 2023)

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# Development Services Monthly Technology and Metrics Review

**Government Performance & Financial Management Committee**
**December 13, 2022**

James M. Metzgar, Sr., CBO
Assistant Director/Deputy Chief Building Official
Development Services
City of Dallas

**City of Dallas**

**File #:** 22-2803

**Item #:** B.

Process Improvement Team: Update on Completed and Current Projects
[Elisa Gouveia Waldrup, Performance, Strategy, and Innovation Executive, Budget and Management Services]

# Process Improvement Team Update

**Elisa Gouveia Waldrup**
**Performance, Strategy, and Innovation Executive**
**Budget & Management Services**

# Meet the Team

- Tony Rader, LSSBB

- Elisa G. Waldrup, MBB

- Stephen Tusken, LSSBB

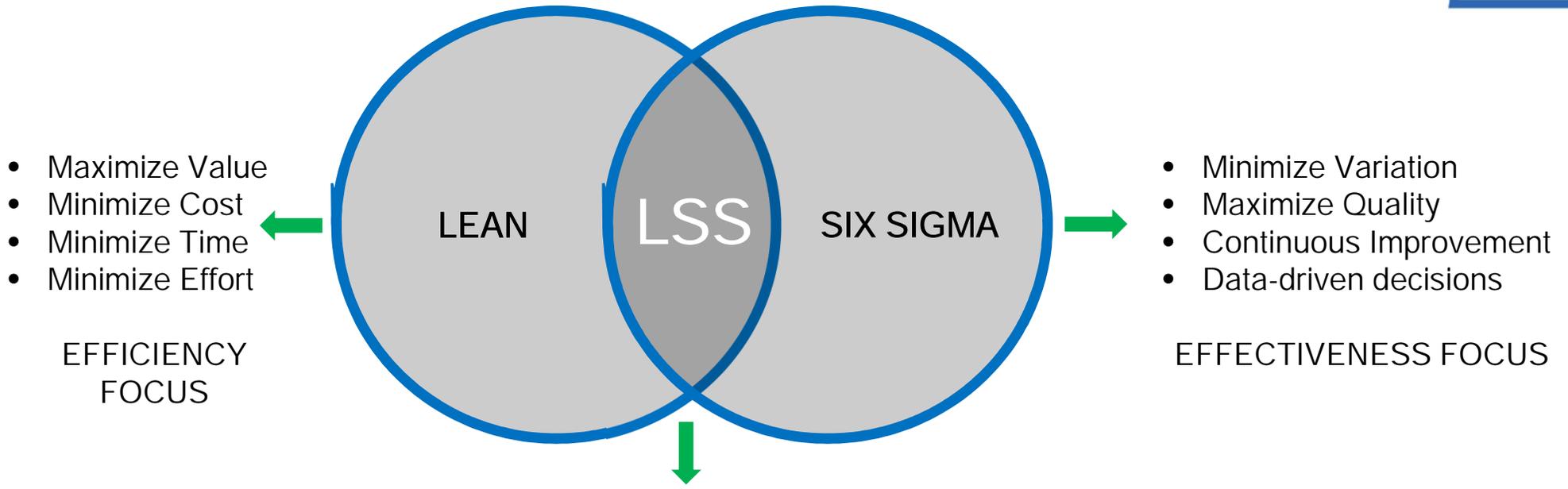40 years combined experience in Process Improvement from a range of industries.

**Process Improvement (PI) Team Vision:**

To transform the culture at the City of Dallas so that high performance and reliability are part of the organizational DNA, continuous improvement is an intrinsic part of daily operations, and data insights drive leadership's decisions.

1

# Our Process Improvement Approach



- Maximize Value
- Minimize Cost
- Minimize Time
- Minimize Effort

EFFICIENCY FOCUS

**LEAN**

**LSS**

**SIX SIGMA**

- Minimize Variation
- Maximize Quality
- Continuous Improvement
- Data-driven decisions

EFFECTIVENESS FOCUS
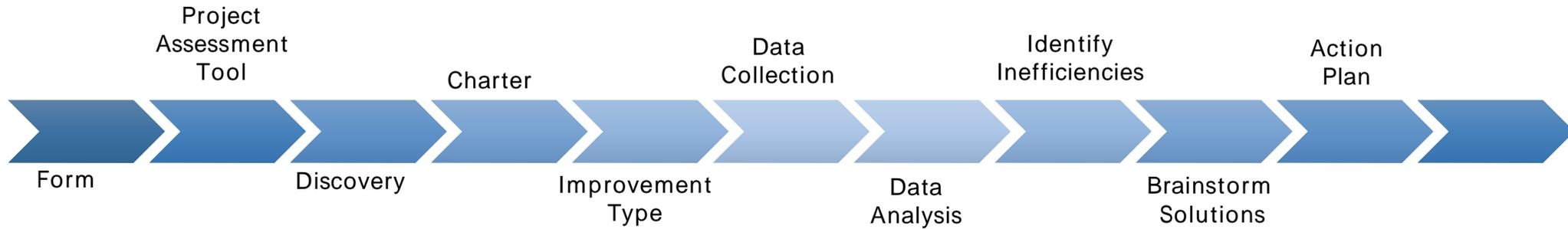
Improved process performance = Happy leaders
Improved quality and service delivery = Happy customers
Empowered frontline = Happy employees

PROCESS IMPROVEMENT TEAM

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# Structure of PI Approach



Form · Project Assessment Tool · Discovery · Charter · Improvement Type · Data Collection · Data Analysis · Identify Inefficiencies · Brainstorm Solutions · Action Plan

# Sustaining Results After Project Completion
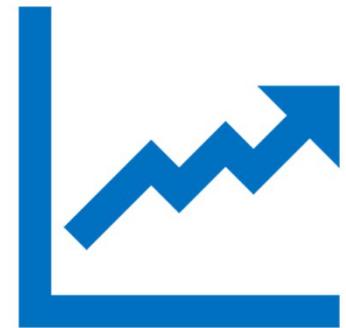
- Continue checking in with Team progressively (weekly, bi-weekly, and monthly)

- If improvements are not sustained, establish an intervention/action plan

- Document best practices in detailed work instructions to ensure smooth transition for new hires

-  Determine best date for process handoff

# Strategic Timeline



## PI Strategy Timeline
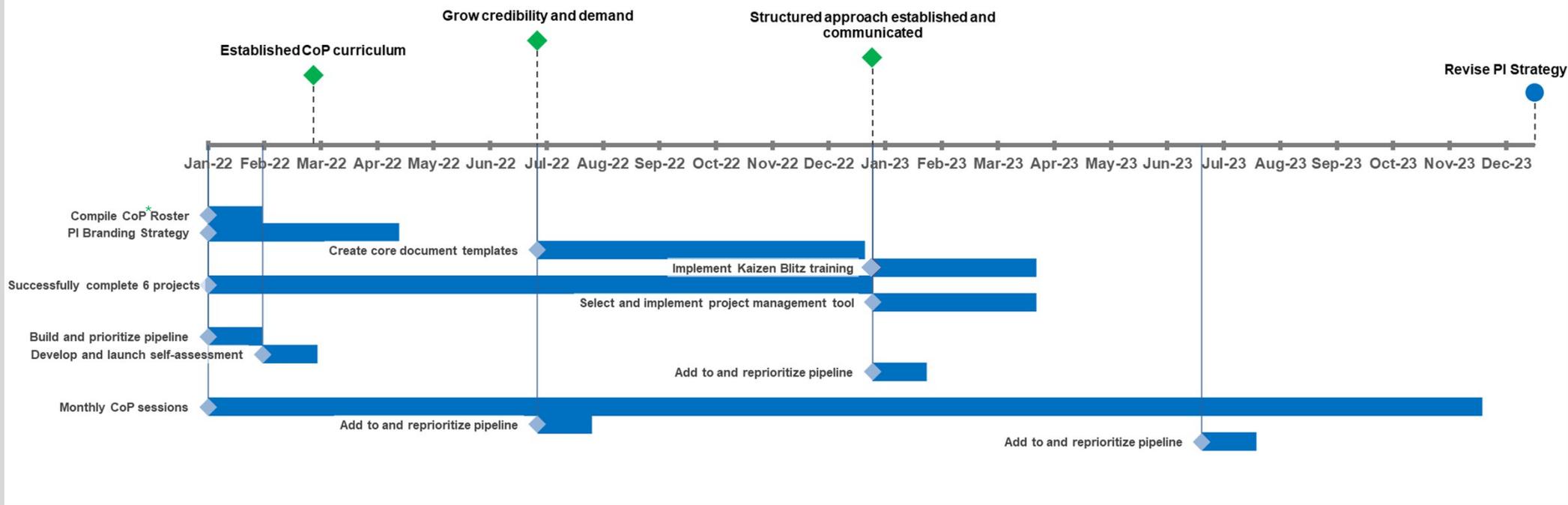
* CoP: Community of Practice

# Project Pipeline Prioritization

- Projects are constantly being added to the pipeline and ranked for prioritization.

  **Other Projects in Pipeline:**
  - Budget Development Process
  - Financial Target Analysis (FTA) Process
  - IT Onboarding Cycle Time
  - Technology Request Process
  - Dallas Fire Rescue (DFR) Training Lead Time
  - Hotel Occupancy Tax – Short Term Rentals
  - Barrier Removal Process
  - DPD Reporting at Lew Sterrett

- Prioritization assessment tool utilized to rank factors such as financial uplift, speed of payoff, number of residents affected, etc.

PROCESS IMPROVEMENT TEAM

# Building Inspections Call Center

## Project Description

Increasing customer satisfaction at the Building Inspection (BI) Call Center by eliminating common issues, increasing number of satisfactorily resolved calls, and reducing overall calls.

**Partnering Department:**

## DEV

## Latest Project Update:

Performance stable from month to month, SOPs have been documented to prevent backsliding. PI Team is ready to hand process back to process owner.

☑ Project Complete

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# Water | Wastewater Permitting Process

## Project Description

Reducing cycle time of Water / Wastewater permit application process, in order to decrease overall building permit lead time.

**Partnering Departments:**

## DEV | DWU

## Latest Project Update

The Water/Wastewater permit processing time has been decreased to 1 day during recent months.

☑ Project Complete

# Building Permitting Process
## Single Family Dwelling

## Project Description

Decreasing building permits issuance lead time for single-family residential developments requested at the City of Dallas and stopping the loss in revenue and ongoing customer dissatisfaction.

**Partnering Department:**

**DEV**

## Latest Project Update

Action items from Rolling Action Items List (RAIL) have been submitted for work through ITS team and all enhancements are being worked into project management schedule. Communication plan being compiled to manage changes stemming from these action items. Completion dates TBD depending on available resources.

PROCESS IMPROVEMENT TEAM

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# DPD Workload Optimization

## Project Description

Assessing current operational demands and identifying opportunities for improving and optimizing workload management processes.

## Latest Project Update

Data assessment complete, insights from assessment have determined opportunities for improvement. Site visit to observe time-entry process and to develop standard operating procedures to take place.

**Partnering Department:**

**DPD**

# DFR Workload Optimization

## Project Description

Assessing current operational demands and identifying opportunities for improving and optimizing workload management processes, while supporting the transition to an automated scheduling system.

**Partnering Department:**

**DFR**

## Latest Project Update

Several different strategies have been developed and are being vetted by the DFR team. Following the vetting process, leadership will present the most viable strategies for consideration.

# New Employee Hiring Process

## Project Description

Reducing lead time for recruiting new employees from requisition until hiring decision, in order to maximize throughput and increase internal customer satisfaction.

## Latest Project Update

New hiring and department leaders' tools were developed and presented to department directors and hiring managers. These tools include updated instructions to guide hiring managers through the process, Microsoft Planner Tasks, and a Tableau dashboard for leadership to track recruitment progress and timeliness. Data is continuously monitored through performance tracking tools to ensure results are sustained.

☑ Project Complete

**Partnering Departments:**

# HR | CVS

12

# New Employee Onboarding Process

## Project Description

Reducing lead time for recruiting new employees from requisition until hiring decision, in order to maximize throughput and increase internal customer satisfaction.

## Latest Project Update

The current process has been documented and is being measured. Based on the data the team is collecting, there are bottlenecks during the drug screening and physicals phase of the process. Next steps will require a review of our third-party provider's contract to identify opportunities to eliminate the bottlenecks. The team has developed customer surveys that will be sent to hiring managers and new hires starting in Q1 2023 to identify areas of concern/delays.

**Partnering Departments:**

# HR | CVS

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# Risk Review & Certificate Insurance

## Project Description

Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance.

**Partnering Departments:**

## ORM

## Latest Project Update

The current baseline data reflects: (1) Risk Reviews at 1.45 days, and 29:26 minutes to process; and (2) COIs at 2 days, and 21:37 minutes. The team currently built new business processes for the top 4 items identified in the East and Impact board. This is being evaluated by staff to determine feasibility and implementation.

# Lew Sterrett Prisoner Intake

## Project Description

Streamline the central prisoner intake process at Lew Sterrett to maximize staff capacity.

## Latest Project Update

Due to limited response from County leadership, the Process Improvement team is taking a step back from this project. This project will be handed off to Toyota Consulting Services to take over so that they may leverage their ongoing relationship with the County to support them in improving the central intake process at Lew Sterrett.

🚫 Project Closed

**Partnering Departments:**

**DPD**

# Lew Sterrett - Officer Turnaround Process

## Project Description

To streamline current arrest reporting practices in order to minimize reporting cycle time without negatively impacting effectiveness or accuracy.

## Latest Project Update

The PI Team is engaging with DPD to launch an improvement project that will address opportunities to optimize current reporting practices in order to maximize field officer capacity during peak arrest times. Currently in the discovery initial assessment phase.

**Partnering Departments:**

**DPD**

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# Contract Review and Execution

## Project Description

Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors.

## Latest Project Update

Team has been formed, and weekly meetings are being conducted. The process map will be developed, opportunities for improvement will be identified, and solutions will be brainstormed and compiled into an action plan.

**Partnering Departments:**

## OPS

PROCESS IMPROVEMENT TEAM

**200**

# Current RFP Process and Timeline

- **Pre-Solicitation** (2-3 weeks)
  - Procurement Quarterly Report Creation and Advertisement
  - Department submits specifications
  - Determination if RFB or RFP
  - Contract ID number generated
  - Buyer creates timeline and gets approval from department
  - Review by Office of Risk Management (ORM)
- **Open Solicitation** (4-6 weeks)
  - Advertise solicitation in Newspaper and on Bonfire
  - Hold Pre-Proposal Meeting
  - Post addendum and questions
  - Close date
- **Post Solicitation**
  - Close Date
  - Evaluation, including supplier presentations (2 weeks)
  - Manager review of evaluations
  - Negotiations with potential awarded vendor (4-6 weeks)
  - Contract Required
  - Contracts Received (4-8 weeks)
  - Manager review of AIS & Resolution
  - Send to Council for approval
  - After Council approval  (1-3 weeks)
  - Setup in AMS
  - **Total 196 Days, 28 Weeks, 7 Months on average**

Partnering Departments:

## OPS

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PROCESS IMPROVEMENT TEAM

**201**

# Partners & Proposed Process

- Partners in the Procurement Process include:
  - Lead and all User departments – Subject Matter Experts, Specifications, Evaluations, and Negotiations
  - Small Business Center – M/WBE Program Administration
  - Office of Risk Management – Insurance Compliance
  - City Attorney's Office – Contract Review and Preparation
  - City Secretary's Office – Executed Contract Filing

- Proposed Process
  - Current average procurement can take 7-12 months
  - Proposed process will reduce timeframe by 50%, to 4 to 6 months

Partnering Departments:

OPS

# Process Improvement Team: Update on Completed and Current Projects

**Elisa Gouveia Waldrup**
**Performance, Strategy, and Innovation Executive**
**Budget & Management Services**

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**File #:** 22-2804

**Item #:** C.

Upcoming Bond Sales
[Jack Ireland, Chief Financial Officer, City Manager's Office]

# Upcoming Bond Sales

**Government Performance & Financial Management Committee**
**December 13, 2022**

Jack Ireland
Chief Financial Officer

City of Dallas

# Overview

- Background

- Provide overview of upcoming bond sales
  - Equipment Acquisition Contractual Obligations, Series 2023 (Equipment Notes)
  - Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A

- Recommendations and next steps

- Appendices

# Background

- FY23 adopted budget includes operating funds, capital program, and debt service budget which consists of existing debt and debt issuance planned for the current fiscal year

- City Controller's Office Treasury staff coordinates with departments in conjunction with the City's financial advisors to finance department capital needs through debt issuance and find opportunities for savings based on the Financial Management Performance Criteria (FMPC) and current market conditions

- Rising market rates, continuing impacts from COVID, and State legislation pertaining to government entities contracting with certain financial institutions (SB13 and SB19) requires additional considerations and strategic planning for issuing bonds and other debt transactions

# Equipment Notes, Series 2023

- FY23 budget includes appropriations for the purchase of vehicles, equipment, and technology for various City departments, to be financed by $30.5 million in equipment acquisition contractual obligations and $75.0 million in master lease

- Since the master lease program is currently expired, the use of equipment acquisition contractual obligations will be increased by $40.8 million and offset by a decrease in master lease funding in the same amount

- To expedite the process, a placement agent is being used to competitively bid the equipment notes for direct placement with the most advantageous respondent

# Equipment Notes, Series 2023

- Issue up to $71.6 million in equipment notes to finance the purchase of City equipment and fleet, including issuance costs

| Equipment Description | Amount (in millions) |
|---|---|
| DFR Apparatus | $11.8 |
| EFM General purpose fleet and equipment | 8.2 |
| SAN Collection equipment | 8.0 |
| SDM Fleet and equipment | 2.5 |
| Total FY23 EAN Appropriation | 30.5 |
| DFR Ambulance | 6.0 |
| DPD Radios/communication equipment | 34.8 |
| Total FY23 Appropriation moved from Master Lease to EAN | 40.8 |
| **Total Equipment Notes** | **$71.3** |

# Equipment Notes, Series 2023

- Pay estimated issuance costs of $200,000 from proceeds
  - Direct placement structure provides savings of approximately half of regular issuance costs

- Informal bid for placement agent awarded to FHN Financial Capital Markets
  - Most advantageous respondent of three (3) bids for pricing and qualifications

- Sell equipment notes in a direct placement to most advantageous and responsive bid of seven (7)
  - Truist Bank (Truist Commercial Equity, Inc.)
  - True Interest Cost (TIC) of 3.77% and weighted average maturity of 2.6 years

# Equipment Notes, Series 2023

November 15, 2022        Government Performance and Financial Committee
                        Debt Overview briefing

December 13, 2022        Government Performance and Financial Committee
                        Upcoming Bond Sales briefing

December 14, 2022        City Council approval of resolution to proceed with Equipment
                        Notes sale and payment of issuance costs

                        City Council approval of ordinance authorizing Equipment
                        Notes issue and terms

January 12, 2023        Deliver Equipment Notes and receive proceeds

# Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A

- Estimated issuance of Waterworks and Sewer System Revenue Refunding Bonds in amount up to $200 million to refund commercial paper outstanding
  - Projects awarded with commercial paper include: the Elm Fork Water Treatment Plant Filter Complex; Jim Miller Pump Station Rehabilitation; Southside Wastewater Treatment Plant Electrical; and SCADA improvements

- Produce proceeds sufficient to retire approximately $190 million of commercial paper outstanding at the time of the sale

- Pay estimated issuance costs of $613,650 from Dallas Water Utilities (DWU) operating funds

- Sell 30-year bonds with a 10-year call

- Co-Financial Advisors recommend issuing bonds via a negotiated sale based on current market conditions

# Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A

- Dallas Water Utilities commercial paper program provides short-term financing for DWU's capital improvement program

- Refunding commercial paper provides necessary capacity to award contracts and pay invoices for construction and project costs

- Funds contract awards and payments
  - Current program size of $600 million
  - Outstanding balance of $111.55 million as of 12/9/22
  - Average interest rate 2.69% for 66.5 days

# Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A

- On November 29, 2020, the City issued a Request for Proposals (RFP) for Waterworks & Sewer Financing Debt Underwriting from the pool of qualified firms and received 22 proposals in response

- To accommodate this transaction, the City's Co-Financial Advisors recommend a syndicate of eight (8) underwriting firms; comprised of two (2) national firms, three (3) regional firms, (2) M/WBE firms, and one (1) veteran-owned firm

- Following review of the RFP responses, the City plans to use an underwriting syndicate team comprised of Stifel, Nicolaus & Co., Inc.; Blaylock Van, LLC (M/WBE); Academy Securities (veteran-owned); Frost Bank; Mesirow Financial, Inc.; Raymond James; Siebert Williams Shank & Co. (M/WBE); and UMB Bank, N.A.

- Stifel, Nicolaus & Co., Inc. will be the Book Running Senior Manager, and Blaylock Van, LLC will be the Co-Senior Manager

# Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A

November 15, 2022      Government Performance and Financial Committee Debt Overview briefing

December 13, 2022      Government Performance and Financial Committee Upcoming Bond Sales briefing

December 14, 2022      City Council approval of resolution to proceed with bond sale and payment of issuance costs

January 25, 2023      City Council approval of parameters ordinance authorizing bond issue

February 14, 2023      Pricing of the bonds

March 23, 2023      Deliver bonds and receive proceeds

# Staff Recommendations and Next Steps

- Staff recommends concurrent adoption of resolution authorizing funding and ordinance authorizing the sale of up to $71.6 million of Equipment Acquisition Contractual Obligations, Series 2023 on December 14, 2022

- Staff recommends adoption of resolution authorizing staff to prepare for the sale of the Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A on December 14, 2022; and approval of parameters ordinance authorizing the sale of up to $200 million of Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A on January 25, 2023

- Update City Council following issuance of bonds via memorandum

- Continue to update GPFM Committee on upcoming debt transactions and items for review and approval

# Appendices

**Equipment Acquisition Contractual Obligations, Series 2023**

**Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A Bonds**

# Investor Relations Website

cityofdallasbonds.com

# Upcoming Bond Sales

**Government Performance & Financial Management Committee**
**December 13, 2022**

Jack Ireland
Chief Financial Officer

**City of Dallas**

# Equipment Acquisition Contractual Obligations, Series 2023
## $71,600,000

## <u>Estimate of Total Issuance Costs and M/WBE Participation</u>

| | $71,600,000 Equipment Notes Series 2023 | Percent of Total |
|---|---|---|
| **Co-Bond Counsel** | | |
| Bracewell (Vendor VS0000056820) | $67,000 | 33.5% |
| West & Associates (Vendor 330805) | 35,000 | 17.5% |
| | | |
| **Co-Financial Advisors** | | |
| PFM (Vendor VC16222) | 65,510 | 32.8% |
| | | |
| **Placement Agent** | | |
| FHN Financial Capital Markets (Vendor VS97113) | 6,000 | 3.0% |
| | | |
| **Paying Agent Fees** | | |
| UMB Bank, N.A. (Vendor VS92247) | 200 | 0.1% |
| | | |
| **Out of Pocket Expenses** | | |
| TBD | 16,790 | 8.4% |
| | | |
| **Filing Fee** | | |
| Attorney General (Vendor 344989) | 9,500 | 4.8% |
| | | |
| **Total Issuance Costs** | $200,000 | 100% |
| | | |
| Total M/WBE Participation as % of Total Issuance Costs: | $51,790 | 25.9% |

## SOURCES AND USES OF FUNDS

City of Dallas, Texas
Equipment Acquisition Contractual Obligations, Series 2023
Truist Commercial Equity, Inc. - 3.60% Rate
Non-Callable

| Dated Date | 01/12/2023 |
|---|---|
| Delivery Date | 01/12/2023 |

**Sources:**

| Bond Proceeds: | |
|---|---|
| Par Amount | 71,600,000.00 |
| | 71,600,000.00 |

**Uses:**

| Project Fund Deposits: | |
|---|---|
| Project Fund | 71,300,000.00 |
| Delivery Date Expenses: | |
| Cost of Issuance | 300,000.00 |
| | 71,600,000.00 |

# BOND SUMMARY STATISTICS

City of Dallas, Texas
Equipment Acquisition Contractual Obligations, Series 2023
Truist Commercial Equity, Inc. - 3.60% Rate
Non-Callable

| | |
|---|---|
| Dated Date | 01/12/2023 |
| Delivery Date | 01/12/2023 |
| First Coupon | 08/15/2023 |
| Last Maturity | 08/15/2027 |
| | |
| Arbitrage Yield | 3.598586% |
| True Interest Cost (TIC) | 3.598586% |
| Net Interest Cost (NIC) | 3.600000% |
| NIC w/Interest only | 3.600000% |
| NIC w/Interest & OID | 3.600000% |
| NIC w/Interest, OID & Und. Discount | 3.600000% |
| All-In TIC | 3.772120% |
| Average Coupon | 3.600000% |
| | |
| Average Life (years) | 2.592 |
| Weighted Average Maturity (years) | 2.592 |
| Duration of Issue (years) | 2.466 |
| | |
| Par Amount | 71,600,000.00 |
| Bond Proceeds | 71,600,000.00 |
| Total Interest | 6,680,280.00 |
| Net Interest | 6,680,280.00 |
| Bond Years from Dated Date | 185,563,333.33 |
| Bond Years from Delivery Date | 185,563,333.33 |
| Total Debt Service | 78,280,280.00 |
| Maximum Annual Debt Service | 16,382,080.00 |
| Average Annual Debt Service | 17,048,336.84 |
| | |
| Underwriter's Fees (per $1000) | |
| Average Takedown | |
| Other Fee | |
| | |
| Total Underwriter's Discount | |
| | |
| Bid Price | 100.000000 |

| Bond Component | Par Value | Price | Average Coupon | Average Life | Average Maturity Date | Duration | PV of 1 bp change |
|---|---|---|---|---|---|---|---|
| Bond Component | 71,600,000.00 | 100.000 | 3.600% | 2.592 | 08/15/2025 | 2.466 | 17,184.00 |
| | 71,600,000.00 | | | 2.592 | | | 17,184.00 |

| | TIC | All-In TIC | Arbitrage Yield |
|---|---|---|---|
| Par Value | 71,600,000.00 | 71,600,000.00 | 71,600,000.00 |
| + Accrued Interest | | | |
| + Premium (Discount) | | | |
| - Underwriter's Discount | | | |
| - Cost of Issuance Expense | | -300,000.00 | |
| - Other Amounts | | | |
| Target Value | 71,600,000.00 | 71,300,000.00 | 71,600,000.00 |
| | | | |
| Target Date | 01/12/2023 | 01/12/2023 | 01/12/2023 |
| Yield | 3.598586% | 3.772120% | 3.598586% |

# BOND DEBT SERVICE

City of Dallas, Texas
Equipment Acquisition Contractual Obligations, Series 2023
Truist Commercial Equity, Inc. - 3.60% Rate
Non-Callable

| Period Ending | Principal | Interest | Debt Service |
|---|---|---|---|
| 08/15/2023 | 14,320,000 | 1,525,080 | 15,845,080 |
| 02/15/2024 | | 1,031,040 | 1,031,040 |
| 08/15/2024 | 14,320,000 | 1,031,040 | 15,351,040 |
| 02/15/2025 | | 773,280 | 773,280 |
| 08/15/2025 | 14,320,000 | 773,280 | 15,093,280 |
| 02/15/2026 | | 515,520 | 515,520 |
| 08/15/2026 | 14,320,000 | 515,520 | 14,835,520 |
| 02/15/2027 | | 257,760 | 257,760 |
| 08/15/2027 | 14,320,000 | 257,760 | 14,577,760 |
| | 71,600,000 | 6,680,280 | 78,280,280 |

# Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A
## $200,000,000

## Estimate of Total Bond Issuance Costs and M/WBE Participation

| | Series 2023A Total | Percent of Total |
|---|---|---|
| **Co-Bond Counsel** | | |
| McCall, Parkhurst & Horton LLP (Vendor 193173) | $83,000 | 13.5% |
| Escamilla & Poneck (Vendor 518903) | 68,200 | 11.1% |
| | | |
| **Disclosure Counsel** | | |
| Norton Rose Fulbright US LLP (Vendor VC0000006239) | 116,850 | 19.0% |
| | | |
| **Co-Financial Advisors** | | |
| Hilltop Securities (Vendor VS0000052889) | 95,440 | 15.6% |
| Estrada Hinojosa (Vendor 259910) | 56,960 | 9.3% |
| | | |
| **Out of Pocket Expenses** | | |
| TBD (+CUSIP) | 10,000 | 1.6% |
| | | |
| **Official Statement Printing** | | |
| TBD | 3,500 | 0.6% |
| | | |
| **Rating Agencies** | | |
| FitchRatings (Vendor VC14720) | 80,000 | 13.0% |
| Standard & Poor's (Vendor 954974) | 85,000 | 13.9% |
| | | |
| **Issuing and Paying Agent** | | |
| U.S. Bank Trust Company, National Association (VS97179) | 200 | 0.0% |
| | | |
| **Auditor** | | |
| Weaver and Tidwell, LLP (Vendor VS96896) | 5,000 | 0.8% |
| | | |
| **Filing Fee** | | |
| Attorney General (Vendor 344989) | 9,500 | 1.5% |
| | | |
| **Total Issuance Costs** | $613,650 | 100% |
| | | |
| Total M/WBE Participation as % of Total Issuance Costs: | $138,660 | 22.6% |

**SOURCES AND USES OF FUNDS**

**City of Dallas, Texas**
**Waterworks & Sewer System**
**Revenue Bonds, Series 2023**
**$190 Million CP Refunding**
**Scale Assumes 'AA' Rates as of Novemeber 29, 2022 + 50bps**
**\*\*Preliminary - For Discussion Purposes Only\*\***

| | |
|---|---|
| **Dated Date** | **03/09/2023** |
| **Delivery Date** | **03/09/2023** |

**Sources:**

| | |
|---|---|
| **Bond Proceeds:** | |
| **Par Amount** | **172,460,000.00** |
| **Premium** | **18,405,308.45** |
| | **190,865,308.45** |

**Uses:**

| | |
|---|---|
| **Project Fund Deposits:** | |
| **Project Fund** | **190,000,000.00** |
| | |
| **Delivery Date Expenses:** | |
| **Underwriter's Discount** | **862,300.00** |
| | |
| **Other Uses of Funds:** | |
| **Additional Proceeds** | **3,008.45** |
| | **190,865,308.45** |

# BOND SUMMARY STATISTICS

**City of Dallas, Texas**
**Waterworks & Sewer System**
**Revenue Bonds, Series 2023**
**$190 Million CP Refunding**
**Scale Assumes 'AA' Rates as of Novemeber 29, 2022 + 50bps**
**\*\*Preliminary - For Discussion Purposes Only\*\***

| | |
|---|---|
| **Dated Date** | 03/09/2023 |
| **Delivery Date** | 03/09/2023 |
| **First Coupon** | 10/01/2023 |
| **Last Maturity** | 10/01/2052 |
| | |
| **Arbitrage Yield** | 4.153491% |
| **True Interest Cost (TIC)** | 4.651702% |
| **Net Interest Cost (NIC)** | 4.971808% |
| **All-In TIC** | 4.651702% |
| **Average Coupon** | 5.500000% |
| | |
| **Average Life (years)** | 19.259 |
| **Duration of Issue (years)** | 11.990 |
| | |
| **Par Amount** | 172,460,000.00 |
| **Bond Proceeds** | 190,865,308.45 |
| **Total Interest** | 182,673,382.22 |
| **Net Interest** | 165,130,373.77 |
| **Bond Years from Dated Date** | 3,321,334,222.22 |
| **Bond Years from Delivery Date** | 3,321,334,222.22 |
| **Total Debt Service** | 355,133,382.22 |
| **Maximum Annual Debt Service** | 11,901,462.50 |
| **Average Annual Debt Service** | 12,013,532.94 |
| | |
| **Underwriter's Fees (per $1000)** | |
|   **Average Takedown** | |
|   **Other Fee** | 5.000000 |
| | |
| **Total Underwriter's Discount** | 5.000000 |
| | |
| **Bid Price** | 110.172219 |

| Bond Component | Par Value | Price | Average Coupon | Average Life | PV of 1 bp change |
|---|---|---|---|---|---|
| **Serial Bond** | 80,915,000.00 | 112.325 | 5.500% | 12.183 | 64,347.25 |
| **Term Bond 2047** | 39,515,000.00 | 109.563 | 5.500% | 22.671 | 35,168.35 |
| **Term Bond 2052** | 52,030,000.00 | 108.944 | 5.500% | 27.671 | 45,786.40 |
| | 172,460,000.00 | | | 19.259 | 145,302.00 |

| | TIC | All-In TIC | Arbitrage Yield |
|---|---|---|---|
| **Par Value** | 172,460,000.00 | 172,460,000.00 | 172,460,000.00 |
|   **+ Accrued Interest** | | | |
|   **+ Premium (Discount)** | 18,405,308.45 | 18,405,308.45 | 18,405,308.45 |
|   **- Underwriter's Discount** | (862,300.00) | (862,300.00) | |
|   **- Cost of Issuance Expense** | | | |
|   **- Other Amounts** | | | |
| **Target Value** | 190,003,008.45 | 190,003,008.45 | 190,865,308.45 |
| | | | |
| **Target Date** | 03/09/2023 | 03/09/2023 | 03/09/2023 |
| **Yield** | 4.651702% | 4.651702% | 4.153491% |

**BOND DEBT SERVICE**

**City of Dallas, Texas**
**Waterworks & Sewer System**
**Revenue Bonds, Series 2023**
**$190 Million CP Refunding**
**Scale Assumes 'AA' Rates as of Novemeber 29, 2022 + 50bps**
**\*\*Preliminary - For Discussion Purposes Only\*\***

| Period Ending | Principal | Interest | Debt Service |
|---|---|---|---|
| 09/30/2024 | | 10,064,957.22 | 10,064,957.22 |
| 09/30/2025 | 2,480,000 | 9,417,100.00 | 11,897,100.00 |
| 09/30/2026 | 2,620,000 | 9,276,850.00 | 11,896,850.00 |
| 09/30/2027 | 2,770,000 | 9,128,625.00 | 11,898,625.00 |
| 09/30/2028 | 2,925,000 | 8,972,012.50 | 11,897,012.50 |
| 09/30/2029 | 3,095,000 | 8,806,462.50 | 11,901,462.50 |
| 09/30/2030 | 3,270,000 | 8,631,425.00 | 11,901,425.00 |
| 09/30/2031 | 3,450,000 | 8,446,625.00 | 11,896,625.00 |
| 09/30/2032 | 3,645,000 | 8,251,512.50 | 11,896,512.50 |
| 09/30/2033 | 3,855,000 | 8,045,262.50 | 11,900,262.50 |
| 09/30/2034 | 4,070,000 | 7,827,325.00 | 11,897,325.00 |
| 09/30/2035 | 4,300,000 | 7,597,150.00 | 11,897,150.00 |
| 09/30/2036 | 4,545,000 | 7,353,912.50 | 11,898,912.50 |
| 09/30/2037 | 4,800,000 | 7,096,925.00 | 11,896,925.00 |
| 09/30/2038 | 5,075,000 | 6,825,362.50 | 11,900,362.50 |
| 09/30/2039 | 5,360,000 | 6,538,400.00 | 11,898,400.00 |
| 09/30/2040 | 5,665,000 | 6,235,212.50 | 11,900,212.50 |
| 09/30/2041 | 5,985,000 | 5,914,837.50 | 11,899,837.50 |
| 09/30/2042 | 6,325,000 | 5,576,312.50 | 11,901,312.50 |
| 09/30/2043 | 6,680,000 | 5,218,675.00 | 11,898,675.00 |
| 09/30/2044 | 7,060,000 | 4,840,825.00 | 11,900,825.00 |
| 09/30/2045 | 7,455,000 | 4,441,662.50 | 11,896,662.50 |
| 09/30/2046 | 7,880,000 | 4,019,950.00 | 11,899,950.00 |
| 09/30/2047 | 8,325,000 | 3,574,312.50 | 11,899,312.50 |
| 09/30/2048 | 8,795,000 | 3,103,512.50 | 11,898,512.50 |
| 09/30/2049 | 9,295,000 | 2,606,037.50 | 11,901,037.50 |
| 09/30/2050 | 9,820,000 | 2,080,375.00 | 11,900,375.00 |
| 09/30/2051 | 10,375,000 | 1,525,012.50 | 11,900,012.50 |
| 09/30/2052 | 10,960,000 | 938,300.00 | 11,898,300.00 |
| 09/30/2053 | 11,580,000 | 318,450.00 | 11,898,450.00 |
| | 172,460,000 | 182,673,382.22 | 355,133,382.22 |

**File #:** 22-2800

**Item #:** D.

Upcoming Agenda Item 22-2505 for December 14, 2022: Authorize Use of Contingency Reserve Funds for 2022 Severe Weather and Flooding Event
[Budget and Management Services]

# Memorandum

DATE  December 9, 2022

TO  Honorable Mayor and City Council

SUBJECT  **December 14, 2022, City Council Agenda Item 22-2505: General Fund Contingency Reserve – Severe Weather and Flood Event**

The City of Dallas experienced historic rainfall, primarily during the overnight hours of August 21 and August 22, and broke the 1932 record to become the second highest daily rain total. Some areas in the city experienced over 15 inches of rain. On December 14, City Council will consider agenda item 22-2505 that will allocate $6,810,500 from General Fund Contingency Reserve to repair insured City facilities damaged during the severe weather and flooding event on August 21 and August 22. This allocation from General Fund Contingency Reserve will only fund insurance covered repairs at city facilities. Uninsured damages will be prioritized and funded by the annual allocation of major maintenance funding.

Preliminary estimates reflect approximately 68-71 facilities affected by severe weather and flooding. This initial allocation of $6,810,500 reflects the initial projected costs of repairs and includes the $750,000 deductible. Damage assessments are ongoing, and staff may request additional funding from General Fund Contingency Reserve to fund additional insured repairs in the future.

Additionally, staff will take all actions necessary to file insurance claims and seek reimbursement of costs incurred. Funding in the amount of $6,060,500 will be transferred back to General Fund Contingency Reserve after reimbursement from insurance.

The City Council was briefed on the "After-Action Flooding Analysis" on September 21, 2022 (briefing available here).

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

Jack Ireland
Chief Financial Officer

c:  T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizor Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

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

**File #:** 22-2799

**Item #:** E.

Upcoming Agenda Item 22-2696 for December 14, 2022: To Amend Five Previously Authorized Resolutions, Providing Reimbursement Language to Each Resolution Pursuant to the Provisions of the Master Lease Program.

[Budget and Management Services]

# Memorandum

DATE **December 9, 2022**

TO Honorable Mayor and Members of the City Council

SUBJECT **December 14, 2022, Council Agenda Item 22-2696: Master Lease Program Update**

The Master Lease Program (MLPP) is a lease finance program used by the City to finance capital equipment and technology items. The City has used this program since FY 2011-12. Master Lease drawdowns are used to pay invoices or provide up-front funding for projects. The City is required to make lease payments to repay the principal and interest on the lease. When the lease is fully paid, possession of the equipment or other financed project is transferred to the city.

The MLPP provides tax-exempt financing pursuant to the Public Property Finance Act, Texas Local Government Code §271.001. Due to the tax-exempt financing of the program, specific language is required in the resolution for each item financed by the MLPP presented to City Council for approval. The resolution should list the expenditures that will be reimbursed, the authorization to execute the master lease agreement, and estimated useful life. While reviewing master lease documents, we discovered five resolutions that did not include the reimbursement language. On December 14, City Council will consider agenda item 22-2696 that will provide corrections to the following resolutions.

| City Council Date | Resolution Number | Action |
|---|---|---|
| 08/28/2019 | 19-1274 | Purchase of fleet vehicles and equipment |
| 09/11/2019 | 19-1407 | Purchase of surveillance equipment |
| 12/11/2019 | 19-1919 | Purchase of hand and power tools |
| 04/22/2020 | 20-0625 | Purchase of public safety hardware and software camera systems |
| 11/11/2020 | 20-1808 | Purchase of voice and data network services, monitoring, and maintenance |

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

Jack Ireland
Chief Financial Officer

DATE    December 9, 2022

SUBJECT    **Master Lease Program Update**

c:    Honorable Mayor and Members of the City Council          Jon Fortune, Deputy City Manager
      T.C. Broadnax, City Manager                              Majed A. Al-Ghafry, Assistant City Manager
      Chris Caso, City Attorney                                M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
      Mark Swann, City Auditor                                 Robert Perez, Assistant City Manager
      Bilierae Johnson, City Secretary                         Carl Simpson, Assistant City Manager
      Preston Robinson, Administrative Judge                   Genesis D. Gavino, Chief of Staff to the City Manager
      Kimberly Bizor Tolbert, Deputy City Manager              Directors and Assistant Directors

**File #:** 22-2892                                                         **Item #:** F.

Upcoming Agenda Item 22-2825 for December 14, 2022: Authorize Establishing the Convention Center Expansion Venue Project and Fair Park Facilities Venue Project Fund
[Convention & Event Services]

# Memorandum

TO Honorable Mayor and Members of the City Council

SUBJECT **Kay Bailey Hutchison Convention Center Dallas Master Plan – Next Steps**

On Monday, November 21, 2022, the City Council held a Special Called Meeting to receive, approve, and adopt the report of the Ad Hoc City Council Canvassing Committee (AHCCCC) declaring that a majority of the votes cast at a duly ordered special election held on November 8, 2022 were in favor of Proposition A, on the question of approving and implementing a proposition: (1) designating the expansion of the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) and certain improvements at Fair Park within the City of Dallas as venue projects; and, (2) designating the method of financing as a new hotel occupancy tax at the rate of two percent pursuant to Chapter 334.042, Texas Local Government Code (Proposition A). The signed resolution and order (CR 22-1720) were provided to the City Council following the AHCCCC meeting adjournment.

With the passage of Proposition A, City Council approval, and adoption of the canvassing committee report, the next steps will be for city staff to provide: (1) an amendment to Dallas City Code Chapter 44 authorizing the levying and collecting of the additional two percent Hotel Occupancy Tax (HOT); and (2) a resolution establishing a venue fund in accordance with state law, to segregate the additional 2% of HOT collections to disburse for debt service and construction costs related to the KBHCCD expansion and Fair Park improvements. Both the ordinance amendment and resolution are scheduled for City Council consideration on December 14, 2022.

In the interim, Convention and Event Services (CES) and the City Controller's Office (CCO) are preparing advance notification and reminder information through GovOS, Inc. for hoteliers, moteliers, and short-term rental owners regarding the timeframe and process for assessment of the tax. Following City Council consideration and approval of the Chapter 44 amendments, staff will provide more formal notification.

Additionally, CES, CCO, the City Attorney's Office, Dallas Park and Recreation and Jack Ireland, Chief Financial Officer, will continue to work on other items that will be presented to City Council for consideration to further implement Proposition A, including: (1) drafting a resolution authorizing reimbursement from bond proceeds for expenditures related to the venue projects; and, (2) drafting an ordinance authorizing the issuance and sale of revenue bonds for the KBHCCD expansion and Fair Park improvements.

Should you have any questions, please contact Rosa Fleming, Director, Convention and Event Services, at 214-939-2755 or by email at rosa.fleming@dallas.gov.

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

c:     T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizor Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

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

**File #:** 22-2808

**Item #:** G.

Governance of City Council Members' Operating Activities and Recommendations
[Office of the City Auditor]

# Memorandum

**CITY OF DALLAS**

**DATE:** December 13, 2022

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

**SUBJECT:** Governance of City Council Members' Operating Activities

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

The Office of the Mayor and City Council ensures proper off-boarding of council members. The primary off-boarding activities involve verifying debt clearance and proper use of City-Funded Officeholder Accounts (15A Financial Disclosure Statement).

Other off-boarding activities have insufficient clarification on whether elected officials should follow the administrative directives because they do not expressly state they apply to "elected officials," and the city council is not a "department" per the Dallas City Attorney's Office. The following activities should be considered for further review:

- Physical access: Identification and parking badge retrieval and cancellation apply to employees only. Reference to all cars is insufficient.

- Logical access: Use of the internet, email, computer equipment, mobile devices, and separation of the user from the City do not apply to elected officials. The reference to all devices is not specific to elected officials.

- Procurement and Reimbursements: The administrative directives specify rules for procurement and reimbursements, which council members cannot always meet due to the nature of their activities. For instance, changes in travel plans while in transit, two-week approval and verification, and extensions are not typical situations for employees but are common for elected officials, which can result in noncompliance.

- Records management: Elected officials are not required to follow proper record usage and destruction procedures. A specific reference to elected officials does not exist for Administrative Directive 2-51, *Records Management*.

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**237**

- Personal Property: Dallas City Code, Section 15A-7.4, *Use of City-Funded Officeholder Accounts* lists permissible and impermissible expenses. A significant portion of these expenditures are for personal property below the City's capitalization threshold of $1,000 and should be managed (recording, tracking, disposal) as City-owned personal property. An analysis of expenditures demonstrated that personal property was purchased with City funds, including furniture and convenience accessories such as iPads, monitors, and storage devices. Additional internal controls are needed to ensure the integrity of the department's personal property records.

- Memberships: Dallas City Code, Section 15A-7.4, *Use of City-Funded Officeholder Accounts* allows for certain memberships (no social clubs, athletic clubs), and an administrative directive outlines a procedure for handling memberships. However, memberships are a self-reporting activity, and a comprehensive list of council memberships is unavailable.

Recommendation

We recommend that the Government Performance and Financial Management Committee clarify the governance of City Council Members' operating activities by recommending the Dallas City Council adopt either specific or all existing City administrative directives regarding City department operating activities.

Refer to Appendix A for a list of administrative directives applicable to City department operating activities.

Should you have any questions or need additional information, please get in touch with me at Mark.Swann@dallas.gov or my mobile number, 615-974-8700.

Respectfully,

Mark S. Swann
City Auditor

Attachment

C:  T.C. Broadnax, City Manager                        Majed A. Al-Ghafry, Assistant City Manager
Chris Caso, City Attorney                              M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Bilierae Johnson, City Secretary                       Robert Perez, Assistant City Manager
Preston Robinson, Administrative Judge                 Carl Simpson, Assistant City Manager
Kimberly Bizor Tolbert, Deputy City Manager            Jack Ireland, Chief Financial Officer
Jon Fortune, Deputy City Manager                       Genesis D. Gavino, Chief of Staff to the City Manager
                                                       Directors and Assistant Directors

# Appendix A: Administrative Directives Related to Off-Boarding

The table below outlines the administrative directives to ensure due <u>diligence</u> of off-boarding for outgoing elected officials.

| Administrative Directive | Purpose | Scope | Applies to Elected Officials |
|---|---|---|---|
| 2-4 Interim Identification and Access Badge and Restricted Areas Policy (June 28, 2018) | Provide instructions for departmental security controllers on the proper procedures for obtaining City of Dallas identification/badges and describes access security procedures for restricted areas | Departments, Employees | No |
| 2-13 Gift and Trust Administration (October 2, 1995) | Acceptance and proper investment and accounting of gifts and trusts | Departments, not the Employee Retirement Fund or the Dallas Police Pension Fund | No |
| 2-24 Computer Security (June 30, 2017) | Provide, manage, and govern the security of information systems and assets, including confidentiality, integrity availability, accountability, and assurance | Departments, all persons, computing devices that comprise the City's information technology systems and assets | No, if the device is not issued by Information & Technology Services |
| 2-33 Acceptable Use of City Provided Email and Internet Services (July 31, 2001) | Define acceptable and unacceptable use of the internet to conduct business and help agencies with cost-effective measures to disseminate information | All employees | No |
| 2-51 Records Management (December 20, 2013) | Describes Record management responsibilities, and compliance with Chapter 39C of the Dallas City Code | Departments, City Officers, Employees | No |
| 3-56 Payroll Procedures (November 3, 2016) | Establish guidelines for payroll processing | Departments, Employees | No |
| 4-05 Contracting Standards and Procedures (April 30, 2018) | The directive sets out standards and procedures for contracting. | City Officers, Employees (City-Funded Officeholder Accounts must comply with the City's administrative directives regarding procurement) | Yes |

| Administrative Directive | Purpose | Scope | Applies to Elected Officials |
|---|---|---|---|
| 4-06 Reimbursement for Business Expenses (June 3, 1996) | Establish guidelines for business-related expenses, define procedures for expense approvals documentation and reimbursement | City Council Members, City Manager, Assistant City Managers, Department Directors, Managers, City Lobbyists | Yes |
| 4-07 Travel Reimbursement Expenses (October 1, 2013) | Establish policies and procedures for city government employees, council members, and commission members who perform local and out-of-town official travel in the interest of the City of Dallas | Employees, Appointed and Elected Officials, Board Members | Yes |
| 4-08 Mobile Telephone Services (June 12, 2004) | Establish policy and procedures for the acquisition and use of City-owned mobile services and devices and City policy for cell phone allowance | Departments and Organizations | No |
| 4-12 Employee in City Memberships (March 4, 2013) | Establish criteria for sponsorship, sponsor memberships, and procedures by which City-sponsored memberships will be paid | Employees, Elected Officials, Board Members | Yes |
| 4-15 Purchasing Card Policy and Procedures (October 31, 2018) | Establish procedures for procuring goods using purchasing cards | Departments, Employees (City-Funded Officeholder Accounts must comply with City's administrative directives regarding procurement) | Yes |
| 6-01 Control of City Property (January 24, 2000) | Establish responsibilities and reporting policies for control of City-owned personal property | Departments | No |
| 6-10 City Hall Parking Garage (December 12, 2012) | Information and regulations regarding the use of the City Hall parking garage | Users of parking garage facilities at City Hall | No |
| City of Dallas Enterprise Information Security Standard (October 1, 2021) | Section 15 guides the separation of employment procedures for handling users' access to all systems. | Departments, Commissions, Boards, Institutions or Agencies of the City, Devices on the City network. | No |

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

# City of Dallas

## Agenda Information Sheet

**File #:** 22-2797

**Item #:** H.

Office of the City Auditor's Performance Audit Recommendation Implementation Status as of December 5, 2022
[Office of the City Auditor]

# Memorandum

**CITY OF DALLAS**

**DATE:** December 13, 2022

**TO:** Honorable Members of the Government Performance and Financial Management Committee: Cara Mendelsohn (Chair), Gay Donnell Willis (Vice Chair), Tennell Atkins, Adam Bazaldua, Adam McGough, Paul Ridley, Chad West
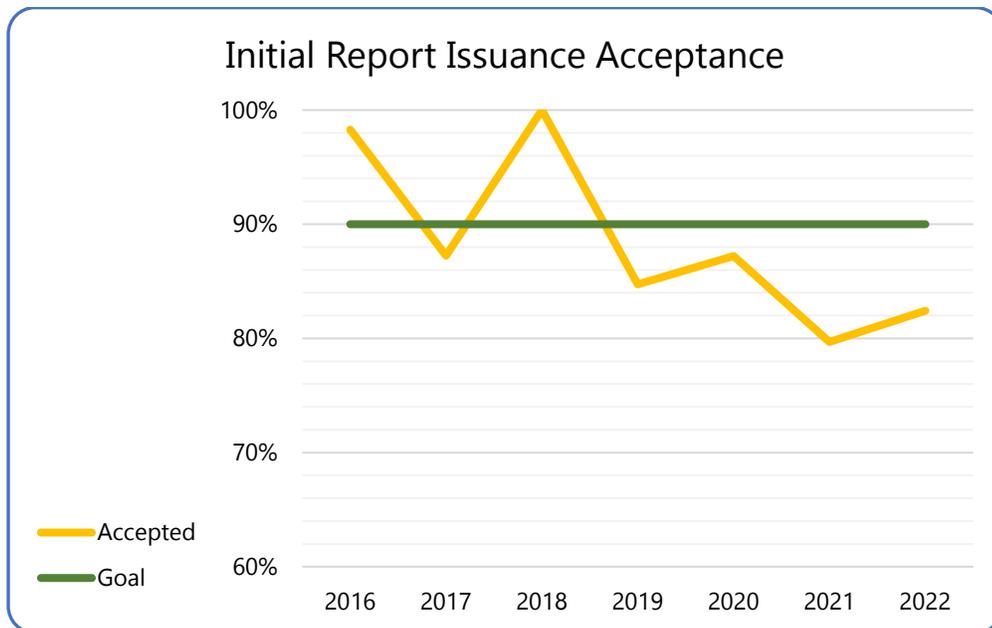
**SUBJECT:** Performance Audit Recommendations Implementation Status as of December 5, 2022

The following memorandum and attachment are an update, as of December 5, 2022, on audit recommendations implementation status for 63 performance audit reports issued between Fiscal Years 2016 and 2022.

## Initial Audit Report Issuance Recommendations Acceptance

In Fiscal Year 2022, the Office of the City Auditor identified 74 recommendations for improvements, with 61 (82 percent) being accepted when the report was issued. The Office of the City Auditor's benchmark is a 90 percent acceptance rate.

Exhibit 1



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## Audit Report Accepted Recommendations Implementation Status

As of December 5, 2022, the City Comptroller's Financial Compliance, Auditing & Monitoring provided implementation status for the City Manager department's accepted audit report recommendations. Of the 610 accepted performance audit recommendations between Fiscal Years 2016 and 2022, 380 (62 percent) were reported implemented, and 145 recommendations were in-progress pending corrective action tasks. In-progress recommendations open more than two years totaled 56. City management did not implement 85 (14 percent) of the 610 accepted performance audit recommendations.

Exhibit 2

### Follow-Up Status as of December 5, 2022

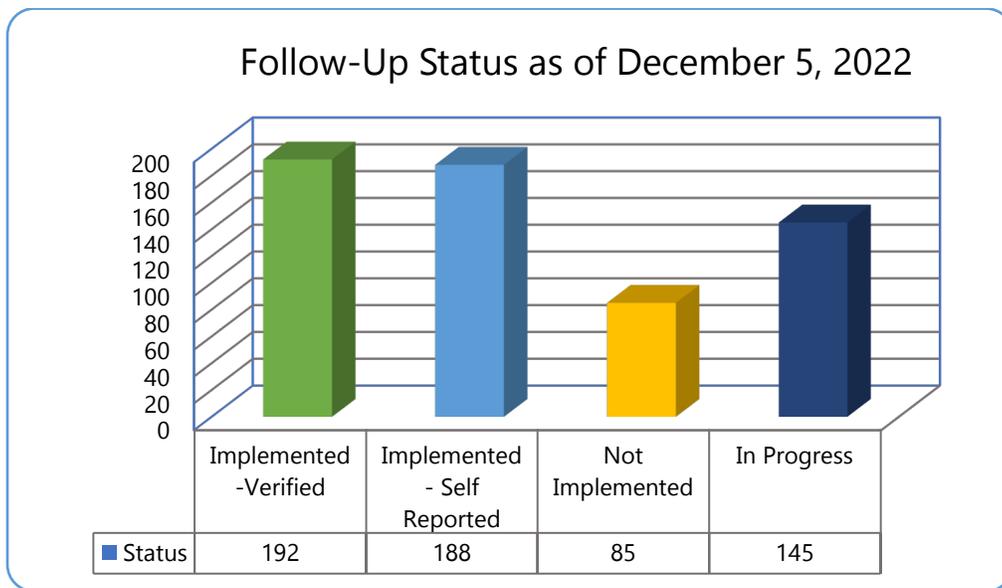| | Implemented -Verified | Implemented - Self Reported | Not Implemented | In Progress |
|---|---|---|---|---|
| ■ Status | 192 | 188 | 85 | 145 |

Exhibit 3 on page 3 lists the audit engagements with in-progress audit recommendations open greater than two years.

Exhibit 3

## Number of Recommendations In Progress Greater than Two Years

| | |
|---|---|
| **Fiscal Year 2016** | |
| Audit of Building Permits | 5 |
| **Fiscal Year 2017** | |
| Audit of Business Partners Oversight - Arts District | 2 |
| Audit of Courts Information System – Cash Management / Collections Processes | 1 |
| Audit of the Design of Internal Controls over the Department of Code Compliance's Neighborhood Code Division | 1 |
| **Fiscal Year 2018** | |
| Audit of the Dallas Police Department's Records Management System | 1 |
| DFR - Follow-Up of Line-of-Duty Death Report | 1 |
| **Fiscal Year 2019** | |
| Audit of Business Partner Oversight – Department of Park and Recreation | 7 |
| Audit of Business Partner Oversight for White Rock Boathouse, Inc. | 6 |
| Audit of Dallas Police Department's Off-Duty Employment Program | 5 |
| Audit of Security and Safety Protocols for Large Public Venues owned or Managed by the City | 1 |
| Audit of the Management of City's Surplus Properties | 9 |
| Audit of VisitDallas | 1 |
| **Fiscal Year 2020** | |
| Audit of City Park Maintenance and Safety | 3 |
| Audit of City-Owned Buildings' Elevator Safety | 1 |
| Audit of Fire Hydrant Inspection Flow-Testing and Maintenance Process | 4 |
| Audit of Taxicab & Transportation Network | 1 |
| Audit of the City's Open Records Request Process – Dallas Police Department | 3 |
| Audit of the Dallas Police Department's Complaint Process | 2 |
| Memorandum – Confidential Report: Audit of Payment Card Industry Data Security Compliance | 2 |

If you have any questions or need additional information, please contact me at Mark.Swann@dallas.gov or my mobile number, 615-974-8700.

Respectfully,

*Mark S. Swann*

Mark S. Swann
City Auditor

Attachment: Performance Audit Recommendations Implementation Status for Reports Released
between Fiscal Years 2016 and 2022
Management Accepted Risks Audit Recommendations for Reports Released
between Fiscal Years 2016 and 2022

C: T.C. Broadnax, City Manager

Chris Caso, City Attorney

Bilierae Johnson, City Secretary

Preston Robinson, Administrative Judge

Kimberly Bizor Tolbert, Deputy City Manager

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Robert Perez, Assistant City Manager

Carl Simpson, Assistant City Manager

Jack Ireland, Chief Financial Officer

Genesis D. Gavino, Chief of Staff to the City Manager

Directors and Assistant Directors

# Office of the City Auditor

**Performance Audit Recommendations
Implementation Status for
Reports Released between Fiscal Years**

**2016 and 2022**
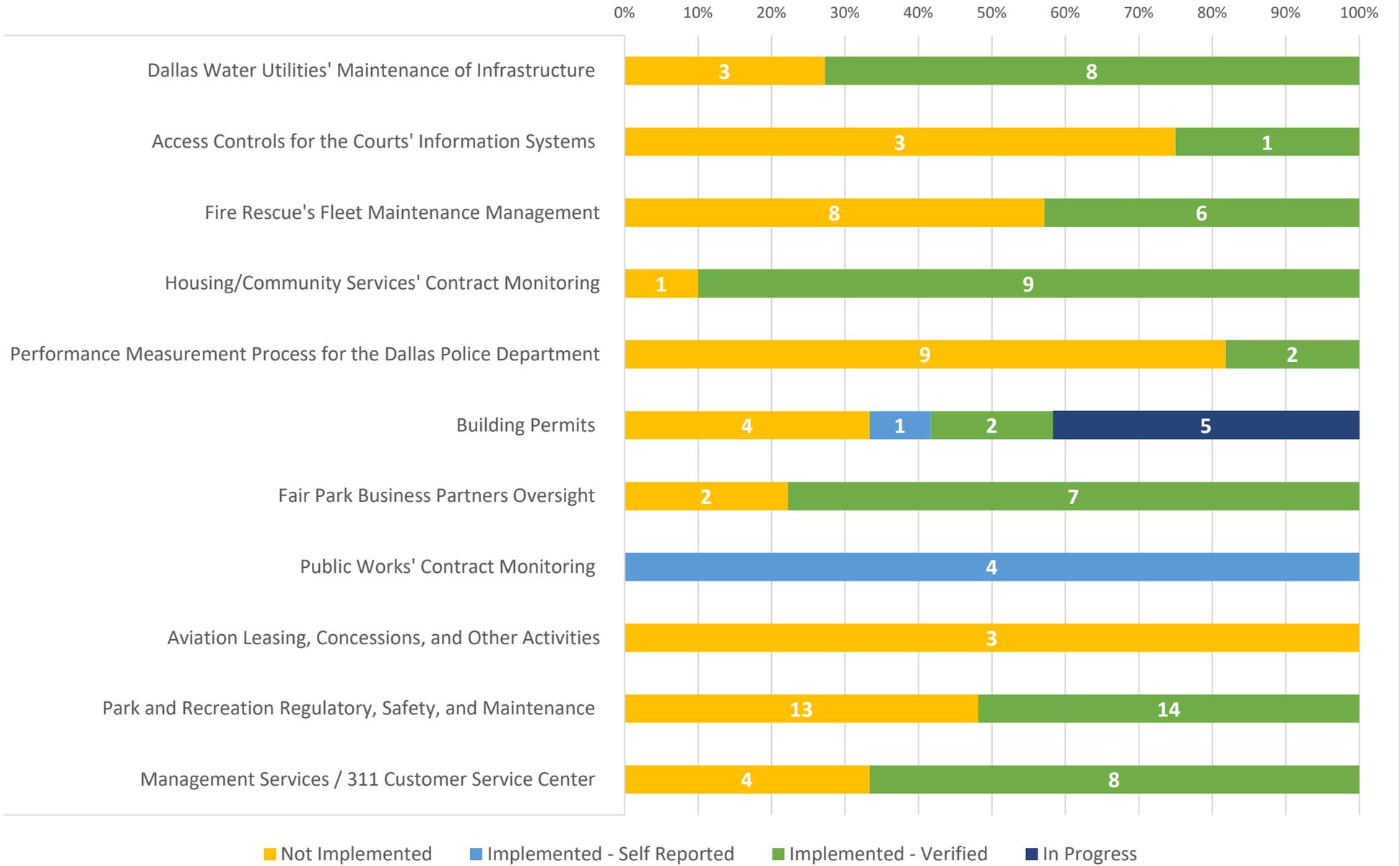
December 13, 2022
Mark S. Swann, City Auditor

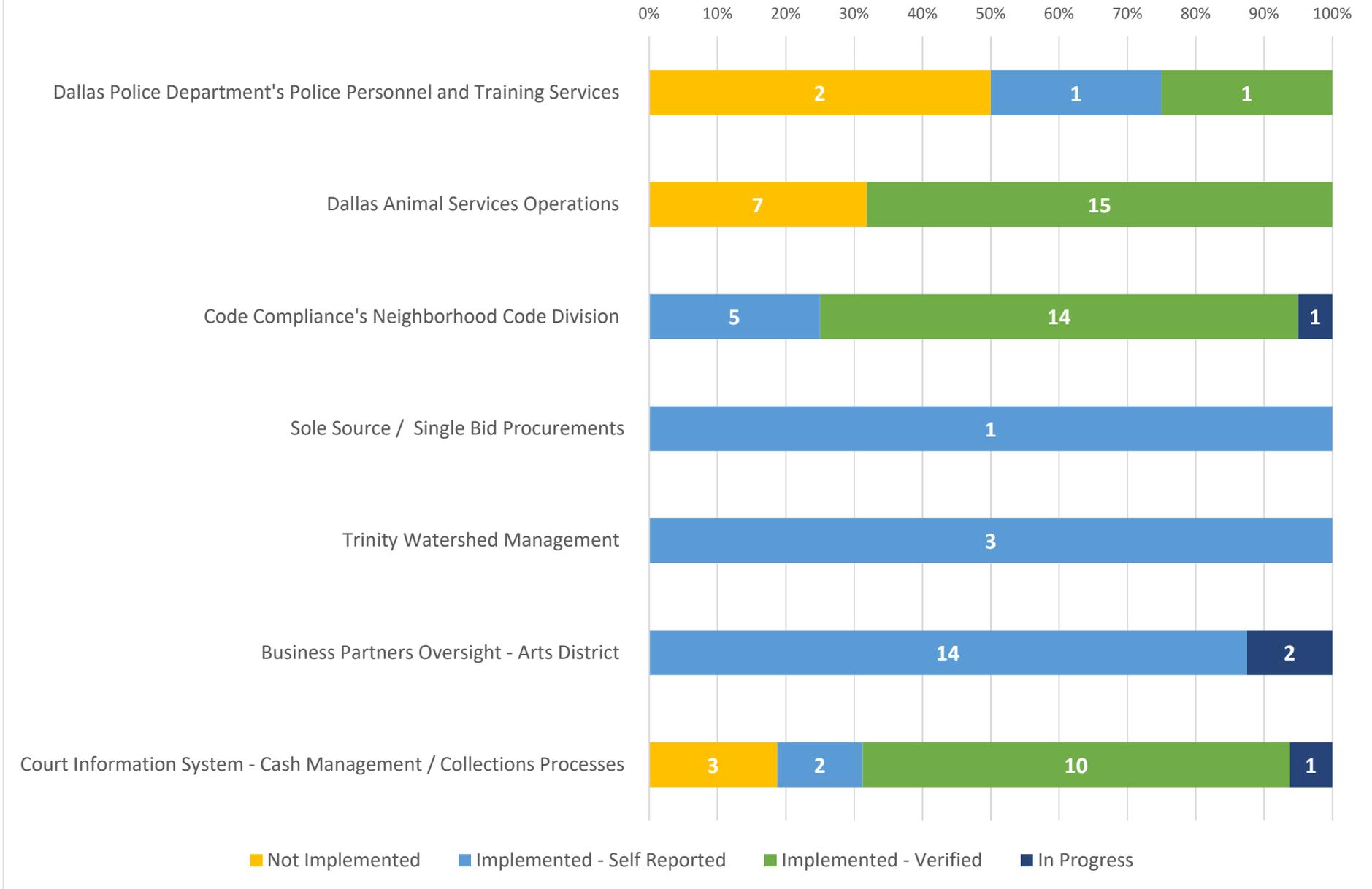Government Performance & Financial Management Committee

## Performance Audit Reports Released Fiscal Year 2016 (6 Plus Years)

## Performance Audit Reports Released Fiscal Year 2017  (5 Plus Years)

## Performance Audit Reports Released Fiscal Year 2018 (4 Plus Years)



Construction-Related Procurements: Not Implemented 5, Implemented - Verified 3

Homeless Response System Effectiveness: Not Implemented 10, Implemented - Verified 15

Follow-Up of Line-of-Duty Death Report Recommendations: Implemented - Verified 10, In Progress 1

Dallas Water Utilities Special Collections Operations: Not Implemented 1, Implemented - Self Reported 4, Implemented - Verified 9

Environmental Compliance – Management of Environmental Spills and Scrap Tire Disposal At City Facilities: Not Implemented 2, Implemented - Self Reported 6, Implemented - Verified 29

Follow-Up of Prior Recommendations - Design of the City of Dallas' Pandemic Influenza Continuity of Operations Basic Plan: Not Implemented 4, Implemented - Verified 4

Dallas Police Department's Records Management System: Implemented - Self Reported 11, Implemented - Verified 1, In Progress 1

Miscellaneous Permit Fee Revenues: Implemented - Self Reported 8

Legend: Not Implemented | Implemented - Self Reported | Implemented - Verified | In Progress
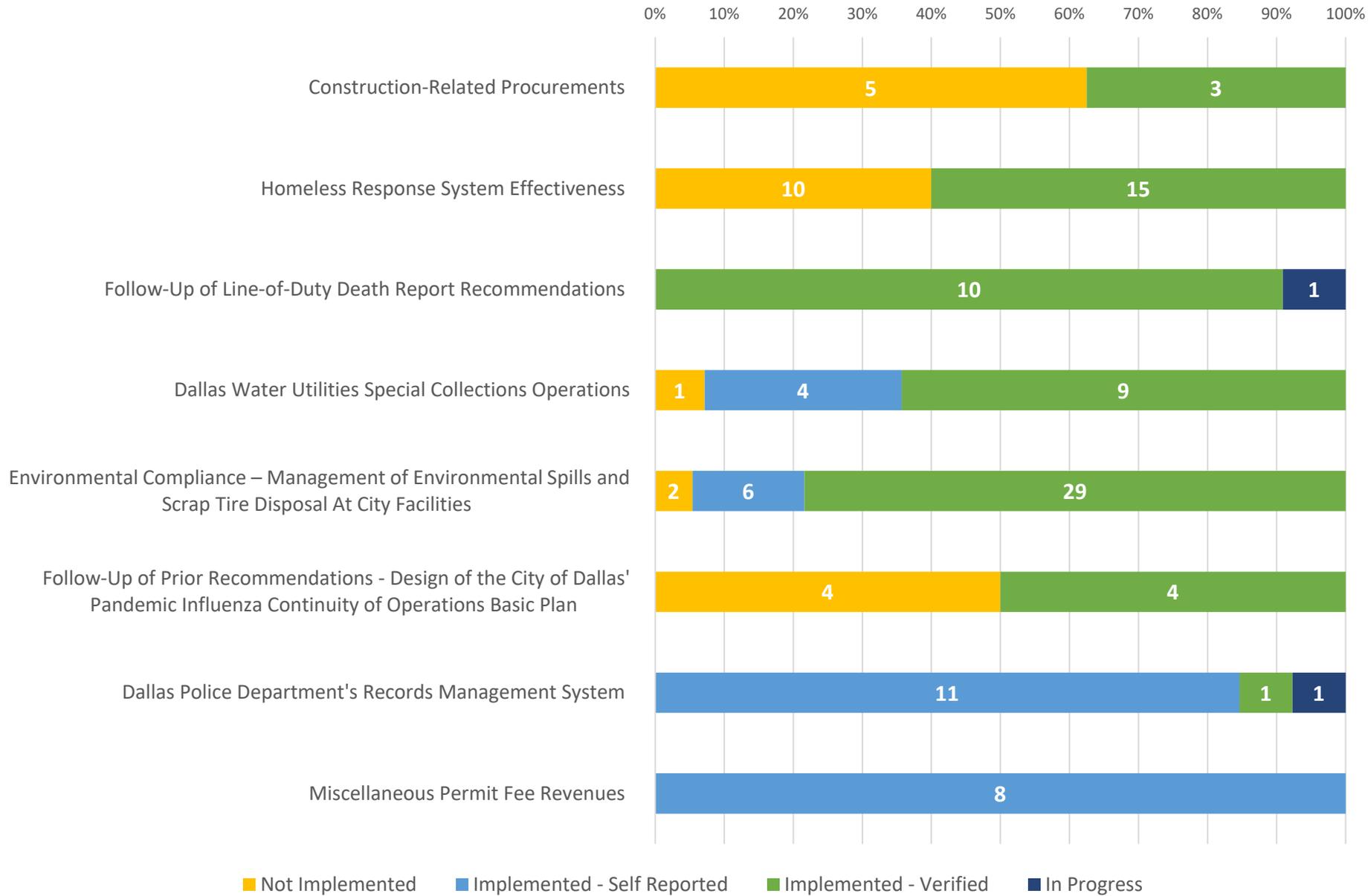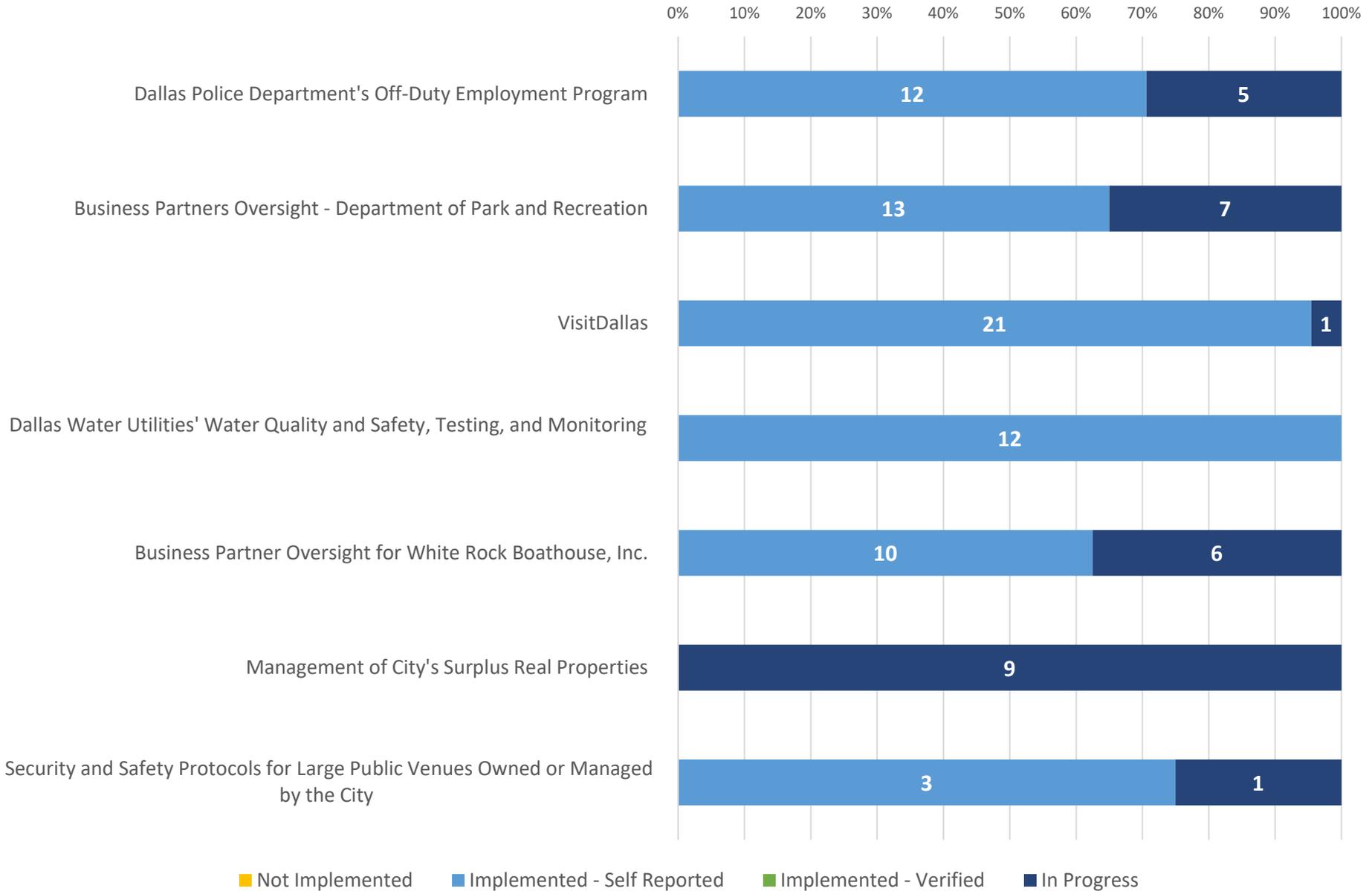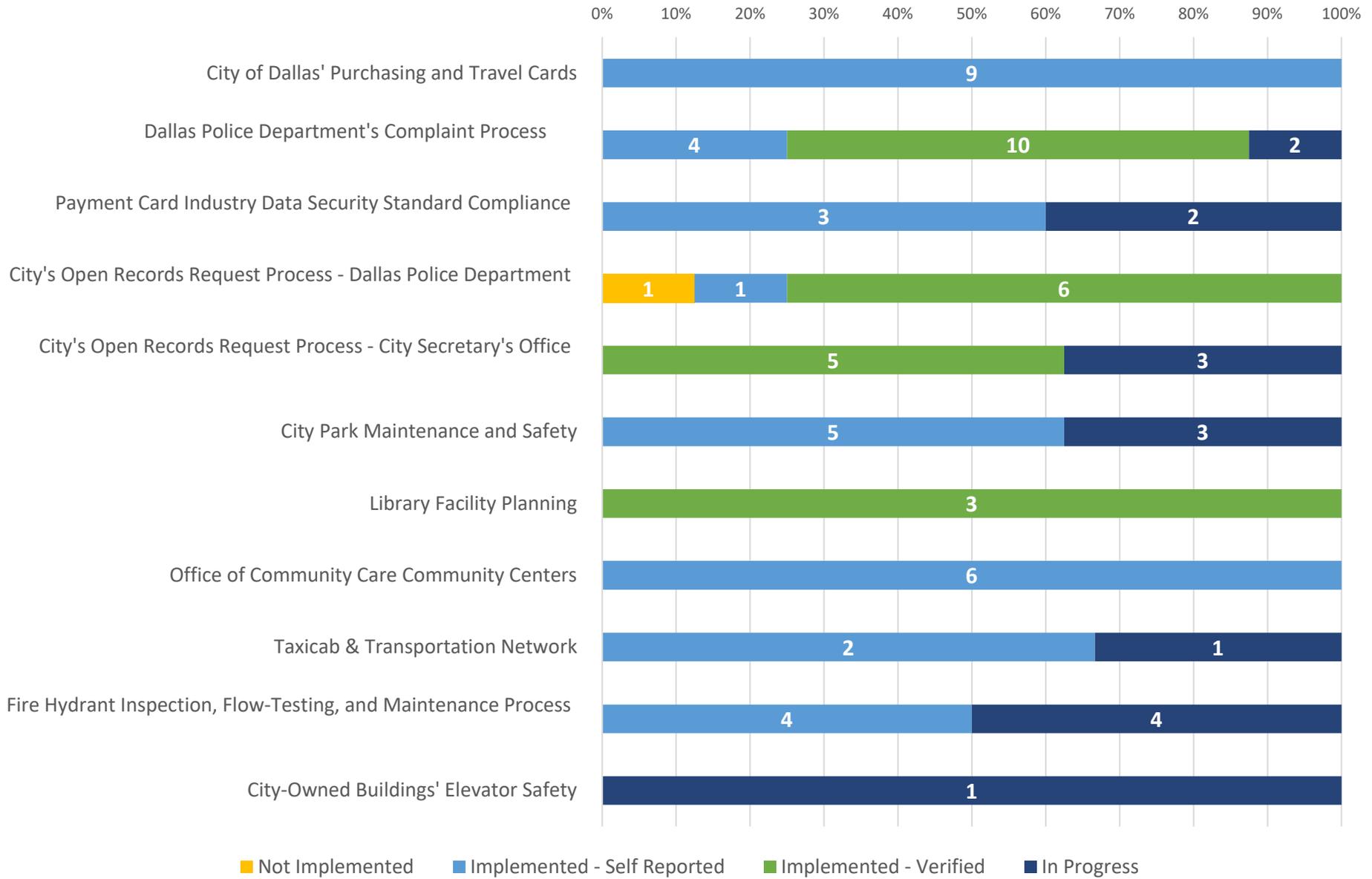
# Office of the City Office of the City Auditor
## Accepted Audit Recommendation Implementation Status

### Performance Audit Reports Released Fiscal Year 2019  (3 Plus Years)



Legend: Not Implemented | Implemented - Self Reported | Implemented - Verified | In Progress

Chart data:
- Dallas Police Department's Off-Duty Employment Program: Implemented - Self Reported 12, In Progress 5
- Business Partners Oversight - Department of Park and Recreation: Implemented - Self Reported 13, In Progress 7
- VisitDallas: Implemented - Self Reported 21, In Progress 1
- Dallas Water Utilities' Water Quality and Safety, Testing, and Monitoring: Implemented - Self Reported 12
- Business Partner Oversight for White Rock Boathouse, Inc.: Implemented - Self Reported 10, In Progress 6
- Management of City's Surplus Real Properties: In Progress 9
- Security and Safety Protocols for Large Public Venues Owned or Managed by the City: Implemented - Self Reported 3, In Progress 1

## Performance Audit Reports Released Fiscal Year 2020 (2 Plus Years)



Legend:
- Not Implemented (yellow/orange)
- Implemented - Self Reported (light blue)
- Implemented - Verified (green)
- In Progress (dark blue)

Data by report:
- City of Dallas' Purchasing and Travel Cards: 9 (Self Reported)
- Dallas Police Department's Complaint Process: 4 (Self Reported), 10 (Verified), 2 (In Progress)
- Payment Card Industry Data Security Standard Compliance: 3 (Self Reported), 2 (In Progress)
- City's Open Records Request Process - Dallas Police Department: 1 (Not Implemented), 1 (Self Reported), 6 (Verified)
- City's Open Records Request Process - City Secretary's Office: 5 (Verified), 3 (In Progress)
- City Park Maintenance and Safety: 5 (Self Reported), 3 (In Progress)
- Library Facility Planning: 3 (Verified)
- Office of Community Care Community Centers: 6 (Self Reported)
- Taxicab & Transportation Network: 2 (Self Reported), 1 (In Progress)
- Fire Hydrant Inspection, Flow-Testing, and Maintenance Process: 4 (Self Reported), 4 (In Progress)
- City-Owned Buildings' Elevator Safety: 1 (In Progress)

## Performance Audit Reports Released Fiscal Year 2021 (1 Plus Years)



Chart axis: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

| Report | Implemented - Self Reported | In Progress |
|---|---|---|
| Information & Technology Services' AT&T Datacomm LLC Contract Monitoring Process | 1 | 6 |
| Aviation's Noise Abatement Program | 2 | |
| Dallas Police Department Property and Evidence | 3 | 3 |
| Landfill Closure and Post Closure Liability and Monitoring Expense | 1 | 5 |
| Mobile Devices - Smartphones | | 9 |
| Census 2020 Interlocal Agreement with Dallas County | 2 | |
| Boards and Commissions | 2 | 8 |
| Senior Services | 4 | |
| Homeless Solutions | 3 | 2 |

Legend: ■ Not Implemented ■ Implemented - Self Reported ■ Implemented - Verified ■ In Progress

## Office of the City Office of the City Auditor
### Accepted Audit Recommendation Implementation Status



Performance Audit Reports Released Fiscal Year 2022 (Current)

# Office of the City Auditor

**Performance Management Accepted Risks Audit Recommendations for Reports Released between Fiscal Years**

**2016 and 2022**

December 13, 2022
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee

| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| | 2016 | Audit of Access Controls for the Courts' Information Systems | 12/4/2015 | User Profiles | Establish Standard User Profiles |
| | 2016 | Audit of Access Controls for the Courts' Information Systems | 12/4/2015 | Users Access Review | Develop a Mapping Document |
| | 2016 | Audit of Access Controls for the Courts' Information Systems | 12/4/2015 | Users Access Review | Review Activity Logs for Security Risks |
| | | | | | |
| | 2016 | Audit of Department of Dallas Water Utilities' Maintenance of Infrastructure | 12/4/2015 | Pipeline Replacement Needs | Report Pipeline Target Replacement Rate |
| | 2016 | Audit of Department of Dallas Water Utilities' Maintenance of Infrastructure | 12/4/2015 | Water Pipeline Replacement Performance Measures | Develop Performance Measures - Water Pipeline Replacements |
| | 2016 | Audit of Department of Dallas Water Utilities' Maintenance of Infrastructure | 12/4/2015 | Work Order System | Monitoring Integrated Work Oder System Development |
| | | | | | |
| | 2016 | Audit of Department of Fire Rescue's Fleet Maintenance Management | 12/4/2015 | Coordination with EBS | Review MS Software User Accounts. |
| | 2016 | Audit of Department of Fire Rescue's Fleet Maintenance Management | 12/4/2015 | Coordination with EBS | Segregation of Fleet and Parts Warehouse Manager Roles |
| | 2016 | Audit of Department of Fire Rescue's Fleet Maintenance Management | 12/4/2015 | Quality Control Procedures | Use of Checklist |
| | 2016 | Audit of Department of Fire Rescue's Fleet Maintenance Management | 12/4/2015 | Obtaining Vehicle Parts | Establish Procurement Method |
| | 2016 | Audit of Department of Fire Rescue's Fleet Maintenance Management | 12/4/2015 | Preventive Maintenance | Reports to Periodically Evaluate When PM Is Due |

Management accepted risk for
69 recommendations at report issuance.

Shaded cell indicates City Controller's Office
self-reported item as implemented.

**Management Accepted Risks Audit RecommendationsRecommendations for Reports Released between Fiscal Years 2016 and 2022**

| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| | 2016 | Audit of Department of Fire Rescue's Fleet Maintenance Management | 12/4/2015 | Mechanics Incentives | Compensation Structure |
| | 2016 | Audit of Department of Fire Rescue's Fleet Maintenance Management | 12/4/2015 | Mechanics Incentives | Create Certification Incentives |
| | 2016 | Audit of Department of Fire Rescue's Fleet Maintenance Management | 12/4/2015 | Training | Retain Training Records |
| | | | | | |
| | 2016 | Audit of Building Permits | 3/18/2016 | Building Permits Processing | Retain Evidence for Processing Time |
| | 2016 | Audit of Building Permits | 3/18/2016 | Building Permits Processing Time | Comply With Texas Local Government Code |
| | 2016 | Audit of Building Permits | 3/18/2016 | Compliance With Security Standards | Use of Security Authorization Request Form |
| | 2016 | Audit of Building Permits | 3/18/2016 | Compliance With Security Standards | User Password Requirements |
| | | | | | |
| | 2016 | Audit of the Department of Housing/Community Services' Contract Monitoring | 3/18/2016 | Processes Documentation | Monitoring the Projects |
| | | | | | |
| RPT | 2016 | Audit of the Performance Measurement Process for the Dallas Police Department | 3/18/2016 | Priority 1 Call Cost | Develop Written Procedures |
| RPT | 2016 | Audit of the Performance Measurement Process for the Dallas Police Department | 3/18/2016 | Priority 1 Call Cost | Revise Formula Calculation |

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| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| | 2016 | Audit of the Performance Measurement Process for the Dallas Police Department | 3/18/2016 | 911 Performance Measures | Communicate Controls Importance |
| | 2016 | Audit of the Performance Measurement Process for the Dallas Police Department | 3/18/2016 | 911 Performance Measures | Develop Written Procedures |
| | 2016 | Audit of the Performance Measurement Process for the Dallas Police Department | 3/18/2016 | 911 Performance Measures | Provide Continuity and Training |
| | 2016 | Audit of the Performance Measurement Process for the Dallas Police Department | 3/18/2016 | 911 Performance Measures | Strengthen Supervisory Review Controls |
| | 2016 | Audit of the Performance Measurement Process for the Dallas Police Department | 3/18/2016 | Filing Cases Performance Measures | Develop Written Procedures |
| | 2016 | Audit of the Performance Measurement Process for the Dallas Police Department | 3/18/2016 | Filing Cases Performance Measures | Provide Source Documentation |
| | 2016 | Audit of the Performance Measurement Process for the Dallas Police Department | 3/18/2016 | Filing Cases Performance Measures | Strengthen Supervisory Review Controls |
| | 2016 | Audit of the Performance Measurement Process for the Dallas Police Department | 3/18/2016 | Performance Measure | Clearly Define |
| | 2016 | Audit of the Performance Measurement Process for the Dallas Police Department | 3/18/2016 | Performance Measure | Develop Single Methodology Procedures |
| | | | | | |

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| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| | 2016 | Audit of Fair Park Business Partners Oversight | 5/13/2016 | (Risk)Operating without a formal contract increases the City's risk for contract noncompliance. Business partners' noncompliance was not identified and actions were not taken to correct noncompliance. | Recommendation IV |
| | 2016 | Audit of Fair Park Business Partners Oversight | 5/13/2016 | (Risk)Without formal contract oversight/monitoring policies and procedures, PKR and OCA cannot ensure that PKR and OCA personnel are performing their duties consistently to reduce the risk of financial loss and contract noncompliance. | Recommendation II |
| | | | | | |
| | 2016 | Audit of Aviation Leasing, Concessions, and Other Activities | 6/10/2016 | Aviation Management Cannot Ensure Reasonableness of NTTA Toll-tag Parking Revenue | III |
| | 2016 | Audit of Aviation Leasing, Concessions, and Other Activities | 6/10/2016 | The AVI Does Not Have Direct Access to the Parking Revenue Control System | II |
| | 2016 | Audit of Aviation Leasing, Concessions, and Other Activities | 6/10/2016 | The AVI Does Not Have Formal Policies and Procedures for Monitoring Concession Contracts | I |
| | | | | | |
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | Daily Health and Safety Inspection Procedures Do Not Ensure Compliance with City Code or that Identified Repairs and Maintenance Issues Are Addressed | IV |
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | Daily Health and Safety Inspection Procedures Do Not Ensure Compliance with City Code or that Identified Repairs and Maintenance Issues Are Addressed | IV. A |
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | A Closed Community Pool Is Not Adequately Monitored to Ensure Compliance with State Standards | XIV |
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | Daily Inspection Procedures for Aquatic Facilities Are Not Consistently Performed, Documented, or Retained | XI |

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**Management Accepted Risks Audit RecommendationsRecommendations for Reports Released between Fiscal Years 2016 and 2022**

| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | Daily Inspection Procedures for Aquatic Facilities Are Not Consistently Performed, Documented, or Retained | XI. A |
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | Daily Inspection Procedures for Aquatic Facilities Are Not Consistently Performed, Documented, or Retained | XI. B |
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | Life Expectancy of Pool Drain Covers and Grates Are Not Identified, Documented, and Monitored to Ensure Timely Replacement | XII. |
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | Life Expectancy of Pool Drain Covers and Grates Are Not Identified, Documented, and Monitored to Ensure Timely Replacement | XII. A |
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | Life Expectancy of Pool Drain Covers and Grates Are Not Identified, Documented, and Monitored to Ensure Timely Replacement | XII. B |
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | Lifeguard In-Service Training Is Not Consistently Performed on a Weekly Basis and Training Is Not Properly Documented and Retained | V |
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | Orientation Documentation for New Lifeguards and Pool Managers Are Not Consistently Completed Properly and Retained | VII |
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | Pollution Prevention Daily Checklists Are Not Consistently Completed Properly | X |
| | 2016 | Audit of the Department of Park and Recreation Internal Controls over Regulatory, Safety, and Maintenance | 6/17/2016 | Unannounced Lifeguard Performance Audits Are Not Consistently Performed and Documented Properly | III. B |
| | | | | | |

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**Management Accepted Risks Audit RecommendationsRecommendations for Reports Released between Fiscal Years 2016 and 2022**

| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| | 2016 | Audit of Management Services / 311 Customer Service Center | 9/16/2016 | Formal City-wide Policies and Procedures | I.B |
| | 2016 | Audit of Management Services / 311 Customer Service Center | 9/16/2016 | Improve Training | IV.B |
| | 2016 | Audit of Management Services / 311 Customer Service Center | 9/16/2016 | Late Service Requests Are Properly Addressed | II.B |
| | 2016 | Audit of Management Services / 311 Customer Service Center | 9/16/2016 | Late Service Requests Are Properly Addressed | II.C |
| | | | | | |
| | 2017 | Audit of the Design of Controls over the Dallas Police Department's Police Personnel and Training Services | 10/7/2016 | Instructor Qualification Standards | II |
| | 2017 | Audit of the Design of Controls over the Dallas Police Department's Police Personnel and Training Services | 10/7/2016 | Recruiting a Diverse Workforce of Highly Qualified Officers | III |
| | | | | | |
| | 2017 | Audit of Dallas Animal Services Operations | 12/9/2016 | V. City's Dangerous Dog Program Has Limited Effectiveness, in Part Due to State Law Design Also Affecting Most Texas Cities Surveyed | V.c |
| | 2017 | Audit of Dallas Animal Services Operations | 12/9/2016 | VI. Inadequate Policies and Procedures for Oversight of Active Dangerous Dog Cases | VI |
| | 2017 | Audit of Dallas Animal Services Operations | 12/9/2016 | X. Inadequate Documentation of Compliance with the Association of Shelter Veterinarians' Guidelines | X.a |
| | 2017 | Audit of Dallas Animal Services Operations | 12/9/2016 | X. Inadequate Documentation of Compliance with the Association of Shelter Veterinarians' Guidelines | X.b |

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| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| | 2017 | Audit of Dallas Animal Services Operations | 12/9/2016 | XI. Inadequate Policies and Procedures for Training Compliance | XI |
| | 2017 | Audit of Dallas Animal Services Operations | 12/9/2016 | XII. Did Not Consistently Conduct Annual Veterinarian Inspections | XII |
| | 2017 | Audit of Dallas Animal Services Operations | 12/9/2016 | (Risk)Without appropriate policies and procedures in place, there is an increased risk: (1) controlled substances are subject to misuse (sale or diverted for personal use) without detection; and, (2) the DAS could inadvertently use drugs that are less eff | Recommendation VII.2 |
| RPT | 2017 | Audit of Dallas Animal Services Operations | 12/9/2016 | (Risk)Surveillance cameras may not be working when needed, theft or misuse can occur undetected, and the video may not be available to review after the fact. | Recommendation VIII.1 |
| RPT | 2017 | Audit of Dallas Animal Services Operations | 12/9/2016 | (Risk)Surveillance cameras may not be working when needed, theft or misuse can occur undetected, and the video may not be available to review after the fact. | Recommendation VIII.2 |
| RPT | 2017 | Audit of Dallas Animal Services Operations | 12/9/2016 | (Risk)Surveillance cameras may not be working when needed, theft or misuse can occur undetected, and the video may not be available to review after the fact. | Recommendation VIII.5 |
| | | | | | |
| RPT | 2017 | Audit of the Design of Internal Controls over the Department of Code Compliance's Neighborhood Code Division | 5/12/2017 | Control Activities Component | Opportunity 15 (Principle 11) |
| RPT | 2017 | Audit of the Design of Internal Controls over the Department of Code Compliance's Neighborhood Code Division | 5/12/2017 | Control Activities Component | Opportunity 16 (Principle 11) |

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**Management Accepted Risks Audit RecommendationsRecommendations for Reports Released between Fiscal Years 2016 and 2022**

| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| RPT | 2017 | Audit of the Design of Internal Controls over the Department of Code Compliance's Neighborhood Code Division | 5/12/2017 | Control Activities Component | Opportunity 17 (Principle 11) |
| RPT | 2017 | Audit of the Design of Internal Controls over the Department of Code Compliance's Neighborhood Code Division | 5/12/2017 | Control Activities Component | Opportunity 18 (Principle 11) |
| RPT | 2017 | Audit of the Design of Internal Controls over the Department of Code Compliance's Neighborhood Code Division | 5/12/2017 | Control Activities Component | Opportunity 19 (Principle 11) |
|  |  |  |  |  |  |
| RPT | 2017 | Audit of Sole Source / Single Bid Procurements | 6/2/2017 | (Risk)The lack of formal policies and procedures (written, approved, and dated) has resulted in inconsistencies among buyers in both the way they conduct the sole source / single bid procurement process and the associated documentation. In addition, the c | Recommendation II |
| RPT | 2017 | Audit of Sole Source / Single Bid Procurements | 6/2/2017 | (Risk)The lack of formal policies and procedures (written, approved, and dated) has resulted in inconsistencies among buyers in both the way they conduct the sole source / single bid procurement process and the associated documentation. In addition, the c | Recommendation III |
| RPT | 2017 | Audit of Sole Source / Single Bid Procurements | 6/2/2017 | (Risk)The lack of formal policies and procedures (written, approved, and dated) has resulted in inconsistencies among buyers in both the way they conduct the sole source / single bid procurement process and the associated documentation. In addition, the c | Recommendation IV |
| RPT | 2017 | Audit of Sole Source / Single Bid Procurements | 6/2/2017 | (Risk)The lack of formal policies and procedures (written, approved, and dated) has resulted in inconsistencies among buyers in both the way they conduct the sole source / single bid procurement process and the associated documentation. In addition, the c | Recommendation V |
|  |  |  |  |  |  |
|  | 2017 | Audit of Courts Information System – Cash Management / Collections Processes | 9/29/2017 | Certain Cash Management / Collection Procedures and Work Instructions Are Not Followed | VIII. B |

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**Management Accepted Risks Audit RecommendationsRecommendations for Reports Released between Fiscal Years 2016 and 2022**

| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| | 2017 | Audit of Courts Information System – Cash Management / Collections Processes | 9/29/2017 | Duties Are Not Appropriately Segregated for Certain Personnel with Access to Cash | V. A |
| | 2017 | Audit of Courts Information System – Cash Management / Collections Processes | 9/29/2017 | Duties Are Not Appropriately Segregated for Certain Personnel with Access to Cash | IV |
| | | | | | |
| | 2018 | Audit of Construction-Related Procurements | 10/20/2017 | (Risk)There is an increased risk that the City's procurement process was not equitable and the most highly qualified firms were not consistently selected. | Recommendation V |
| | 2018 | Audit of Construction-Related Procurements | 10/20/2017 | (Risk)Without adequate documentation, the risk is increased that the City cannot demonstrate professional services procurements are conducted in a uniform and equitable manner. | Recommendation VI |
| | 2018 | Audit of Construction-Related Procurements | 10/20/2017 | (Risk)Without appropriate internal controls, including supporting documentation, the City cannot be assured that construction-related procurements are conducted in a uniform, transparent, and equitable manner and the risk for waste, fraud, or abuse is inc | Recommendation IV.2 |
| | 2018 | Audit of Construction-Related Procurements | 10/20/2017 | (Risk)Without appropriate internal controls, including supporting documentation, the City cannot be assured that construction-related procurements are conducted in a uniform, transparent, and equitable manner and the risk for waste, fraud, or abuse is inc | Recommendation IV.3 |
| | 2018 | Audit of Construction-Related Procurements | 10/20/2017 | (Risk)Without current formal policies and procedures that are accurate, consistent, and complete, departmental management must rely on employees' institutional knowledge or customary practices to carry out day-to-day responsibilities.  Employees' knowledg | Recommendation II |
| | | | | | |

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| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| | 2018 | Audit of Homeless Response System Effectiveness | 12/8/2017 | (Risk)The Bridge did not meet full compliance with the contract requirement and was not paid timely for services provided in the interim. | Recommendation V.1 |
| | 2018 | Audit of Homeless Response System Effectiveness | 12/8/2017 | (Risk)The risk is increased that: (1) the City and The Bridge are not complying with key contract provisions; (2) services performed by The Bridge are ineffective; (3) The Bridge is not financially viable; and, (4) the Inter-Local Agreement with Dallas Co | Recommendation VII.3 |
| | 2018 | Audit of Homeless Response System Effectiveness | 12/8/2017 | (Risk)The HMIS implementation put the homeless emergency shelters' funding and financial viability at risk. In addition, if the HMIS cannot accommodate complete compliance with HUD's HMIS reporting requirements for multiple grant programs, the City | Recommendation II |
| | 2018 | Audit of Homeless Response System Effectiveness | 12/8/2017 | (Risk)The City is not able to quickly respond to concerns identified by the people depending on its services and misses out on the opportunity to further improve services. | Recommendation XII |
| | 2018 | Audit of Homeless Response System Effectiveness | 12/8/2017 | (Risk)The City does not have the ability to fully assess whether it is effectively achieving the key objectives of reducing homelessness and increasing housing placement opportunities. | Recommendation IX |
| | 2018 | Audit of Homeless Response System Effectiveness | 12/8/2017 | (Risk)These funds cannot be used to reduce homelessness in Dallas. | Recommendation XI |
| | 2018 | Audit of Homeless Response System Effectiveness | 12/8/2017 | (Risk)Without effective oversight, including sufficient City representation on the MDHA Board of Directors, the City's investments in the homeless response system may not be adequately protected. | Recommendation IV |
| | 2018 | Audit of Homeless Response System Effectiveness | 12/8/2017 | (Risk)The City's efforts to reduce homelessness and increase housing placements may not be effective and efficient. | Recommendation X.2 |
| | 2018 | Audit of Homeless Response System Effectiveness | 12/8/2017 | (Risk)The City's efforts to reduce homelessness and increase housing placements may not be effective and efficient. | Recommendation X.4 |

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**Management Accepted Risks Audit RecommendationsRecommendations for Reports Released between Fiscal Years 2016 and 2022**

| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| | 2018 | Audit of Homeless Response System Effectiveness | 12/8/2017 | (Risk)The City's efforts to reduce homelessness and increase housing placements may not be effective and efficient. | Recommendation X.5 |
| | | | | | |
| | 2018 | Audit of Dallas Water Utilities Special Collections Operations | 3/23/2018 | (Risk)There is an increased security risk that unauthorized individuals could gain access to City buildings with the intent to disrupt operations, obtain information, or cause harm to property | Recommendation II.2 |
| | | | | | |
| | 2018 | Audit of Environmental Compliance – Management of Environmental Spills and Scrap Tire Disposal At City Facilities | 3/30/2018 | (Risk)There was an increased risk that the City could be subject to administrative and civil penalties of up to $25,000 per day per violation. | Recommendation VIII.3 |
| | 2018 | Audit of Environmental Compliance – Management of Environmental Spills and Scrap Tire Disposal At City Facilities | 3/30/2018 | (Risk)The City may not properly identify and mitigate environmental risks and notify TCEQ when reportable environmental incidents occur, thus subjecting the City to potential financial penalties. | Recommendation VI.4 |
| | | | | | |
| | 2018 | Audit Follow-Up of Prior Recommendations - Audit of the Design of the City of Dallas' Pandemic Influenza Continuity of Operations Basic Plan ( 8 new recommendations) | 6/15/2018 | (Risk)The City may not be able to demonstrate business continuity when faced with disruptions or emergency events that impact Dallas City Hall and/or City related operations. | Recommendation I.3 |
| | 2018 | Audit Follow-Up of Prior Recommendations - Audit of the Design of the City of Dallas' Pandemic Influenza Continuity of Operations Basic Plan ( 8 new recommendations) | 6/15/2018 | (Risk)The City may not be able to demonstrate business continuity when faced with disruptions or emergency events that impact Dallas City Hall and/or City related operations. | Recommendation I.4 |
| | 2018 | Audit Follow-Up of Prior Recommendations - Audit of the Design of the City of Dallas' Pandemic Influenza Continuity of Operations Basic Plan ( 8 new recommendations) | 6/15/2018 | (Risk)The City may not be able to demonstrate business continuity when faced with disruptions or emergency events that impact Dallas City Hall and/or City related operations. | Recommendation I.6 |

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| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| | 2018 | Audit Follow-Up of Prior Recommendations - Audit of the Design of the City of Dallas' Pandemic Influenza Continuity of Operations Basic Plan ( 8 new recommendations) | 6/15/2018 | (Risk)The City may not be able to demonstrate business continuity when faced with disruptions or emergency events that impact Dallas City Hall and/or City related operations. | Recommendation II |
| | | | | | |
| RPT | 2019 | Audit of Business Partner Oversight – Department of Park and Recreation | 12/7/2018 | Identified Areas of Financial Risk | Recommendation XI |
| RPT | 2019 | Audit of Business Partner Oversight – Department of Park and Recreation | 12/7/2018 | The City Did Not Establish Appropriate Limitations on Dallas Arboretum and Botanical Society, Inc.'s Utility Costs Paid for by the City | Recommendation IV.1 |
| RPT | 2019 | Audit of Business Partner Oversight – Department of Park and Recreation | 12/7/2018 | The City Did Not Establish Appropriate Limitations on Dallas Arboretum and Botanical Society, Inc.'s Utility Costs Paid for by the City | Recommendation IV.2 |
| RPT | 2019 | Audit of Business Partner Oversight – Department of Park and Recreation | 12/7/2018 | The City Did Not Establish Appropriate Limitations on Dallas Arboretum and Botanical Society, Inc.'s Utility Costs Paid for by the City | Recommendation IV.3 |
| | | | | | |
| RPT | 2019 | Audit of VisitDallas | 1/4/2019 | Assurance of Metrics Reported by VisitDallas Is Inadequate | Recommendation IX |
| RPT | 2019 | Audit of VisitDallas | 1/4/2019 | Booked Citywide Events Do Not Consistently Meet the Definition of a Citywide Event When the Events Occur | Recommendation X |
| RPT | 2019 | Audit of VisitDallas | 1/4/2019 | Oversight and Contract Monitoring of the Dallas Tourism Public Improvement District and VisitDallas by the Office of Economic Development Is Not Adequate | Recommendation VI |
| RPT | 2019 | Audit of VisitDallas | 1/4/2019 | The City of Dallas Remittance Process for the Dallas Tourism Public Improvement District Does Not Adequately Address Interim Adjustments and Excess Assessments | Recommendation VII.1 |
| RPT | 2019 | Audit of VisitDallas | 1/4/2019 | The City of Dallas Remittance Process for the Dallas Tourism Public Improvement District Does Not Adequately Address Interim Adjustments and Excess Assessments | Recommendation VII.2 |

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| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| RPT | 2019 | Audit of VisitDallas | 1/4/2019 | The City of Dallas Remittance Process for the Dallas Tourism Public Improvement District Does Not Adequately Address Interim Adjustments and Excess Assessments | Recommendation VII.3 |
| RPT | 2019 | Audit of VisitDallas | 1/4/2019 | VisitDallas Compensation As Documented Is Not Consistently Tied to Performance and Results | Recommendation XII |
| RPT | 2019 | Audit of VisitDallas | 1/4/2019 | VisitDallas Compensation As Documented Is Not Consistently Tied to Performance and Results | Recommendation XIII |
| RPT | 2019 | Audit of VisitDallas | 1/4/2019 | VisitDallas Does Not Have Adequate Controls Over Certain Expenses | Recommendation XV |
| | | | | | |
| RPT | 2019 | Audit of the Department of Dallas Water Utilities' Water Quality and Safety, Testing, and Monitoring | 3/22/2019 | Internal Control Weaknesses Identified | Recommendation II |
| | | | | | |
| RPT | 2019 | Audit of Security and Safety Protocols for Large Public Venues owned of Managed by the City | 9/30/2019 | A. Security Measures and Protocols | A.1. |
| RPT | 2019 | Audit of Security and Safety Protocols for Large Public Venues owned of Managed by the City | 9/30/2019 | A. Security Measures and Protocols | A.2 |
| RPT | 2019 | Audit of Security and Safety Protocols for Large Public Venues owned of Managed by the City | 9/30/2019 | B. Texas Open Carry Act | B.1 |
| RPT | 2019 | Audit of Security and Safety Protocols for Large Public Venues owned of Managed by the City | 9/30/2019 | C. Contract Guidelines | C.1 |
| | | | | | |
| RPT | 2020 | Audit of City of Dallas' Purchasing and Travel Cards | 11/11/2019 | I. Credit Exposure | I.1 Credit Exposure |
| | | | | | |

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|---|---|---|---|---|---|
| RPT | 2020 | Audit of the Dallas Police Department's Complaint Process | 11/25/2019 | A: Prevent and Detect Unauthorized Access or Deletion of Complaints | A.5: Prevent and Detect Unauthorized Access or Deletion of Complaints |
| RPT | 2020 | Audit of the Dallas Police Department's Complaint Process | 11/25/2019 | D: Comprehensive Guidelines on How to Apply Disciplinary Actions | D.2: Update General Order 500.00 Internal Investigations to include specific guidance on how to apply discipline for sustained multiple violations in one incident. |
| RPT | 2020 | Audit of the Dallas Police Department's Complaint Process | 11/25/2019 | D: Comprehensive Guidelines on How to Apply Disciplinary Actions | D.3: Clarify Undocumented Sick Leave guidelines to clearly define the number of instances of undocumented sick leave allowed before the first violation occurs. |
| RPT | 2020 | Audit of the Dallas Police Department's Complaint Process | 11/25/2019 | D: Comprehensive Guidelines on How to Apply Disciplinary Actions | D.4: Update General Order 500.00, Internal Investigations to clarify when and how to use mitigating and aggravating circumstances in disciplinary decisions. |
| | | | | | |
| RPT | 2020 | Memorandum – Confidential Report: Audit of Payment Card Industry Data Security Compliance | 1/27/2020 | A: Credit Card Processing Differs From City Policy and Contract Provisions | A.2. |
| | | | | | |
| | 2020 | Audit of the City's Open Records Request Process – Dallas Police Department | 2/26/2020 | F: DPD - Efficiency | F.1: Determine Request Patterns |
| | | | | | |
| RPT | 2020 | Audit of City Park Maintenance and Safety | 3/6/2020 | E. Maintenance Management System | E.1 Maintenance Management System |
| | | | | | |
| RPT | 2020 | Audit of Library Facility Planning | 3/26/2020 | Final Report: Master Plan is Outdated | A.1 Revise or replace the Master Plan to reflect current needs, priorities, and trends |
| RPT | 2020 | Audit of Library Facility Planning | 3/26/2020 | Final Report: Master Plan is Outdated | A.2 Develop and implement a formal procedure to review and revise the Master Plan regularly and when conditions change |
| | | | | | |

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|---|---|---|---|---|---|
| RPT | 2020 | Audit of the Office of Community Care Community Centers | 5/22/2020 | Observation B: Martin Luther King, Jr. Community Center Board | B.1 Work with the City Manager, City Attorney's Office and City Council to establish by-laws and procedures |
| RPT | 2020 | Audit of the Office of Community Care Community Centers | 5/22/2020 | Observation E: Use of City Department Funds | E.1 Provide definitive guidance as to the use of department budgets to support other department activities and the selection of the persons that will attend the activities. |
| | | | | | |
| RPT | 2021 | Audit of the Department of Aviation's Noise Abatement Program | 3/2/2021 | Observation A: Noise Level Monitoring | A.1: A Plan of Action Aimed at Reversing, Slowing Down, or Holding Steady... |
| RPT | 2021 | Audit of the Department of Aviation's Noise Abatement Program | 3/2/2021 | Observation B: Program Management | B.3: Performance Measures Specifying the Participation Percentage |
| | | | | | |
| RPT | 2021 | Audit of Police Property and Evidence | 3/11/2021 | A: Dallas Police Department Property Unit – Disposition Process | A.2-Dallas Police Department Property Unit – Disposition Process |
| | | | | | |
| RPT | 2021 | Audit of Mobile Devices - Smartphones | 5/14/2021 | A: Smartphone Design, Enforcement, and Configuration | A.4 Smartphone Design, Enforcement, and Configuration |
| RPT | 2021 | Audit of Mobile Devices - Smartphones | 5/14/2021 | A: Smartphone Design, Enforcement, and Configuration | A.6 Smartphone Design, Enforcement, and Configuration |
| RPT | 2021 | Audit of Mobile Devices - Smartphones | 5/14/2021 | B: Lifecycle Management | B.2 Lifecycle Management |
| RPT | 2021 | Audit of Mobile Devices - Smartphones | 5/14/2021 | B: Lifecycle Management | B.3 Lifecycle Management |
| RPT | 2021 | Audit of Mobile Devices - Smartphones | 5/14/2021 | C: User Management | C.2 User Management |
| | | | | | |

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| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| RPT | 2021 | Audit of Boards and Commissions (Revised 1/26/2022) | 8/4/2021 | E-Annual Reports | E.1-Annual Reports |
| RPT | 2021 | Audit of Boards and Commissions (Revised 1/26/2022) | 8/4/2021 | F-Meeting Documentation | F.2-Meeting Documentation |
| RPT | 2021 | Audit of Boards and Commissions (Revised 1/26/2022) | 8/4/2021 | H-Vacancies | H.3-Vacancies |
| RPT | 2021 | Audit of Boards and Commissions (Revised 1/26/2022) | 8/4/2021 | I-Compliance Requirements | I.1-Compliance Requirements |
| | | | | | |
| RPT | 2021 | Audit of Senior Services | 9/1/2021 | B: Program Effectiveness | B.2 Program Effectiveness |
| | | | | | |
| RPT | 2022 | Audit of Road Paving Improvements and Mainteance | 2/11/2022 | A: Road Pavement Project Management | A.3: Road Pavement Project Management |
| RPT | 2022 | Audit of Road Paving Improvements and Mainteance | 2/11/2022 | A: Road Pavement Project Management | A.4: Road Pavement Project Management |
| RPT | 2022 | Audit of Road Paving Improvements and Mainteance | 2/11/2022 | C: Project Cost Overages | C.1: Project Cost Overages |
| RPT | 2022 | Audit of Road Paving Improvements and Mainteance | 2/11/2022 | C: Project Cost Overages | C.2: Project Cost Overages |
| RPT | 2022 | Audit of Road Paving Improvements and Mainteance | 2/11/2022 | D: Project Tracking and Document Organization | D.1: Project Tracking and Document Organization |
| RPT | 2022 | Audit of Road Paving Improvements and Mainteance | 2/11/2022 | D: Project Tracking and Document Organization | D.2: Project Tracking and Document Organization |

As of: December 5, 2022
Page 16 of 17

Management accepted risk for
69 recommendations at report issuance.

Shaded cell indicates City Controller's Office
self-reported item as implemented.

**270**

| Accepts Risk @ Report Issuance | Fiscal Year | Report | Report Issue | Issue | Recommendation |
|---|---|---|---|---|---|
| RPT | 2022 | Audit of Road Paving Improvements and Mainteance | 2/11/2022 | D: Project Tracking and Document Organization | D.3: Project Tracking and Document Organization |
| RPT | 2022 | Audit of Road Paving Improvements and Mainteance | 2/11/2022 | E: Solicitation Requirements | E.1: Solicitation Requirements |
| | | | | | |
| RPT | 2022 | Audit of Language Skills Assignment Pay and Court Leave | 2/25/2022 | A-Purpose and Value Clarification | A-3 Establish SMART measures |
| RPT | 2022 | Audit of Language Skills Assignment Pay and Court Leave | 2/25/2022 | D-Court Leave | D-1 Develop procedures to augment Personnel Rules |
| | | | | | |
| RPT | 2022 | Audit of Pedestrian Safety | 5/23/2022 | A: Pedestrian Safety Goals, Performance Measures, and Written Procedures | A.4: Align departmental procedures to prioritize pedestrian traffic over other modes of transportation as recommended by the Federal Highway Administration's How to Develop a Pedestrian and |
| RPT | 2022 | Audit of Pedestrian Safety | 5/23/2022 | C: Maintenance Schedules | C.1: Align maintenance schedules for pedestrian safety countermeasures with the Federal Highway Administration's Guide for Maintaining Pedestrian Facilities for Enhanced Safety and the |
| | | | | | |
| RPT | 2022 | Audit of Dallas Police Department Overtime | 8/9/2022 | Observation A: Recording of Overtime Information | A1. Implement a reliable centralized overtime record keeping system |

As of: December 5, 2022

Page 17 of 17

Management accepted risk for

69 recommendations at report issuance.

Shaded cell indicates City Controller's Office

self-reported item as implemented.

**271**

**File #:** 22-2814

**Item #:** I.

Marketing Support Procurement Most Advantageous and Responsive Bidder, The Voice Society [Communications, Outreach & Marketing]

# Memorandum

DATE  December 9, 2022

TO  Members of the Government Performance and Financial Management Committee

SUBJECT  **Marketing Support Procurement**

Honorable Chair Mendelsohn and Members of the GPFM Committee,

The purpose of this memo is to advise on Communications, Outreach & Marketing (COM) procurement of a Marketing Support consultant.

HR&A, the City's Economic Development consultant, assisted in the creation of a scope of work for marketing support for the City's American Rescue Plan Act (ARPA) grant-funded programs and services including the newly appointed Economic Development Commission; newly created Small Business Center; Housing and Neighborhood Revitalization's Neighborhood Revitalization Grants; and Office of Community Care-led Period Access Dallas program in partnership with Dallas Public Library and Park and Recreation, among others. The opportunity was posted by the Office of Procurement Services from June 23 to July 29, 2022.

Seven vendors responded to the procurement, and an interdepartmental evaluation team selected The Voice Society, an MBE, as most advantageous and responsive to the scope of services desired by the City. The successful finalist will collaborate with internal departments and external partners to gather and integrate information into campaigns and instructional materials; publish and distribute excellent content reaching targeted audiences through tailored approaches; apply an on-brand City messaging framework to all marketing; launch and oversee council district marketing campaigns; coordinate dissemination of information about City programs, initiatives and services; communicate equitably in ways that are easily understood; and engage residents, businesses and community stakeholders with City programs and activities.

The two-year contract, not to exceed $500,000, will be funded from the City's $355 Million in ARPA grant funding. This item is scheduled for approval on the December 14 City Council voting agenda.

Staff will be present at the December 13 GPFM Committee meeting to respond to questions. Please contact me if you need additional information in advance.

Respectfully,

Catherine Cuellar
Communications, Outreach and Marketing (COM) Director

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizor Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

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

**File #:** 22-2795        **Item #:** J.

Accounts Payable Update
[City Controller's Office]

# Memorandum

DATE  December 13, 2022

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

SUBJECT  **Accounts Payable FY22 Year in Review**

The purpose of this memorandum is to update the committee on Accounts Payable activities during FY22. The last update on Accounts Payable was provided in December 2021. Accounts Payable metrics for FY22 and FY21 are shown in the tables below:

## Table 1 Paid Invoices

| Description | FY22 | FY21 |
|---|---|---|
| Dollar amount of invoices paid | $1,624,665,573 | $1,500,536,366 |
| Number of invoices paid | 124,279 | 141,846 |
| Average dollar amount per invoice | $13,073 | $10,579 |
| Percentage of invoices paid within 30 days | 90% | 85% |

## Table 2 Number of Outstanding Invoices

| Aging Category | 12/6/2022 Count | Percentage of Total | 12/8/2021 Count | Percentage of Total |
|---|---|---|---|---|
| 0-30 days | 2,241 | 92% | 1,251 | 84% |
| 31-60 days | 86 | 4% | 129 | 9% |
| 61-90 days | 72 | 3% | 37 | 2% |
| Over 90 days | 44 | 2% | 68 | 5% |
| Total | 2,443 | 100% | 1,485 | 100% |

## Table 3 Dollar Amount Outstanding Invoices

| Aging Category | 12/6/2022 Amount | Percentage of Total | 12/8/2021 Amount | Percentage of Total |
|---|---|---|---|---|
| 0-30 days | $14,784,527 | 90% | $14,085,646 | 97% |
| 31-60 days | $388,562 | 2% | $447,394 | 3% |
| 61-90 days | $1,265,035 | 8% | $8,797 | 0% |
| Over 90 days | $78,171 | 0% | $18,992 | 0% |
| Total | $16,516,295 | 100% | $14,560,829 | 100% |

Prior to the COVID-19 pandemic fewer than 50% accounts payable payments were made electronically.  As of December 6, 2022, approximately 80% of accounts payable payments are made electronically.  The increase in electronic payments has reduced costs and increased the speed and reliability of payments to our vendors.

I would like to thank the entire Accounts Payable team in the City Controller's Office for these outstanding results.  Innocent Maduka was appointed as the Assistant Director of Accounts Payable and Payroll in February 2022.  Innocent has been with the City since August 2020 and has served as the Sr. Program Manager Payroll and Interim Assistant Director of Accounts Payable and Payroll prior to this most recent appointment.  I would also like to introduce Marybell Eguez as the Sr. Program Manager Accounts Payable. Marybell joined the City in May 2022.  Prior to joining the City of Dallas, she worked at the City of Anaheim where she managed Accounts Payable using the same financial system the City of Dallas currently uses.

While I am very proud of our continued progress over the last year, we are not done yet. We will continue to work to improve our processes, reduce the backlog of past due invoices, as well as increase the number of vendors receiving electronic payments.


Please let me know if you have any questions.

*Sheri Kowalski*

Sheri Kowalski
City Controller

c:

| | |
|---|---|
| Honorable Mayor and Members of the City Council | Jon Fortune, Deputy City Manager |
| T.C. Broadnax, City Manager | Majed A. Al-Ghafry, Assistant City Manager |
| Chris Caso, City Attorney | M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager |
| Mark Swann, City Auditor | Robert Perez, Assistant City Manager |
| Bilierae Johnson, City Secretary | Carl Simpson, Assistant City Manager |
| Preston Robinson, Administrative Judge | Genesis D. Gavino, Chief of Staff to the City Manager |
| Kimberly Bizor Tolbert, Deputy City Manager | Directors and Assistant Directors |

**File #:** 22-2916

**Item #:** K.

Update Compliance with Texas State Library and Archives Commission (TSLAC) Retention
Schedules
[City Secretary's Office]

# Memorandum

**CITY OF DALLAS**

Date    December 8, 2022

To    Honorable Chair Mendelsohn and Members of the Government, Performance and Financial Management (GPFM) Council Committee

Subject    *UPDATE* **Compliance with Texas State Library and Archives Commission (TSLAC) Retention Schedules**

On August 12, 2020, the Dallas City Council adopted all of Texas State Library and Archives Commission (TSLAC) Local Government Records retention schedules, with one exception to Dallas Fire and Rescue's retention schedule increase to their 'Individual Training' records.

Our office periodically audits of all City of Dallas' records retention schedules for compliance with TSLAC; and consults with city departments to determine if schedules are appropriate. After consultations with two city departments, <u>our office is recommending continuance of compliance with TSLAC, with two additional exceptions for city council consideration and approval</u>. These recommendations are identified in the attached briefing presentation.

If you have any questions and/or comments, feel free to contact me directly.

Sincerely,

*Bilierae Johnson*

Bilierae Johnson
City Secretary

c:  T.C. Broadnax, City Manager
    Chris Caso, City Attorney
    Mark Swann, City Auditor
    Miroslava Martinez, Assistant City Secretary
    Peter Kurilecz, Records Management Officer

# *UPDATE* Compliance with Texas State Library and Archives Commission (TSLAC) Retention Schedules

## Government Performance and Financial Management Committee Briefing

December 13, 2022

**Bilierae Johnson, City Secretary**
**City Secretary's Office**

# Presentation Overview

- History of City's Records Retention Schedules

- City Council Approved Retention Schedule Exceptions

- Texas State Library and Archives Commission (TSLAC) Regulations

- Additional Exception Recommendations for Council Consideration/Approval

- Questions

# History of City's Records Retention Schedules

# History of City's Record Retention Schedules

**1987** – Dallas City Charter appoints City Secretary to oversee records management program

**1989** – Texas Legislature passes Local Government Records Act (HB 1285) requiring all Texas local governments to:
- o  File either a city developed records control schedule; or
- o  File a Certification of Compliance (Form SLR 508) with TSLAC

**1990-1998** – City of Dallas adopts Dallas City Code 39C /designates Records Management Office (RMO) / adopts TSLAC schedules

**2007** – City of Dallas adopts longer retention periods for specific    records series by Resolution No.  07-1168 (only TSLAC exception)

**2017** – City of Dallas reinstated the minimum legal retention periods for the records series extended under Resolution No. 07-1168 by Resolution No. 17-1195

**2020** – City of Dallas adopts State retention periods for all city records series by Resolution No. 20-1124 (with only one TSLAC exception)

# City Council Approved Retention Schedule Exceptions

# City Council Approved Retention Schedule Exceptions

171195

**2007**: Resolution 07-1168 adopted longer retention periods for specific record series maintained by the City Secretary's Office

**2017**: Resolution 17-1195 reinstated the minimum legal retention periods as set forth in the TSLAC retention schedules

**EXHIBIT A**

| Records Series Title | Types of Records & *Comments* | Council Approved Retention Period (07-1168) | TSL Retention Number & Required Retention |
|---|---|---|---|
| Election Campaign Contributions | Title 15 Reports *(state form) Includes candidates and special or general purpose PACs* | 5 years | EL 3125-01A<br><br>Date of filing + 2 years |
| Campaign Treasurer | Designation of Campaign Treasurer *(state form). Includes candidates and special or general purpose PACs* | Termination + 5 years | EL 3125-01B<br><br>2 years after appointment is terminated |
| Application for Place on Ballot | Application of Place on Ballot *(state form)*<br><br>Petition *(state form)* | 5 years | EL 3125-02A<br><br>Election day + 2 years |
| Conflict of Interest – Vendor Questionnaire | Conflict of Interest Questionnaire *(state form) Vendors are required to file on September 1 each year unless they have filed a form on or after June 1 of that year* | Date of filing + 5 years | GR 1000-43<br><br>Date of filing + 3 years |
| Conflict of Interest - Government Officer Conflict Disclosure Statement | Local Government Officer Conflict Disclosure Statement *(state form)* | 5 years after leaving position | GR 1000-43<br><br>Date of filing + 3 years |

# City Council Approved Retention Schedule Exceptions *(Cont'd)*

**2020:** City of Dallas adopts all TSLAC Local Government retention schedules with the exception of Dallas Fire and Rescue Department's (DFR) request for an increase in the retention period for their "Individual Training' records

| Record Series Description | Proposed Adoption Retention - Current City Retention | TSLAC Local Government Retention |
|---|---|---|
| Individual Training files/records—this category for all training where records maintained in individual files by employee name and includes firefighter and EMS training | GR 1050-28A  Separation + 10 yrs | GR 1050-28A  Date of separation + 5 years. Retention Note: If information concerning training or testing (e.g., test scores) is transferred to an Employee Service Record (item number GR1050-12), the document from which the information is taken need be retained for only 2 years. |

# Texas State Regulations Library and Archives Commission (TSLAC) Regulations

City of Dallas

# Texas State Library and Archives Commission (TSLAC) Regulations

- 3 Elements of Compliance for Texas Local Governments
  - File an Approved Records Management Policy
  - Designate a Records Management Officer (RMO)
  - Declaration of Compliance (Form SLR 508) to TSLAC's Retention Schedules

- Section 203.042 of the Local Government Act - Retention Periods
  - (b)  A retention period may not be less than:
    - a retention period prescribed by a state or federal law, regulation, or rule of court;
    - or a retention period for the record established on a records retention schedule issued by the commission

- **Unless** the TSLAC Local Government retention schedules have been adopted by your local government by filing a Declaration of Compliance (Form SLR 508), the retention periods listed in the schedules **may not be used** for the destruction of your records

- Exception Requirements:
  - Record schedules or exceptions are no longer required to be filed with TSLAC
  - RMO requires written justification from department(s) for exceptions
  - 

- Record Holds – records may not be destroyed if there is litigation, an audit, or a written justification by the Department to retain beyond their retention period

# Additional Exceptions Recommendation for Council Consideration/Approval

# Additional Exception Recommendations for Council Consideration/Approval

**Dallas 311 Department**

| Complaints (Service Requests) | Complaints recived from the public by a governing body or any office or employee of a local government relating to a government policy.  This includes City of Dallas Service Requests.  Includes complaints received via email. | GR 1000-24<br>Resolution or Dismissal of complaint<br>+ 2 years |
|---|---|---|
| | **Exception Recommendation:** | GR 1000-24<br>Resolution or Dismissal of complaint<br>+ 10 years |

**Justification:** To retain longer for historical, trending and operational purposes.

**Dallas Police Department**

| DPD Communication Tapes and Printouts | Tapes and Prinouts of incoming and outgoing telephone and radio communications.  Radio Dispatch Logging tapes and MDT Logs. | PS 4100-04<br>30 days |
|---|---|---|
| | **Exception Recommendation:** | PS 4100-04<br>180 days |

**Justification:** To comply with the Richard Miles Act (Texas H.B. NO. 1125) and the Michael Morton Act (Texas S.B. No. 1161).

# QUESTIONS?

City of Dallas

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# City of Dallas

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## Agenda Information Sheet

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**File #:** 22-2805

**Item #:** L.

Budget Accountability Report (information as of September 30, 2022)
[Budget and Management Services]

# Memorandum

CITY OF DALLAS

DATE December 9, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – September 2022**

Please find attached the September Budget Accountability Report (BAR) based on information through September 30, 2022. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

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

Jack Ireland
Jack Ireland
Chief Financial Officer

c: 
T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Bilierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizor Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, 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 September 30, 2022



**Prepared by Budget & Management Services**

1500 Marilla Street, 4FN
Dallas, TX 75201

214-670-3659
financialtransparency.dallascityhall.com

294

# EXECUTIVE SUMMARY
## Financial Forecast Report

| Operating Fund | Year-End Forecast vs. Budget | |
| --- | --- | --- |
| | *Revenues* | *Expenses* |
| General Fund | ✅ | ✅ |
| Aviation | 26% over budget | ✅ |
| Convention and Event Services | ✅ | 18% under budget |
| Development Services | 27% over budget | ✅ |
| Municipal Radio | 22% under budget | 11% under budget |
| Sanitation Services | ✅ | ✅ |
| Storm Drainage Management | ✅ | ✅ |
| Dallas Water Utilities | 9% over budget | ✅ |
| Bond and Construction Management | ✅ | 14% under budget |
| Equipment and Fleet Management | ✅ | ✅ |
| Express Business Center | 22% over budget | ✅ |
| Information Technology | ✅ | 8% under budget |
| Radio Services | ✅ | 14% under budget |
| 9-1-1 System Operations | 8% over budget | 5% under budget |
| Debt Service | ✅ | ✅ |

✅ YE forecast within 5% of budget

## Dallas 365

**Year-to-Date**

✅ **21**
On Target

⚠️ **4**
Near Target

❌ **10**
Not on Target

## Budget Initiative Tracker

⦿ **24**
Complete

❌ **11**
Incomplete

Cover Photo Credit: City of Dallas - Mural by Tristan Eaton, Stack Building, Deep Ellum

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through September 30, 2022, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 22, 2021, effective October 1, 2021, through September 30, 2022. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

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, 2022. The variance is the difference between the FY 2021-22 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 September 30, 2022.

| | FY 2021-22 Adopted Budget | FY 2021-22 Amended Budget | YTD Actual | YE Forecast | Variance |
|---|---|---|---|---|---|
| Beginning Fund Balance | $272,058,286 | $272,058,286 | | $287,241,830 | $15,183,544 |
| Revenues | 1,535,018,900 | 1,589,890,654 | 1,606,525,680 | 1,609,213,193 | 19,322,539 |
| Expenditures | 1,535,018,900 | 1,589,890,654 | 1,565,373,910 | 1,575,417,768 | (14,472,885) |
| Ending Fund Balance | $272,058,286 | $272,058,286 | | $321,037,255 | $48,978,968 |

**Fund Balance.** As of September 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings.

**Revenues.** Through September 30, 2022, General Fund revenues are projected to be $19,323,000 over budget primarily due to sales tax ($13,201,000) and franchise and other revenue ($9,085,000). This is partially offset by decline in fines and forfeitures and operating transfers in. Fines and forfeitures fees combined with operating transfers in are projected to be $12,317,000 under budget.

**Expenditures.** Through September 30, 2022, General Fund expenditures are projected to be $14,473,000 under budget primarily due to salary savings from vacant uniform and non-uniform positions across all General Fund departments as well as better than budgeted reimbursements, partially offset by expenses for uniform overtime and supplies for various General Fund departments.

**FY 2021-22 Amended Budget.** City Council amended the General Fund budget on:

- December 8, 2021, by resolution #21-2023 in the amount of $197,558 for the establishment of the Inspector General Division.

- May 11, 2022, by ordinance #32193 in the amount of $24,859,738 due to additional sales tax revenue and intergovernmental revenue from Dallas County. This allocation will be used for the maintenance and operation of various departments and activities.

- September 28, 2022, by ordinance #32301 in the amount of $29,814,458 due to additional sales tax revenue. This allocation will be used for the maintenance and operation of various departments and activities.

FY 2021-22 Financial Forecast Report
# GENERAL FUND REVENUE

| | Revenue Category | FY 2021-22 Adopted Budget | FY 2021-22 Amended Budget | YTD Actual | YE Forecast | Variance |
|---|---|---|---|---|---|---|
| 1 | Property Tax | $876,483,968 | $876,483,968 | $877,781,372 | $878,979,919 | $2,495,951 |
| 2 | Sales Tax | 344,283,066 | 394,108,522 | 407,309,124 | 407,309,124 | 13,200,602 |
| 3 | Franchise and Other | 117,599,602 | 117,599,602 | 124,701,369 | 126,684,314 | 9,084,712 |
| 4 | Charges for Services | 108,668,947 | 108,668,947 | 111,126,673 | 110,807,534 | 2,138,587 |
| 5 | Fines and Forfeitures | 26,390,716 | 26,390,716 | 23,104,477 | 24,004,618 | (2,386,098) |
| 6 | Operating Transfers In | 32,918,730 | 33,116,288 | 23,185,836 | 23,185,836 | (9,930,452) |
| 7 | Intergovernmental | 13,101,905 | 17,950,645 | 19,455,671 | 18,942,097 | 991,452 |
| 8 | Miscellaneous | 8,877,610 | 8,877,610 | 11,735,104 | 12,295,478 | 3,417,868 |
| 9 | Licenses and Permits | 5,844,356 | 5,844,356 | 5,666,830 | 5,160,234 | (684,122) |
| 10 | Interest | 850,000 | 850,000 | 2,459,224 | 1,844,040 | 994,040 |
| | Total Revenue | $1,535,018,900 | $1,589,890,654 | $1,606,525,680 | $1,609,213,193 | $19,322,539 |

## 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 from $364,294,064 to $394,108,522 on September 28 by adopting the end of the year budget ordinance. Total sales tax collections were $13,201,000 over the amended budget.

**3 Franchise and Other.** Franchise and other revenues are projected to be $9,085,000 over budget primarily due to colder than normal weather in early FY 2021-22 causing higher revenues from Oncor and Atmos.

**5 Fines and Forfeitures.** Fines and forfeitures are projected to be $2,386,000 under budget primarily due to declines in citations filled with the court (18.4 percent decline compared to the same period last year from October to August), in addition to decline in parking fine activity.

**6 Operating Transfers In.** The revenue budget for Operating Transfers In was amended on December 8, 2021 by resolution #21-2023 in the amount of $197,558 for the establishment of the Inspector General Division. Revenues are forecast to be $9,930,000 under budget primarily because General Fund revenue is forecast to exceed the budgeted amount, eliminating the need for the Sports Arena or Revenue Stabilization transfers.

**7 Intergovernmental.** City Council increased Intergovernmental revenue by $4,849,000 on May 11 as part of the mid-year appropriations adjustment process, due to an unanticipated reimbursement from Dallas County, authorized on December 8, 2021 by resolution #21-1961. This reimbursement represents Dallas County's 50/50 cost participation in Public Works resurfacing projects that will mutually benefit both Dallas County and the City of Dallas.

**8 Miscellaneous.** Miscellaneous revenues are projected to be $3,418,000 over budget primarily due to auction sales exceeding budget.

## VARIANCE NOTES (continued)

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.

**9 Licenses and Permits.** Licenses and permits revenues are projected to be $684,000 under budget primarily due to lower than budgeted collections for home repair licenses by the Code Compliance department, various real estate license fees by the Public Works department, and dockless vehicle permits by the department of Transportation.

**10 Interest.** Interest revenue is projected to be $994,000 primarily due to improved market conditions and anticipated interest rate hikes.

FY 2021-22 Financial Forecast Report
# GENERAL FUND EXPENDITURES

| | Expenditure Category | FY 2021-22 Adopted Budget | FY 2021-22 Amended Budget | YTD Actual | YE Forecast | Variance |
|---|---|---|---|---|---|---|
| | Non-uniform Pay | $260,333,866 | $258,565,939 | $232,327,130 | $236,437,990 | ($22,134,795) |
| | Non-uniform Overtime | 6,826,827 | 6,826,827 | 14,907,994 | 16,787,412 | 9,960,585 |
| | Non-uniform Pension | 35,609,192 | 37,712,500 | 33,925,111 | 34,399,777 | (3,284,818) |
| | Uniform Pay | 496,243,907 | 497,132,747 | 475,715,010 | 479,571,302 | (17,561,445) |
| | Uniform Overtime | 35,775,121 | 50,775,121 | 78,738,591 | 79,533,602 | 28,758,481 |
| | Uniform Pension | 171,394,327 | 171,394,327 | 168,148,837 | 172,132,378 | 738,051 |
| | Health Benefits | 73,731,868 | 73,765,142 | 69,084,116 | 72,076,412 | (1,688,730) |
| | Workers Comp | 10,115,891 | 10,115,891 | 7,940,932 | 10,115,891 | 0 |
| | Other Personnel Services | 12,262,614 | 12,286,173 | 11,317,182 | 11,931,169 | (352,063) |
| 1 | Total Personnel Services | $1,102,293,613 | $1,118,574,666 | $1,092,104,904 | $1,112,985,933 | ($5,564,733) |
| 2 | Supplies | 75,425,847 | 77,930,683 | 86,503,669 | 90,665,060 | 12,734,377 |
| 3 | Contractual Services | 433,322,701 | 463,687,418 | 437,891,761 | 459,920,285 | (3,784,239) |
| 4 | Capital Outlay | 11,677,806 | 17,398,954 | 17,205,482 | 16,107,514 | (1,298,334) |
| 5 | Reimbursements | (87,701,067) | (87,701,067) | (68,331,906) | (104,261,024) | (16,559,957) |
| | Total Expenditures | $1,535,018,900 | $1,589,890,654 | $1,565,373,910 | $1,575,417,768 | ($14,472,885) |

## 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 forecast to be $5,565,000 under budget primarily due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, which are partially offset by uniform overtime expenses in Dallas Police Department ($17,938,000) and Dallas Fire-Rescue ($10,820,000) and non-uniform overtime expenses. Uniform overtime expenses for DPD and DFR will be partially reimbursed by the Coronavirus Relief Fund and American Rescue Plan Act (ARPA).

**2 Supplies.** Supplies are forecast to be $12,734,000 over budget primarily due to radios and other expenses related to the Real-Time Crime Center; protective equipment for Dallas Police Department; various supplies for ambulance operations, in-house repairs, and preventive maintenance of Dallas Fire-Rescue fleet; supplies for Park & Recreation facilities improvements; and usage of Transportation signal systems supplies.

**3 Contractual Services.** Contractual services are forecast to be $3,784,000 under budget primarily due to usage in salary and benefit stabilization (S&B), Office of Integrated Public Safety Solutions programs such as Behavioral Health Response and Violence Interrupters, and delays in CECAP implementation. The savings are partially offset by increased costs for outsourced fleet repairs, preventive maintenance, and groundskeeping of facilities maintained by DFR; temporary staffing costs across several General Fund departments; and a deposit for the November 8, 2022 joint election, to be reimbursed by Convention and Event Services.

## VARIANCE NOTES (continued)

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.

**4 Capital Outlay.** Capital outlay is forecast to be $1,298,000 under budget primarily due to savings associated with Park & Recreation equipment, partially offset by increased costs for renovations at Code Compliance facilities.

**5 Reimbursements.** Reimbursements are forecast to be $16,560,000 better than budget primarily due to additional reimbursements from the Coronavirus Relief Fund and American Rescue Plan Act (ARPA) for eligible Dallas Fire-Rescue and Dallas Police Department salary expenses and a deposit from Convention and Event Services to cover the November 8, 2022 joint election.

# FY 2021-22 Financial Forecast Report
# GENERAL FUND EXPENDITURES

| # | Expenditure by Department | FY 2021-22 Adopted Budget | FY 2021-22 Amended Budget | YTD Actual | YE Forecast | Variance |
|---|---|---|---|---|---|---|
| 1 | Arts and Culture | $21,337,590 | $21,127,336 | $22,432,948 | $20,697,212 | ($430,124) |
| 2 | Budget and Management Services | 4,512,904 | 4,388,156 | 4,152,318 | 4,307,258 | (80,898) |
| 3 | Building Services | 24,356,319 | 26,538,775 | 25,754,045 | 26,507,562 | (31,213) |
| 4 | City Attorney | 17,814,203 | 18,665,088 | 18,078,623 | 18,613,922 | (51,166) |
| 5 | City Auditor | 3,048,254 | 2,989,115 | 2,724,169 | 2,955,838 | (33,277) |
| 6 | City Controller | 7,764,698 | 7,804,952 | 7,819,907 | 7,774,898 | (30,054) |
| 7 | Independent Audit | 745,429 | 752,000 | 752,000 | 752,000 | 0 |
| 8 | City Manager | 2,933,212 | 3,237,300 | 3,120,724 | 3,213,458 | (23,842) |
| 9 | City Secretary | 3,050,306 | 3,068,256 | 2,828,608 | 2,946,032 | (122,224) |
| 10 | Elections | 104,713 | 283,013 | 1,842,448 | 135,890 | (147,123) |
| 11 | Civil Service | 3,021,703 | 2,737,119 | 2,365,987 | 2,435,557 | (301,562) |
| 12 | Code Compliance | 35,032,924 | 35,314,022 | 33,713,549 | 34,660,735 | (653,287) |
| 13 | Court and Detention Services | 24,077,721 | 24,080,239 | 23,280,717 | 23,983,338 | (96,900) |
| 14 | Jail Contract | 9,450,527 | 8,989,658 | 8,989,658 | 8,989,658 | 0 |
| 15 | Dallas Animal Services | 16,068,520 | 16,173,829 | 15,600,308 | 15,834,385 | (339,444) |
| 16 | Dallas Fire-Rescue | 335,699,096 | 351,663,887 | 351,741,370 | 347,743,279 | (3,920,608) |
| 17 | Dallas Police Department | 565,934,568 | 569,379,714 | 563,046,440 | 569,377,308 | (2,406) |
| 18 | Data Analytics and Business Intelligence | 3,988,372 | 3,258,538 | 3,151,099 | 3,157,722 | (100,816) |
| 19 | Economic Development | 3,252,177 | 3,541,806 | 3,875,965 | 3,540,819 | (987) |
| 20 | Housing and Neighborhood Revitalization | 3,825,426 | 3,715,087 | 2,821,395 | 3,540,180 | (174,907) |
| 21 | Human Resources | 7,199,251 | 7,312,253 | 6,868,083 | 6,901,021 | (411,232) |
| 22 | Judiciary | 3,675,924 | 4,220,484 | 3,824,780 | 3,984,049 | (236,435) |
| 23 | Library | 32,917,306 | 32,692,563 | 31,199,122 | 31,733,717 | (958,846) |
|  | Management Services |  |  |  |  |  |
| 24 | 311 Customer Service Center | 5,079,860 | 5,030,513 | 4,881,733 | 4,501,152 | (529,361) |
| 25 | Communications, Outreach, and Marketing | 2,330,867 | 2,344,584 | 1,875,140 | 2,050,822 | (293,762) |
| 26 | Community Care | 9,204,147 | 9,120,978 | 8,816,475 | 8,727,637 | (393,341) |
| 27 | Community Police Oversight | 630,129 | 548,951 | 412,758 | 450,289 | (98,662) |
| 28 | Emergency Management | 1,130,290 | 1,135,003 | 1,044,682 | 1,084,645 | (50,358) |
| 29 | Environmental Quality and Sustainability | 4,255,762 | 4,249,929 | 4,183,574 | 3,049,135 | (1,200,794) |
| 30 | Equity and Inclusion | 2,644,998 | 2,716,879 | 2,422,537 | 2,574,961 | (141,918) |
| 31 | Government Affairs | 914,383 | 969,693 | 898,660 | 937,817 | (31,876) |
| 32 | Historic Preservation | 755,602 | 726,575 | 657,695 | 694,673 | (31,902) |
| 33 | Homeless Solutions | 11,913,143 | 11,987,770 | 11,379,724 | 11,624,879 | (362,891) |
| 34 | Integrated Public Safety Solutions | 4,969,809 | 4,527,006 | 3,079,042 | 3,460,223 | (1,066,783) |
| 35 | Small Business Center | 2,454,801 | 2,209,055 | 1,305,713 | 1,721,461 | (487,594) |
| 36 | Mayor and City Council | 5,351,007 | 5,432,068 | 5,354,759 | 5,432,068 | 0 |
| 37 | Non-Departmental | 115,542,145 | 138,518,281 | 131,419,886 | 137,068,961 | (1,449,320) |
| 38 | Park and Recreation | 99,627,169 | 102,368,491 | 102,317,961 | 102,368,491 | 0 |
| 39 | Planning and Urban Design | 4,209,553 | 6,605,112 | 5,462,401 | 6,476,957 | (128,155) |
| 40 | Procurement Services | 3,082,909 | 2,813,102 | 2,684,462 | 2,754,282 | (58,820) |
| 41 | Public Works | 76,357,799 | 81,871,019 | 81,645,584 | 81,871,019 | 0 |
| 42 | Transportation | 45,249,577 | 45,298,648 | 46,063,053 | 45,298,648 | 0 |
|  | **Total Departments** | **$1,525,515,093** | **$1,580,406,847** | **$1,555,890,103** | **$1,565,933,961** | **($14,472,885)** |
| 43 | Financial Reserves | 0 | 0 | 0 | 0 | 0 |
| 44 | Liability/Claims Fund Transfer | 4,483,807 | 9,483,807 | 9,483,807 | 9,483,807 | 0 |
| 45 | Salary and Benefit Stabilization | 5,020,000 | 0 | 0 | 0 | 0 |
|  | **Total Expenditures** | **$1,535,018,900** | **$1,589,890,654** | **$1,565,373,910** | **$1,575,417,768** | **($14,472,885)** |

# 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 Arts and Culture.** City Council increased OAC's budget by $40,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased OAC's budget by $250,000 on September 28 by ordinance #32301 due to salary savings.

**2 Budget and Management Services.** City Council increased BMS's budget by $28,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased BMS's budget by $153,000 on September 28 by ordinance #32301 due to salary savings.

**3 Building Services**. City Council decreased BSD's budget by $18,000 on May 11 by ordinance #32193 to reallocate existing resources between various City departments, partially offset by an increase for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council increased BSD's budget by $2,200,000 on September 28 by ordinance #32301 for emergency building maintenance and an increased cost in materials due to inflation.

**4 City Attorney.** City Council increased CAO's budget by $197,558 on December 8 by resolution #21-2023 and by $553,000 on May 11 by ordinance #32193 for the establishment of the Inspector General Division, one-time Employee Retirement Fund (ERF) pension costs, and the Compensation Study Phase II implementation. CAO's budget was increased by $100,000 on September 28 for retirement pay-outs via a transfer from S&B.

**5 City Auditor.** City Council increased AUD's budget by $16,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased AUD's budget by $75,000 on September 28 by ordinance #32301 due to salary savings.

**6 City Controller.** City Council increased CCO's budget by $40,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation, partially offset by a decrease to reallocate existing resources between various City departments.

**7 Independent Audit.** City Council increased Independent Audit's budget by $7,000 on September 28 by ordinance #32301 for an increase in the contract cost.

**8 City Manager.** City Council increased CMO's budget by $54,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. CMO's budget was increased by $250,000 on September 28 for retirement pay-outs via a transfer from S&B.

**9 City Secretary.** City Council increased SEC's budget by $18,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

**10 Elections.** City Council increased Election's budget by $178,000 on May 11 by ordinance #32193 due to a higher-than-anticipated contract expense with the Dallas County Elections Department for the June 5, 2021 Joint Runoff Election and advertising ($382,000), partially offset by a refund from the May 1, 2021 Joint Election ($203,000) due to final costs being less than the City's deposit.

# VARIANCE NOTES (continued)

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.

**11 Civil Service.** City Council increased CVS's budget by $15,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased CVS's budget by $300,000 on September 28 by ordinance #32301 due to salary savings. CVS is projected to be under budget by $302,000 primarily due to salary savings associated with vacant positions and savings in various contractual services such as staff training and civil service testing.

**12 Code Compliance.** City Council increased CCS's budget by $281,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

**13 Court and Detention Services.** City Council decreased CTS' budget by $72,000 on May 11 by ordinance #32193 to reallocate existing resources between various City departments, partially offset by an increase for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council increased CTS' budget by $75,000 on September 28 by ordinance #32301 for school crossing guard services.

**14 Jail Contract.** City Council decreased the Jail Contract's budget by $461,000 on September 28 by ordinance #32301 due to savings as a result of the new contract with Dallas County.

**15 Dallas Animal Services.** City Council increased DAS's budget by $33,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

**16 Dallas Fire-Rescue.** City Council increased DFR's budget by $965,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and the increase in fuel prices. City Council increased DFR's budget by $15,000,000 on September 28 by ordinance #32301 for uniform overtime expenses.

**17 Dallas Police Department.** City Council increased DPD's budget by $945,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and the increase in fuel prices, partially offset by a decrease to reallocate existing resources between various City departments. City Council increased DPD's budget by $2,500,000 on September 28 by ordinance #32301 for uniform overtime expenses.

**18 Data Analytics and Business Intelligence.** City Council increased DBI's budget by $70,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. City Council decreased DBI's budget by $800,000 on September 28 by ordinance #32301 due to salary savings.

**19 Economic Development.** City Council increased ECO's budget by $290,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments.

**20 Housing and Neighborhood Revitalization.** City Council decreased HOU's budget by $10,000 on May 11 by ordinance #32193 to reallocate existing resources between various City departments, partially offset by an increase for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased HOU's budget by $100,000 on September 28 by ordinance #32301 due to salary savings.

## VARIANCE NOTES (continued)

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.

**21 Human Resources.** City Council increased HR's budget by $188,000 on May 11 by resolution ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and temporary staffing costs related to Workday implementation. City Council decreased HR's budget by $75,000 on September 28 by ordinance #32301 due to salary savings. HR is projected to be $411,000 under budget primarily due to salary savings associated with vacant positions.

**22 Judiciary.** City Council increased CTJ's budget by $175,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council increased CTJ's budget by $275,000 on September 28 by ordinance #32301 for translation services. CTJ's budget was also increased by $95,000 on September 28 for temporary help expenses via a transfer from S&B. CTJ is projected to be $236,000 under budget primarily due to salary savings associated with vacant positions.

**23 Library.** City Council increased LIB's budget by $238,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased LIB's budget by $463,000 on September 28 by ordinance #32301 due to salary savings. LIB is projected to be $959,000 under budget primarily due to salary savings associated with vacant positions.

**24 311 Customer Service Center.** City Council increased 311's budget by $51,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased 311's budget by $100,000 on September 28 by ordinance #32301 due to salary savings. 311 is projected to be $529,000 under budget primarily due to salary savings associated with vacant positions.

**25 Communications, Outreach, and Marketing.** City Council increased COM's budget by $86,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. City Council decreased COM's budget by $72,000 on September 28 by ordinance #32301 due to salary savings. COM is projected to be $294,000 under budget primarily due to salary savings associated with vacant positions.

**26 Community Care.** City Council increased OCC's budget by $39,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased OCC's budget by $122,000 on September 28 by ordinance #32301 due to salary savings.

**27 Community Police Oversight.** City Council increased OCPO's budget by $3,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased OCPO's budget by $84,000 on September 28 by ordinance #32301 due to salary savings. OCPO is projected to be $99,000 under budget primarily due to salary savings associated with three vacant positions.

**28 Emergency Management.** City Council increased OEM's budget by $5,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

# VARIANCE NOTES (continued)

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.

**29 Environmental Quality and Sustainability.** City Council increased OEQS's budget by $64,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased OEQS's budget by $70,000 on September 28 by ordinance #32301 due to salary savings. OEQS is projected to be $1,201,000 under budget primarily due to salary savings associated with vacant positions and delays in CECAP program implementation.

**30 Equity and Inclusion.** City Council increased OEI's budget by $254,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase IIimplementation, and to reallocate existing resources between various City departments. City Council decreased OEI's budget by $182,000 on September 28 by ordinance #32301 due to salary savings.

**31 Government Affairs.** City Council increased OGA's budget by $5,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. OGA's budget was increased by $50,000 on September 28 for retirement pay-outs via a transfer from S&B.

**32 Historic Preservation.** City Council increased OHP's budget by $5,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased OHP's budget by $34,000 on September 28 by ordinance #32301 due to salary savings.

**33 Homeless Solutions.** City Council increased OHS's budget by $75,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments.

**34 Integrated Public Safety Solutions.** City Council increased IPSS' budget by $14,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased IPSS' budget by $457,000 on September 28 by ordinance #32301 due to salary savings. IPSS is projected to be $1,067,000 under budget primarily due to savings associated with the Violence Intervention and Mental Health Access (Metrocare) contracts. The Mental Health Access contract was approved in June 2022, and the program was launched in the last quarter of the fiscal year. The Violence Intervention Program will be redesigned in future years to better serve residents.

**35 Small Business Center.** City Council increased SBC's budget by $54,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. City Council decreased SBC's budget by $300,000 on September 28 by ordinance #32301 due to salary savings. SBC is projected to be $488,000 under budget primarily due to salary savings associated with three vacant positions and savings realized in the Career Pathways contract which was partially grant funded.

**36 Mayor and City Council.** City Council increased MCC's budget by $81,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments.

# VARIANCE NOTES (continued)

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.

**37 Non-Departmental.** City Council increased Non-D's budget by $7,276,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, HRIS module implementation ($1,939,000), and expenses associated with a new data center ($5,200,000). City Council increased Non-D's budget by $15,700,000 on September 28 by ordinance #32301 to transfer $20,000,000 to a new Equity Fund for implementation of Racial Equity Plan Big Audacious Goals and $200,000 to a new Disaster Response Fund for immediate response to disasters. Non-D is projected to be $1,449,000 under budget primarily due to savings associated with delayed Master Lease drawdowns and the elimination of a transfer to the Information Technology Equipment Fund.

**38 Park and Recreation.** City Council increased PKR's budget by $1,441,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, the increase in fuel prices, and partial design costs ($600,000) for future capital improvements at Fair Park. City Council increased PKR's budget by $1,300,000 on September 28 by ordinance #32301 for unbudgeted emergency lighting repairs and increased preventive security measures at recreation centers.

**39 Planning and Urban Design.** City Council increased PUD's budget by $2,543,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and zoning updates. City Council decreased PUD's budget by $147,000 on September 28 by ordinance #32301 due to salary savings.

**40 Procurement Services.** City Council increased POM's budget by $20,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased POM's budget by $290,000 on September 28 by ordinance #32301 due to salary savings.

**41 Public Works.** City Council increased PBW's budget by $5,513,000 on May 11 by ordinance #32193 for street resurfacing projects including preventive maintenance, Smart Cities pilot projects, and in-house asphalt treatments, one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation, partially offset by a decrease to reallocate existing resources between various City departments.

**42 Transportation.** City Council increased TRN's budget by $49,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation, partially offset by a decrease to reallocate existing resources between various City departments.

**44 Liability/Claims Fund Transfer.** The transfer from the General Fund to the Liability Fund was increased by $5,000,000 on May 11 by ordinance #32193 for environmental remediation efforts and other liability considerations.

**45 Salary and Benefit Stabilization.** The FY 2021-22 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, $2,369,000 was transferred to General Fund departments for adjustments including truck driver pay increases ($569,000), pay increases and temporary help expenses in Judiciary ($248,000), other adjustments as a result of the Compensation Study ($1,153,000), and for retirement pay-outs in CAO, CMO, and OGA ($400,000). City Council reallocated the remaining $2,651,000 S&B budget on September 28 by ordinance #32301 due to savings.

## FY 2021-22 Financial Forecast Report
# ENTERPRISE FUNDS

| Department | FY 2021-22 Adopted Budget | FY 2021-22 Amended Budget | YTD Actual | YE Forecast | Variance |
|---|---|---|---|---|---|
| **1 AVIATION** | | | | | |
| Beginning Fund Balance | $15,319,809 | $15,319,809 | | $48,029,990 | $32,710,181 |
| Total Revenues | 142,389,852 | 151,389,852 | 179,036,249 | 179,036,249 | 36,646,397 |
| Total Expenditures | 142,389,852 | 151,389,852 | 135,621,950 | 148,956,062 | (2,433,790) |
| Ending Fund Balance | $15,319,809 | $15,319,809 | | $78,110,177 | $71,790,368 |
| **2 CONVENTION AND EVENT SERVICES** | | | | | |
| Beginning Fund Balance | $39,553,867 | $39,553,867 | | $43,463,337 | $3,909,470 |
| Total Revenues | 100,819,948 | 110,831,405 | 105,673,993 | 115,615,416 | 4,784,011 |
| Total Expenditures | 100,819,948 | 110,831,405 | 80,148,065 | 90,386,449 | (20,444,956) |
| Ending Fund Balance | $39,553,867 | $39,553,867 | | $68,692,304 | $29,138,437 |
| **3 DEVELOPMENT SERVICES** | | | | | |
| Beginning Fund Balance | $48,987,040 | $48,987,040 | | $49,020,764 | $33,724 |
| Total Revenues | 33,476,527 | 33,468,516 | 41,268,040 | 42,645,809 | 9,177,293 |
| Total Expenditures | 38,383,670 | 53,383,670 | 48,711,603 | 52,532,878 | (850,792) |
| Ending Fund Balance | $44,079,897 | $29,071,886 | | $39,133,695 | $10,061,809 |
| **4 MUNICIPAL RADIO** | | | | | |
| Beginning Fund Balance | $355,950 | $355,950 | | $909,189 | $553,239 |
| Total Revenues | 1,861,000 | 1,861,000 | 1,450,951 | 1,450,951 | (410,049) |
| Total Expenditures | 1,815,740 | 1,815,740 | 1,622,350 | 1,621,724 | (194,016) |
| Ending Fund Balance | $401,210 | $401,210 | | $738,416 | $337,206 |
| **5 SANITATION SERVICES** | | | | | |
| Beginning Fund Balance | $16,465,593 | $16,465,593 | | $18,206,255 | $1,740,662 |
| Total Revenues | 137,982,207 | 137,982,207 | 144,009,911 | 143,237,794 | 5,255,587 |
| Total Expenditures | 139,536,992 | 141,699,380 | 119,986,893 | 140,906,753 | (792,627) |
| Ending Fund Balance | $14,910,808 | $12,748,420 | | $20,537,296 | $7,788,876 |
| **6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES** | | | | | |
| Beginning Fund Balance | $10,386,150 | $10,386,150 | | $18,863,503 | $8,477,353 |
| Total Revenues | 69,314,586 | 69,314,586 | 73,665,783 | 69,314,586 | 0 |
| Total Expenditures | 69,314,586 | 71,814,586 | 67,513,863 | 71,814,586 | 0 |
| Ending Fund Balance | $10,386,150 | $7,886,150 | | $16,363,503 | $8,477,353 |
| **7 WATER UTILITIES** | | | | | |
| Beginning Fund Balance | $108,890,415 | $108,890,415 | | $136,997,769 | $28,107,354 |
| Total Revenues | 713,732,650 | 713,732,650 | 775,157,102 | 775,117,518 | 61,384,868 |
| Total Expenditures | 722,432,650 | 755,468,335 | 690,209,942 | 752,360,057 | (3,108,278) |
| Ending Fund Balance | $100,190,415 | $67,154,730 | | $159,755,230 | $92,600,500 |

FY 2021-22 Financial Forecast Report
# INTERNAL SERVICE FUNDS

| Department | FY 2021-22 Adopted Budget | FY 2021-22 Amended Budget | YTD Actual | YE Forecast | Variance |
|---|---|---|---|---|---|
| **8 BOND AND CONSTRUCTION MANAGEMENT** | | | | | |
| Beginning Fund Balance | ($1,173,960) | ($1,173,960) | | ($2,279,033) | ($1,105,073) |
| Total Revenues | 23,065,518 | 23,065,518 | 12,555,900 | 22,466,874 | (598,644) |
| Total Expenditures | 23,065,518 | 23,065,518 | 19,194,251 | 19,935,861 | (3,129,657) |
| Ending Fund Balance | ($1,173,960) | ($1,173,960) | | $251,980 | $1,425,940 |
| **9 EQUIPMENT AND FLEET MANAGEMENT** | | | | | |
| Beginning Fund Balance | $10,625,614 | $10,625,614 | | $12,577,658 | $1,952,044 |
| Total Revenues | 55,306,860 | 64,993,138 | 49,484,857 | 64,415,753 | (577,385) |
| Total Expenditures | 56,541,723 | 66,228,001 | 62,035,999 | 66,228,001 | 0 |
| Ending Fund Balance | $9,390,751 | $9,390,751 | | $10,765,410 | $1,374,659 |
| **10 EXPRESS BUSINESS CENTER** | | | | | |
| Beginning Fund Balance | $4,666,187 | $4,666,187 | | $5,029,721 | $363,534 |
| Total Revenues | 2,593,790 | 2,593,790 | 2,914,966 | 3,160,596 | 566,806 |
| Total Expenditures | 2,323,978 | 2,323,978 | 2,262,054 | 2,288,146 | (35,832) |
| Ending Fund Balance | $4,935,999 | $4,935,999 | | $5,902,171 | $966,172 |
| **11 INFORMATION TECHNOLOGY** | | | | | |
| Beginning Fund Balance | $7,697,728 | $7,697,728 | | $9,307,658 | $1,609,930 |
| Total Revenues | 99,176,891 | 99,176,891 | 99,083,451 | 100,879,362 | 1,702,471 |
| Total Expenditures | 99,176,891 | 99,176,891 | 91,054,322 | 91,327,604 | (7,849,287) |
| Ending Fund Balance | $7,697,728 | $7,697,728 | | $18,859,416 | $11,161,688 |
| **12 RADIO SERVICES** | | | | | |
| Beginning Fund Balance | $517,133 | $517,133 | | $1,429,013 | $911,880 |
| Total Revenues | 13,248,650 | 13,248,650 | 12,819,236 | 12,816,658 | (431,992) |
| Total Expenditures | 13,248,650 | 13,629,450 | 12,271,878 | 11,716,702 | (1,912,748) |
| Ending Fund Balance | $517,133 | $136,333 | | $2,528,970 | $2,392,637 |

## FY 2021-22 Financial Forecast Report
# OTHER FUNDS

| Department | FY 2021-22 Adopted Budget | FY 2021-22 Amended Budget | YTD Actual | YE Forecast | Variance |
|---|---|---|---|---|---|
| **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 | 12,472,417 | 13,030,152 | 1,012,708 |
| Total Expenditures | 14,341,472 | 15,292,904 | 12,053,997 | 14,462,930 | (829,974) |
| Ending Fund Balance | $1,856,241 | $904,809 | | $5,194,091 | $4,289,282 |
| **14 DEBT SERVICE** | | | | | |
| Beginning Fund Balance | $66,867,697 | $66,867,697 | | $69,564,897 | $2,697,200 |
| Total Revenues | 345,529,962 | 345,529,962 | 339,573,541 | 353,680,434 | 8,150,472 |
| Total Expenditures | 348,776,403 | 348,776,403 | 329,547,290 | 334,127,540 | (14,648,863) |
| Ending Fund Balance | $63,621,256 | $63,621,256 | | $89,117,791 | $25,496,535 |
| **15 EMPLOYEE BENEFITS** | | | | | |
| City Contributions | 99,503,000 | 99,503,000 | 68,372,803 | 99,417,693 | ($85,307) |
| Employee Contributions | 40,959,071 | 40,959,071 | 38,267,448 | 44,568,798 | 3,609,727 |
| Retiree | 27,867,000 | 27,867,000 | 10,712,124 | 26,857,732 | (1,009,268) |
| Other | 0 | 0 | 166,655 | 166,655 | 166,655 |
| Total Revenues | 168,329,071 | 168,329,071 | 117,519,030 | 171,010,878 | 2,681,807 |
| Total Expenditures | 176,549,294 | 176,549,294 | 98,764,385 | 178,389,962 | 1,840,668 |

Note: FY 2021-22 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 | 14,085,135 | 14,085,135 | 560,753 | 14,085,135 | $0 |
| Third Party Liability | 11,688,742 | 11,096,779 | 4,814,720 | 16,688,742 | 5,000,000 |
| Purchased Insurance | 11,096,779 | 11,096,779 | 1,639 | 11,096,779 | 0 |
| Interest and Other | 0 | 0 | 121,238 | 121,238 | 121,238 |
| Total Revenues | 36,870,656 | 36,870,656 | 5,498,350 | 41,991,894 | 5,121,238 |
| Total Expenditures | 52,064,548 | 52,064,548 | 27,774,934 | 44,331,771 | (7,732,777) |

Note: FY 2021-22 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 September 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 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.** City Council increased AVI's budget by $9,000,000 on September 28 by ordinance #32301 for increased DPD/DFR reimbursements ($2,000,000) and a capital construction transfer ($7,000,000). AVI revenues are projected to be $36,646,000 over budget primarily due to higher-than expected revenue from garage parking, concessions, and terminal rentals.

**2 Convention and Event Services.** City Council increased CCT's budget by $10,011,000 on September 28 by ordinance #32301 for increased Hotel Occupancy Tax (HOT) and Alcohol & Beverage Tax (ABT) collections. CCT revenues are projected to be $4,784,000 over budget due to a projected increase in Hotel Occupancy Tax (HOT) and Alcohol & Beverage Tax (ABT) collections, which have recovered to that of pre-pandemic levels. Expenses are projected to be $20,445,000 under budget primarily due to a reduced capital transfer and savings from the 2021 bond refunding.

**3 Development Services.** City Council increased DEV's budget by $14,165,000 on August 10 by resolution #22-1139 for the purchase of a property for the Stemmons Project and by $835,000 on September 28 by ordinance #32301 for additional Stemmons Project expenses and salary expenses as a result of staff added mid-year. DEV revenues are projected to be $9,177,000 over budget due to higher permit activity. DEV expenses are projected to be $851,000 under budget primarily due to salary savings associated with vacant positions.

**4 Municipal Radio.** WRR revenues are projected to be $410,000 under budget primarily due to declines in arts-related advertising revenues. WRR anticipates using fund balance to offset lost revenue. On June 9, City Council approved the transfer of operation of WRR to KERA. WRR expenses are projected to be $194,000 under budget primarily due to salary savings associated with one vacancy and lower-than-expected music licensing fees.

**5 Sanitation Services.** City Council increased SAN's budget by $2,162,000 on May 11 by ordinance #32193 due to the increase in fuel prices. SAN revenues are projected to be $5,256,000 over budget due to stronger than anticipated residential collection revenues. Expenses are projected to be $793,000 under budget due to salary savings from vacant positions.

**6 Storm Drainage Management - Dallas Water Utilities.** City Council increased SDM's budget by $2,500,000 on May 11 by ordinance #32193 to support capital construction and equipment purchases. The budget increase is supported by use of the Fund Balance.

**7 Water Utilites.** City Council increased DWU's budget by $33,036,000 on May 11 by ordinance #32193 to support capital construction and equipment purchases.DWU revenues are projected to be over budget by $61,385,000 due to higher than expected consumption attributed to dry weather. DWU expenses are projected to be $3,108,000 under budget due to the close out of old bond funds and the balances transferred to the debt service sinking fund and salary savings due to vacancies partially offset by an increased cost in fuel.

# VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of September 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 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.

**8 Bond and Construction Management.** BCM revenues are projected to be $599,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be $3,130,000 under budget primarily due to salary savings associated with vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

**9 Equipment and Fleet Management.** City Council increased EFM's budget by $7,743,000 on May 11 by ordinance #32193 and by $1,943,000 on September 28 by ordinance #32301 for increased fuel cost and department chargebacks. The FY 2021-22 budget was based on an anticipated blended fuel rate of $2.00 per gallon. In September 2022, the actual average blended rate was $3.36 per gallon. EFM revenues are estimated to be $578,000 under budget primarily due to a decline in equipment auction proceeds.

**10 Express Business Center.** Express Business Center revenues are $567,000 over budget due to an increase in auto pound sales. Expenses are projected to be $45,000 under budget due to vacancy savings.

**11 Information Technology.** Information Technology expenses are projected to be $7,849,000 under budget primarily due to salary savings associated with vacant positions and savings in professional services due to contract delays originally scheduled to be completed in FY 2021-22 but moved to FY 2022-23.

**12 Radio Services.** City Council increased Radio Services' budget by $381,000 on May 11 by ordinance #32193 for consulting and engineering support for the P25 Radio System Project. Revenues are projected to be $432,000 under budget primarily due to decreased in collections Miscellaneous for Services. Radio expenses are projected to be $1,913,000 under budget primarily due to lower master lease expenses.

**13 9-1-1 System Operations.** City Council increased 911's budget by $467,000 on May 11 by ordinance #31293 for costs associated with the transition of 911 call centers from an analog network to a digital network (ESINet). 911 revenues are projected to be $1,013,000 over budget due to increased collections for wireless and wireline fees.

**14 Debt Service.** Debt Service revenues are projected to be $8,150,000 over budget primarily due to an increase in property tax penalties and interest and unbudgeted transfers to debt service from Sanitation Services and Storm Drainage Management. Debt Service expenses are projected to be $14,649,000 under budget due to interest savings realized in the November 2021 bond sale, as well as a lower than budgeted cash payment to pay off Commercial Paper.

**15 Employee Benefits.** Expenses are projected to be $1,841,000 over budget primarily due to higher participation in the voluntary products like dental and FSA spending accounts in which enrollees incur the full cost. Revenues are projected to be $2,682,000 over budget primarily due to higher employee contributions related to the aforementioned higher participation in voluntary products which are partially offset by a steady decline in medical enrollment by retirees.

**16 Risk Management.** The transfer from the General Fund to the Liability Fund was increased by $5,000,000 for environmental remediation efforts and other liability considerations. Risk Management expenses are projected to be $7,733,000 under budget primarily due to a delay in anticipated claims expenses and lower-than-expected payout in FY 2021-22 resulting in some claims to be moved over to FY 2022-23.

FY 2021-22 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 | $419,861,470 | $215,924,793 | $88,648,955 | $115,287,722 |
| B | Park and Recreation Facilities | 261,807,000 | 234,143,026 | 166,066,108 | 13,274,783 | 54,802,135 |
| C | Fair Park | 50,000,000 | 42,889,098 | 30,077,289 | 2,588,791 | 10,223,017 |
| D | Flood Protection and Storm Drainage | 48,750,000 | 34,543,268 | 11,556,859 | 12,643,283 | 10,343,127 |
| E | Library Facilities | 15,589,000 | 15,589,000 | 14,863,077 | 220,237 | 505,686 |
| F | Cultural and Performing Arts Facilities | 14,235,000 | 14,102,088 | 12,238,216 | 979,606 | 884,266 |
| G | Public Safety Facilities | 32,081,000 | 29,897,353 | 25,683,916 | 493,307 | 3,720,130 |
| H | City Facilities | 18,157,000 | 15,423,904 | 2,281,013 | 482,435 | 12,660,456 |
| I | Economic Development | 55,400,000 | 46,367,495 | 19,212,506 | 10,401,410 | 16,753,580 |
| J | Homeless Assistance Facilities | 20,000,000 | 17,981,370 | 14,992,711 | 503,290 | 2,485,369 |
| Total | | $1,050,000,000 | $870,798,072 | $512,896,488 | $130,236,095 | $227,665,489 |

## 2012 Bond Program

| Proposition | | Authorized by Voters | ITD Appropriations | ITD Expenditures | Current Encumbered | Unencumbered |
|---|---|---|---|---|---|---|
| 1 | Street and Transportation Improvements | $260,625,000 | $266,938,887 | $256,062,811 | $5,953,829 | $4,922,248 |
| 2 | Flood Protection and Storm Drainage Facilities | 326,375,000 | 326,375,000 | 239,981,555 | 58,420,640 | 27,972,805 |
| 3 | Economic Development | 55,000,000 | 55,000,000 | 37,827,528 | 4,559,412 | 12,613,059 |
| Total | | $642,000,000 | $648,313,887 | $533,871,894 | $68,933,881 | $45,508,112 |

## 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 | $393,068,474 | $8,986,914 | $4,435,166 |
| 2 | Flood Protection and Storm Drainage Facilities | 334,315,000 | 342,757,166 | 288,453,713 | 15,606,139 | 38,697,314 |
| 3 | Park and Recreation Facilities | 343,230,000 | 353,343,060 | 347,086,914 | 1,858,399 | 4,397,747 |
| 4 | Library Facilities | 46,200,000 | 48,318,600 | 47,669,994 | 11,042 | 637,563 |
| 5 | Cultural Arts Facilities | 60,855,000 | 63,821,447 | 63,151,488 | 398 | 669,561 |
| 6 | City Hall, City Service and Maintenance Facilities | 34,750,000 | 36,216,478 | 31,885,065 | 677,397 | 3,654,016 |
| 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 | 42,388,945 | 939,500 | 1,731,608 |
| 9 | Farmers Market Improvements | 6,635,000 | 6,933,754 | 6,584,013 | 12 | 349,728 |
| 10 | Land Acquisition in the Cadillac Heights Area | 22,550,000 | 22,727,451 | 11,487,420 | 237,544 | 11,002,487 |
| 11 | Court Facilities | 7,945,000 | 8,146,606 | 7,869,762 | 120 | 276,724 |
| 12 | Public Safety Facilities and Warning Systems | 63,625,000 | 66,072,938 | 65,323,005 | 6,299 | 743,634 |
| Total | | $1,353,520,000 | $1,401,388,107 | $1,306,442,963 | $28,323,764 | $66,621,379 |

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.
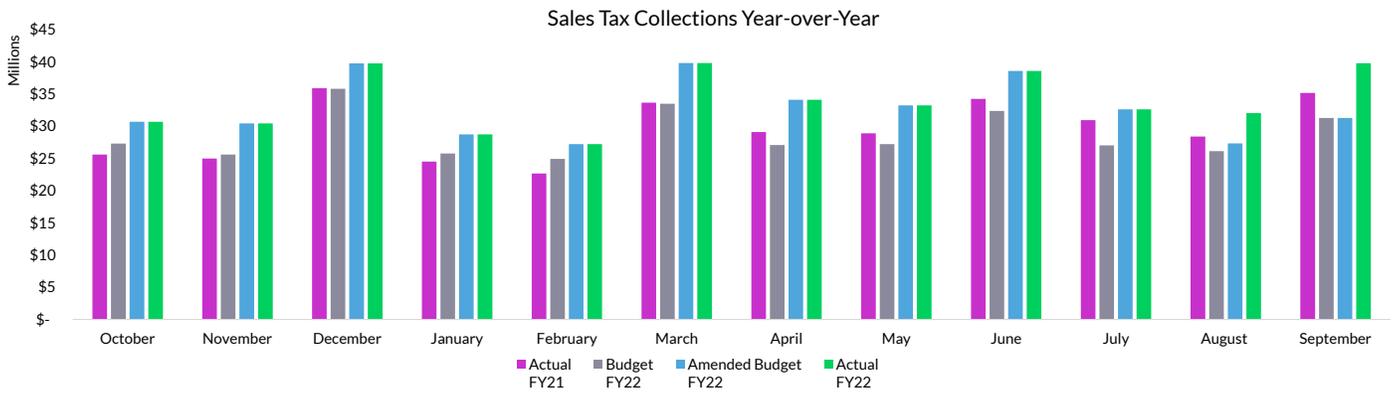
FY 2021-22 Financial Forecast Report
# ECONOMIC INDICATORS

## Sales Tax

The current sales tax rate is 8.25 percent: 6.25 percent goes to the state, one percent to the City, and one percent to DART. In FY 2020-21, the City received $354,287,642 in sales tax revenue. In FY 2021-22, the City budgeted $344,283,066, which was increased to $394,108,522 by the end of the year ordinance #32301 approved by the City Council on September 28. As of September 30, 2022, total sales tax collections for FY2021-22 were $407,309,124, which surpasses the amended budget by $13,200,602.

The charts in this section provide more information about sales tax collections.



Sales Tax Collections Year-over-Year

Legend: Actual FY21 | Budget FY22 | Amended Budget FY22 | Actual FY22



Fiscal Year-to Date Net Sales Tax Payment by Industry

| Industry | FY21 Net Payment YTD | FY22 Net Payment YTD |
|---|---|---|
| Retail Trade | $132.08 | $146.13 |
| Wholesale Trade | $31.48 | $41.11 |
| Accommodation & Food Services | $34.57 | $43.27 |
| Information | $27.85 | $29.90 |
| Construction | $17.05 | $20.64 |
| Utilities | $16.52 | $18.32 |
| All Others | $94.74 | $107.94 |
| Total | $354.29 | $407.31 |

Note: Net sales tax payments by industry do not include the City's self-reported sales tax numbers.

FY 2021-22 Financial Forecast Report
# ECONOMIC INDICATORS

| Year-over-Year Change in Sales Tax Collections | | |
|---|---|---|
| Industry | September FY22 over September FY21 | FYTD22 over FYTD21 |
| Retail Trade | 10% | 11% |
| Wholesale Trade | 76% | 31% |
| Accommodation and Food Services | 10% | 25% |
| Information | -11% | 7% |
| Construction | 5% | 21% |
| Utilities | 14% | 11% |
| All Others | 12% | 14% |
| Total Collections | 13% | 15% |

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

**Wholesale Trade.** Includes establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. Wholesalers are organized to sell or arrange the purchase or sale of (a) goods for resale to other wholesalers or retailers, (b) capital or durable 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 2021-22 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 13 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 seven percent goes to the City. HOT is the largest single revenue source for the Kay Bailey Hutchison Convention Center, and data is typically updated every two months.

**HOT Collections**



······ 6 Month Moving Average

**Year-over-Year Change in HOT Collections**
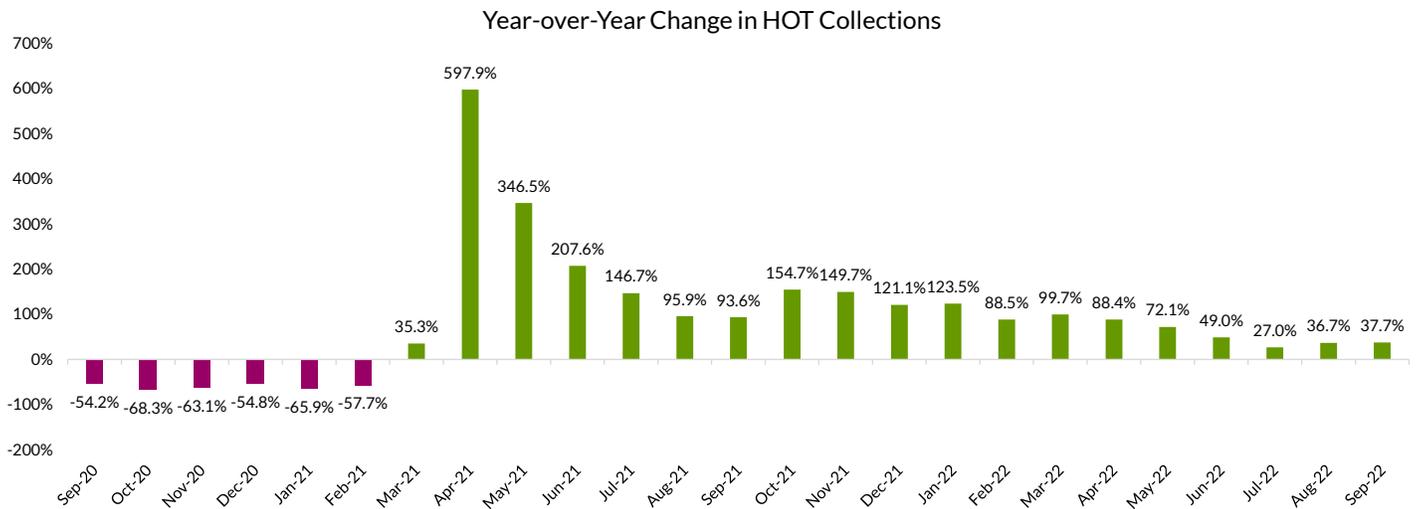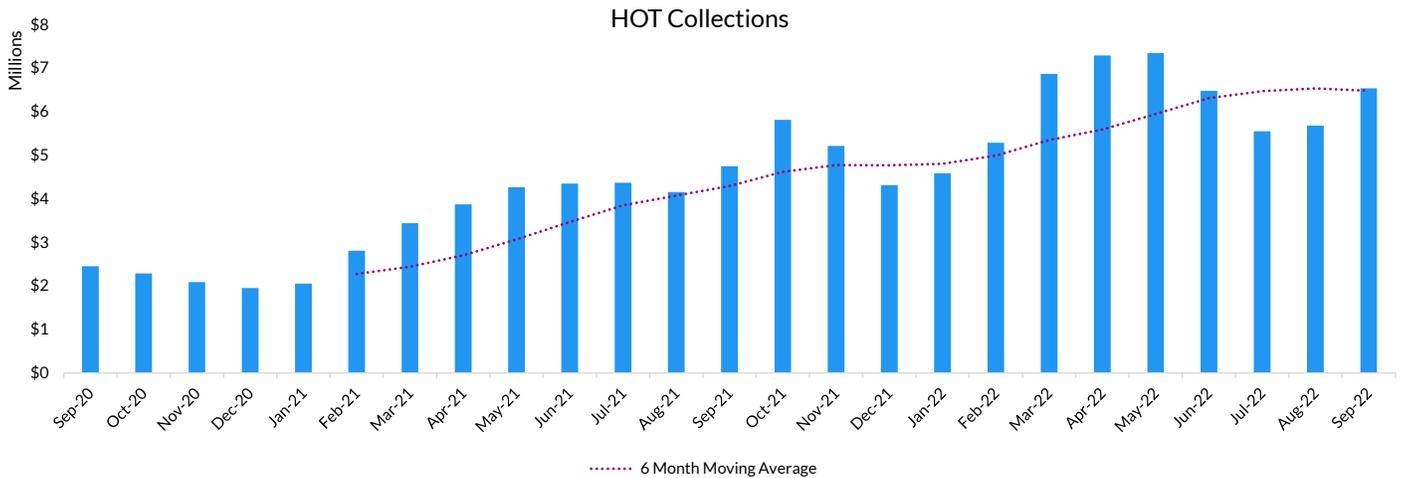
FY 2021-22 Financial Forecast Report
# ECONOMIC INDICATORS
## Convention Center Event Bookings

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.

|  | FY20 Actual | FY21 Actual | FY22 Planned | FY22 Actual* |
|---|---|---|---|---|
| October | 6 | 3 | 9 | 6 |
| November | 11 | 1 | 5 | 5 |
| December | 5 | 2 | 11 | 9 |
| January | 13 | 1 | 6 | 4 |
| February | 12 | 0 | 10 | 10 |
| March | 1 | 2 | 4 | 13 |
| April | 1 | 1 | 5 | 8 |
| May | 0 | 6 | 3 | 6 |
| June | 0 | 7 | 9 | 11 |
| July | 0 | 7 | 3 | 4 |
| August | 0 | 4 | 3 | 8 |
| September | 0 | 5 | 5 | 10 |
| Total | 49 | 39 | 73 | 94 |

**\*** Due to shifts in cancellations and rescheduling, FY 2021-22 actuals for prior months may be updated.

## Love Field Enplanements

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

### Enplanements
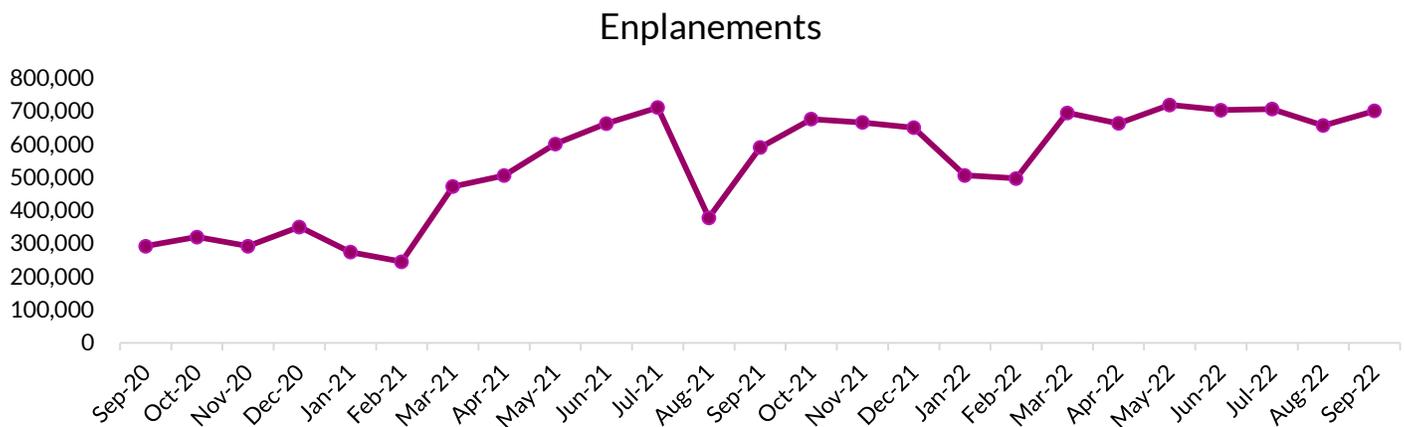
FY 2021-22 Financial Forecast Report
# ECONOMIC INDICATORS
## Building Permits

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

**Number of Building Permits**



**Building Permit Valuations**
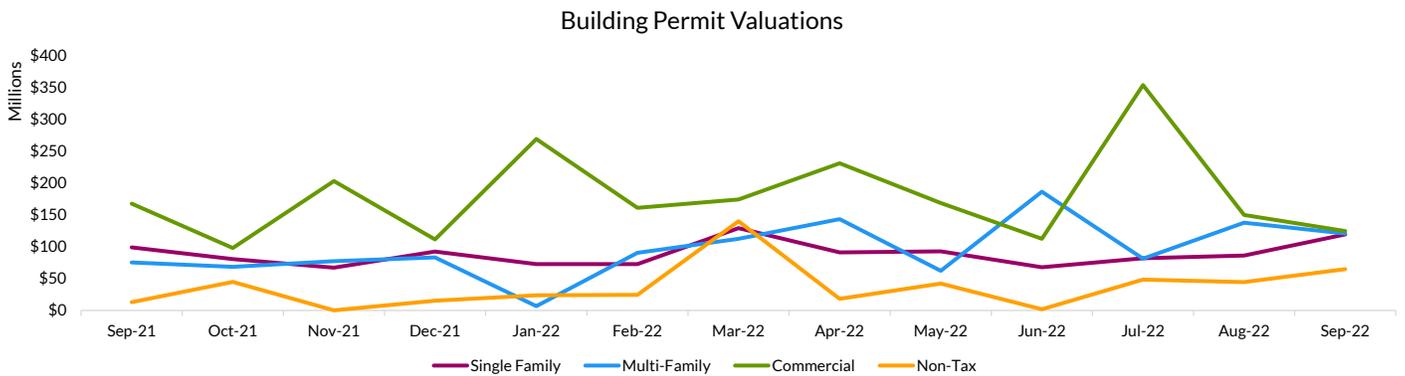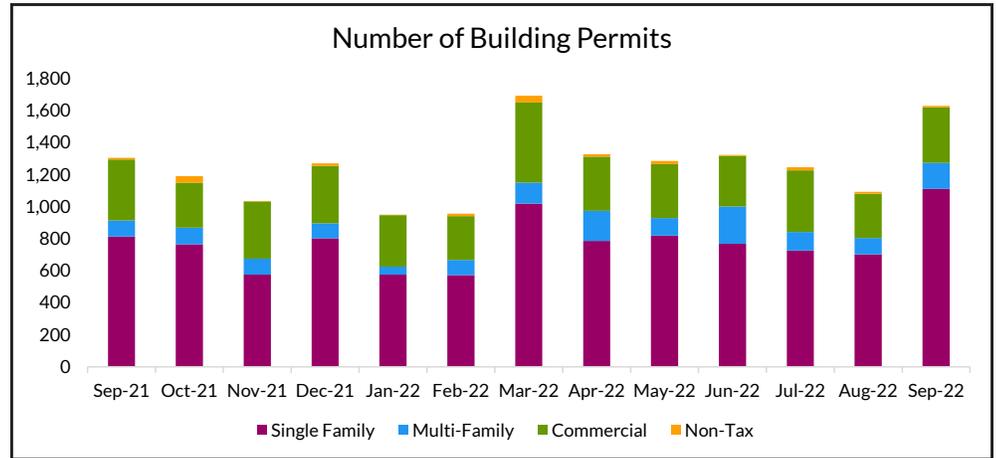
# DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2020-21 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, 2022.

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

**Year-to-Date**

✔ **21**
On Target

! **4**
Near Target

✖ **10**
Not on Target

| # | Measure | FY 2020-21 Actual | FY 2021-22 Target | FY 2021-22 Actual |
|---|---------|-------------------|-------------------|-------------------|
| | **Economic Development** | | | |
| 1 | Percentage of inspections performed next day, as requested (Development Services) | N/A | 98.0% | 98.5% |
| 2* | Average number of days to complete permit application prescreen (Development Services) | N/A | 5 | 5.7 |
| 3 | Percentage of City spend with vendors located in Dallas (Small Business Center) | N/A | 40.0% | 36.7% |
| 4 | Percentage of certified M/WBE spend with vendors located in Dallas (Small Business Center) | 81.7% | 65.0% | 84.6% |
| | **Environment & Sustainability** | | | |
| 5 | Percentage of annual Comprehensive Environmental and Climate Action Plan (CECAP) milestones completed (242 of 263 milestones) (Office of Environmental Quality & Sustainability) | 92.7% | 92.0% | 94.3% |
| 6 | Percentage of on-time bulk & brush collections (Sanitation Services) | N/A | 99.9% | 99.9% |
| 7 | Residential recycling diversion rate (Sanitation Services) | 18.3% | 19.0% | 18.6% |

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

## FY 2021-22 Dallas 365

| # | Measure | FY 2020-21 Actual | FY 2021-22 Target | FY 2021-22 Actual |
|---|---------|-------------------|-------------------|-------------------|
| | **Government Performance & Financial Management** | | | |
| 8 | Percentage of invoices paid within 30 days (City Controller's Office) | 85.5% | 90.0% | 88.1% |
| 9 | Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management) | 88.3% | 85.0% | 96.2% |
| 10 | Percentage of 311 calls answered within 90 seconds (311 Customer Service Center) | 28.1% | 75.0% | 42.4% |
| 11 | Percentage decrease in preventable city vehicle and equipment incidents (Office of Risk Management) | N/A | -3.3% | 2.0% |
| | **Housing & Homeless Solutions** | | | |
| 12 | Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization) | 78.0% | 60.0% | 85.6% |
| 13 | Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions) | 90.8% | 85.0% | 94.0% |
| 14 | Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions) | N/A | 80.0% | 98.6% |
| | **Public Safety** | | | |
| 15 | Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue) | 89.7% | 90.0% | 85.1% |
| 16 | Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (NFPA Standard 1710) (Dallas Fire-Rescue) | 83.9% | 90.0% | 87.5% |
| 17* | Crimes against persons (per 100,000 residents) (Dallas Police Department) | 2,085.6 | 2,000.0 | 2,302.0 |
| 18 | Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department) | 54.4% | 60.0% | 47.6% |
| 19 | Percentage of 911 calls answered within 10 seconds (Dallas Police Department) | 65.9% | 90.0% | 96.4% |
| 20 | Complaint resolution rate (Office of Community Police Oversight) | 86.8% | 70.0% | 82.2% |
| 21 | Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions) | 43.4% | 80.0% | 52.6% |

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

## FY 2021-22 Dallas 365

| # | Measure | FY 2020-21 Actual | FY 2021-22 Target | FY 2021-22 Actual |
|---|---|---|---|---|
| | **Quality of Life, Arts, & Culture** | | | |
| 22 | Percentage of litter and high weed service requests closed within SLA (Code Compliance) | 74.6% | 65.0% | 83.6% |
| 23 | Percentage increase in dogs and cats fostered (Dallas Animal Services) | N/A | 5.0% | 33.4% |
| 24 | Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library) | 58.4% | 75.0% | 77.3% |
| 25 | Satisfaction rate with library programs (Library) | N/A | 93.0% | 99.0% |
| 26 | Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture) | 31.2% | 30.0% | 30.2% |
| 27 | Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation) | N/A | 1,604 | 2,192 |
| 28 | Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation) | 11.9% | 80.0% | 68.0% |
| | **Transportation & Infrastructure** | | | |
| 29 | Percentage of bond appropriations awarded (ITD) (Bond & Construction Management) | 88.7% | 90.0% | 85.6% |
| 30 | Planned lane miles improved (837 of 11,770 miles) (Public Works) | 90.8% | 100.0% | 81.6% |
| 31 | Percentage of potholes repaired within 3 days (Public Works) | 100.0% | 98.0% | 99.0% |
| 32 | Percentage of signal malfunction responses within 120 minutes (Transportation) | 94.3% | 91.0% | 91.4% |
| 33 | Percentage of faded long line pavement marking miles improved (612 of 1,223 miles) (Transportation) | N/A | 50.0% | 83.4% |
| | **Workforce, Education, & Equity** | | | |
| 34 | Percentage increase in the number minutes of original multicultural and multilingual content (on public, educational, and government) compared to FY 2020-21 (Communications, Outreach, & Marketing) | 57.0% | 25% | 40.2% |
| 35 | Number of WIC clients receiving nutrition services (Office of Community Care) | N/A | 62,000 | 66,127 |

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

## FY 2021-22 Dallas 365

## VARIANCE NOTES

**2** The average number of days to complete application prescreens increased due to lack of staffing (facilitators) on the Project Dox team.

**3** July 2022 included a large amount of non-local spending which can be attributed to construction projects occurring during the summer months with Dallas Water Utilities, Public Works, and Aviation. Non-local spend vendors do include locally certified M/WBE subcontractors on City contracts.

**10** DWU's campaign to establish payment plans for customers that are over 60 days past due and the increase in residential disconnects for non-payment is impacting performance. 311 continues to focus on filling vacancies and training staff to improve performance. In addition, 311 has implemented the courtesy callback software feature as of September 30.

**11** An unusually high number of incidents during the first quarter impacted performance, increasing by 2 percent for the fiscal year. As a result, ORM safety personnel visited multiple workplace sites and met with department staff to discuss action plans to increase safety awareness. Action plans included toolbox talks and safe driving awareness.

**15** DFR continues to experience increased response times. While call volume decreases from the traditional summer spike, it remains very high. In addition, while DFR's EMS transport rate has historically been 40-45 percent, that figure is now over 60 percent. Increases in call volume and transport rates result in a decrease in the number of available units and an increase in unit hour utilization, which causes increases in response times.

**17** Overall violent crime is down 4.16 percent for September 2022 compared to the same period in 2021. With the focus on interrupting and disrupting violent people and places, the department strives to continue to see a reduction in crimes against persons. The department is targeting hot spots such as apartment complexes to decrease crime. DPD is implementing the Place Network Investigations (PNI) plan as part of the Violent Crime Plan. With the Domestic Violence Task Force in place, aggravated assault family violence is down 4.23 percent.

**18** In FY 2021-22, DPD hired 200 sworn officers and continues to proactively recruit. In September, 33 recruits started their academy training, and 19 graduated in August to begin their field training. DPD is committed to its Violent Crime Plan.

**21** RIGHT Care Unit is operational during 2nd and 3rd watch (7:00 AM-11:00 PM).  During operational hours, RIGHT Care unit responded to 61.7 percent of all behavioral calls and worked to meet the target by adding two Rover teams to assist with call answering during higher call volumes.

**28** The participation rate at late-night teen recreation sites continues to be impacted by the COVID-19 evolution of the Delta and Omicron variants, staff shortages, and hiring challenges. As a result, PKR has completed the interview process and identified two potential candidates for the Manager position vacancy. In September, PKR suspended teen programming due to staffing changes. In addition, division-wide performance measures are being developed to incorporate staff performance plans for a more holistic approach to providing teen programming.

**30** Supply chain issues, fires at cement plants, and ongoing staffing issues impacted the lane miles improved.

# BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2021-22 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. For the September report, the responsible department has provided a current status for the initiative and indicated whether the initiative is "complete" (blue circle) or "incomplete" (red x). There are a few measures with clear progress, but external factors delayed the progress. These measures have been noted as substantially complete in the status narrative and moved to "complete". Additionally, there are several measures shown as "incomplete" that require additional time because of the scope and term of the project. These measures will be moved to Multi-Year Initiatives and continue to be tracked in FY 2022-23.

**● 24** Complete    **✕ 11** Incomplete

## In the Spotlight

### Enhancing Dallas' Transportation Experience

Roadway pavement markings are essential in minimizing accidents, maintaining safety, and optimizing the driving experience. Specifically, long-line pavement markings impact speed and parking regulations, pedestrian crossings, lane boundaries, turning points, and much more.

The Transportation department performs annual inspections to determine the roadway visibility level of service. They rate the levels of services as A, B, or C, with C defined as severely fading or lacking visibility. With over 1,600 linear miles of roadway, 76 percent (1,223 linear miles) of the City Roadway System was at a level C. Transportation planned to improve 612 of the 1,223 long-line pavement marking miles in FY 2021-22. They exceeded their goal by improving 83.4 percent, or 1,020 linear miles, through determination and goal-oriented thinking. The Transportation department continues to inspect markings, plan for improvements, and enhance Dallas' transportation experience.
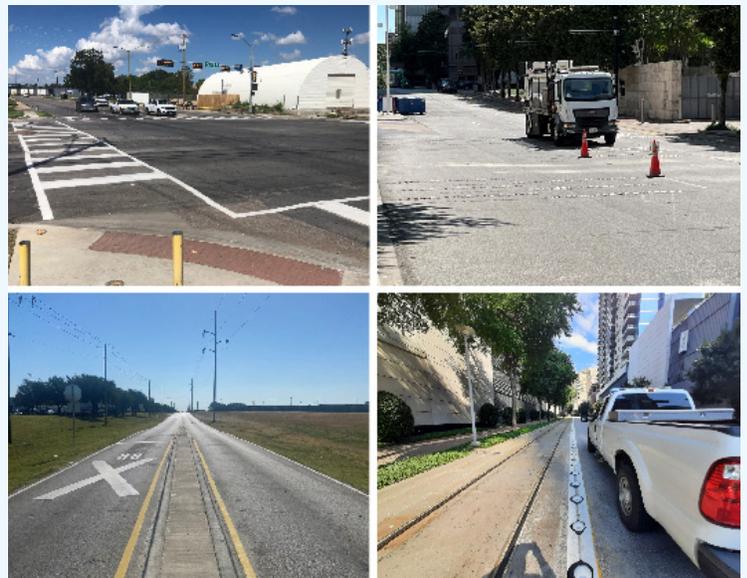
FY 2021-22 Budget Initiative Tracker
# ECONOMIC DEVELOPMENT

### 1 Economic Development Entity ✕

INITIATIVE Launch the economic development entity called for in the Economic Development Policy with $7 million over 3 years to pay formation costs and hire staff to begin the entity's business and real estate development work, after which it will be self sustaining. In FY 2021-22, ECO will spend $2 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 and Year 3. (ECO)

STATUS City Council approved creation of the Economic Development Corporation (EDC) on January 12, 2022 and the certificate of formation was filed with the State of Texas in February. The City Council approved the initial Board of Directors to the EDC on August 24, 2022.

### 2 Small Business Center ◉

INITIATIVE Establish a Small Business Center focused on business diversity, including the Minority/Women-owned Business Enterprises program, workforce development and reentry services, and entrepreneurship to support local businesses. (ECO)

STATUS The Small Business Center (SBC) was established effective October 1, 2021, and a director was hired in November 2021. The SBC convenes and leverages existing external efforts to address challenges affecting workforce readiness, capacity building of minority, women, and veteran-owned businesses, business startups and retention strategies, and re-entry services for formerly incarcerated residents.

# ENVIRONMENT & SUSTAINABILITY

### 3 Sanitation Collection ◉

INITIATIVE Keep Dallas a safe, clean, and beautiful place to live by improving trash, recycling, and brush and bulky trash service delivery, including increasing employee pay to attract enough staff to meet our requirements and creating an outreach/compliance division to strengthen customer experience. (SAN)

STATUS SAN residential collection services continues to show improvements from FY 2020-21. The number of missed garbage and recycling service calls from October 2021 through September 2022 have decreased for the current fiscal year overall, however there was approximately a 29 percent increase in September 2022 compared to September 2021. The on-time brush and bulky waste service has remained consistently at the 99.9 percent target since the beginning of FY 2021-22.

The pay increase for truck drivers, heavy equipment operators, and crew leaders was implemented in July 2021. Through September 2022, the Department's filled truck driver positions increased by 5 percent compared to this same month last fiscal year. SAN is now approximately 13 percent short from the target of 240 truck drivers. Sanitation continues to hold weekly interviews and extend same-day job offers for qualified candidates.

The Outreach Team Manager was hired in February 2022, the Enforcement Manager was hired in July 2022, and hiring for the Outreach Specialist positions is underway at this time.

### 4 Air Quality Monitors ◉

INITIATIVE Install $1 million worth of additional Air Quality Monitors around the city to collect data on air quality and inform policy decisions affecting residents' health and quality of life. (OEQS)

STATUS The first batch of air quality monitors were installed at the TCEQ Hinton station in October. As of November, all eight monitors are transmitting data. Calibration efforts continue.

FY 2021-22 Budget Initiative Tracker
# ENVIRONMENT & SUSTAINABILITY

## 5  Solar Energy Initiative

INITIATIVE Invest $1.5 million in FY 2021-22 and $500,000 in FY 2022-23 for a solar energy initiative, to install solar panels, energy efficient lighting, and retrofit controls at City facilities. (BSD)

STATUS Approximately $1.5 million in energy efficiency and solar panel installation projects are in development. City Council approved the project contracts on April 13, 2022. Construction of solar PV projects at Dallas West Branch Library, Pleasant Oaks Recreation Center, and Fretz Park Recreation Center will start in October to November 2022. Construction of high-efficiency lighting & lighting controls projects at Juanita Craft Recreation Center, Hampton Illinois Branch Library, and City Hall Parking Garage will also start in October to November 2022. All six projects are estimated to be completed by December 2022.

## 7  Branch Out Dallas

INITIATIVE Relaunch Branch Out Dallas to provide 2,500 native trees to residents to plant in yards across Dallas helping to reduce heat island effect and stormwater runoff to our drainage system. (SDM)

STATUS The City held the FY 2021-22 Branch Out Dallas event on November 6, 2021 and distributed 2,500 trees across the City for residential properties. The FY 2022-23 activities are currently being planned and will be provided in spring 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. (OEQS)

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. The final draft has been completed and is currently on the street for public review and comments. The plan will be presented to the ENVS Committee on December 5 and to City Council in February 2023. OEQS staff are also working with the City's internal Food Equity Working group, the Office of Community Care, and the Office of Procurement Services to pilot a project to provide 200 small growing units for food desert homes. Once implemented, the units will be deployed on a rolling basis.

## 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 FY 2021-22, DWU will hire two FTEs and spend approximately $75,000 to develop an outreach plan and procedures to sample both schools and day care operations; develop a data management and reporting procedure to comply with the new regulations; and, begin initial sampling in the second quarter of 2022 with a goal of 50 sites sampled by September 30, 2022. (DWU)

STATUS The Water Quality Group has determined the total number of schools and daycare centers that will be impacted by the new Lead and Copper Rule Revision: 389 Public and Charter Schools, 73 Private Schools and 412 Childcare and Daycare Centers. DWU has reclassified two existing positions who are developing a Lead Service Line inventory, contacting schools and day care centers to develop a facilities database and distribute education material, and developing the plan to conduct sampling and lead testing. The program is expected to continue into FY 2023-24.

FY 2021-22 Budget Initiative Tracker

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## 9 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 vehicles used by Public Works and Dallas Water Utilities by investing $75 million for the purchase of replacement and additional fleet and equipment. (EFM, SDM, DWU, and SAN)

STATUS: The FY 2021-22 fleet acquisition is currently underway for 13 departments, including 640 vehicles on order with a replacement cost of approximately $75.8 million.

## 10 Data Analytics

INITIATIVE Harness the power of data to increase transparency and accountability by adding six new positions to the Office of Data Analytics & Business Intelligence, investing in the City's Data Inventory, and embracing data-driven decision making across our organization. (DBI)

STATUS As of September, one Data Coordinator, one GIS intern, and two Data Science Analysts have been hired. The department continues to grow the data team and is currently in the recruitment process for one Sr. Data Science Analyst, and one Sr. GIS Analyst.

## 11 Total Compensation Study

INITIATIVE Invest in our City employees and improve recruiting and retention of high-caliber and diverse employees by continuing to implement the Total Compensation Study and ensuring competitive pay. (HR)

STATUS Phase one of the compensation study was completed in 2021. Phase two was completed in April and was focused on moving positions that were not able to be moved to market in phase one and addressing internal pay compression. Phase three, beginning in FY 2022-23, will continue to address internal pay compression.

# HOUSING & HOMELESSNESS SOLUTIONS

## 12 Addressing Homelessness

INITIATIVE Contribute $25 million to leverage an additional $47 million in public and private investment for an overall $72 million program that 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 will be implemented from FY 2021-22 through FY 2023-24. It is anticipated approximately 1,000 individuals will be housed in the first year and a total of 2,762 individuals housed by the end of September 2023. The third year 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 From October 2021 to September 2022, the Dallas Real Time Rapid Rehousing Initiative housed 1,260 individuals, exceeding the goal for FY 2021-22. Of this, 54 percent are households consisting of adults with children and 46 percent are adults only. OHS is partnering with Metro Dallas Homeless Alliance (MDHA) to launch the encampment decommissioning effort to offer individuals in established encampments housing solutions.

## 13 Affordable Housing Units

INITIATIVE Incentivize developers to build affordable housing by subsidizing $10 million worth of water and sewer infrastructure required for up to 250 new affordable single family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY 2021-22 to FY 2023-24 with new units projected in years 2 and 3 due to construction timelines. (HOU)

STATUS Housing is implementing this new funding along with other measures through the existing Notice of Funding Availability. On January 12, City Council approved the first project utilizing these funds, providing $1.8 million to be used for water infrastructure related to the development of 125 for-sale single family homes. On August 24, City Council approved the second project, authorizing $4.1 million in ARPA funds to Cypress Creek at Montfort, a 168-unit mixed-income multifamily development in District 11. Both developments are still undergoing predevelopment processes and have not yet begun construction. The program will continue into FY 2022-23.

# HOUSING & HOMELESSNESS SOLUTIONS

**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, City Council approved the program design to use ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. Staff are currently engaged in the hiring process, as well as communications and outreach planning. The application opened in May, and HOU has received 67 applications year to date. 48 of the applications have already had their homes inspected and five have begun construction. Home rehab activities are anticipated to continue through FY 2023-24 and HOU is on track to complete its expenditures by the end of the ARPA funding period.

# PUBLIC SAFETY

**15** **Police Response Times** ⏺

INITIATIVE Improve response times to high priority calls by hiring 250 police officers to end FY 2021-22 at 3,155 police officers, and by continuing to implement the recommendations of the KPMG efficiency study. (DPD)

STATUS DPD readjusted staffing at all patrol divisions for optimized efficiency in order to help better answer the call volume at each division. DPD hired 200 sworn officers in FY 2021-22 and ended the fiscal year with 3,084 officers.

**17** **RIGHT Care** ⏺

INITIATIVE Mitigate behavioral health crises and avoid unnecessary arrests and hospitalizations by adding $2 million to double the number of RIGHT Care teams from five to ten. (IPSS)

STATUS The RIGHT Care team performance continues to excel as it becomes more established. Nine teams (one for each of the seven police patrol divisions and two dedicated roving teams) are currently operating from 7am-11pm, seven days a week. Two additional Citywide overnight rover teams are expected to launch in early FY 2022-23. IPSS anticipates a continual increase in the number of calls handled by the RIGHT Care Team.

**16** **911 Response** ⏺

INITIATIVE Answer 90 percent of 911 calls within 10 seconds by adding 911 call takers and dispatchers and increasing pay to improve talent acquisition and retention. (DPD)

STATUS The September service level was 98.26 percent, with an average answer time of 4 seconds. Pay increases were implemented in August 2021 and year to date, DPD has hired 34 new call takers and 14 dispatchers. The 911 Call Center is currently staffed at 83 percent, with 110 call takers and 7 trainees.

**18** **Street Racing Remediation** ⏺

INITIATIVE Address city wide speeding and unsafe drivers with $500,000 for traffic calming in neighborhoods and $200,000 for a street racing remediation pilot project. (TRN)

STATUS In September, street racing remediation measures such as raised pavement markers and ceramic buttons were installed on Cesar Chavez Blvd (from Marilla St to Commerce St). Traffic calming installations and modifications, such as speed cushions, were completed at 5 locations. Road diet installation has been completed for Jefferson Boulevard to reduce the current configuration of six lanes to four lanes. Pavement markings and signage have been installed.

# FY 2021-22 Budget Initiative Tracker
# PUBLIC SAFETY

## 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 and most of the Parking team will relocate to the new 7800 Stemmons Freeway facility in FY 2022-23. "Train the Trainer" courses began in early November, and will eventually be incorporated into the Parking Enforcement training program. Road blockages services will be partially transferred to TRN starting January 2023. Full transfer is expected by March 2023.

## 21 Tornado Warning Sirens ⦿

INITIATIVE Improve tornado warning siren coverage by purchasing and installing ten additional sirens for a total of 178 sirens citywide. (OEM)

STATUS All ten sites have been identified and approved by Oncor, but several sites may need to be relocated due to conflicts with existing privately owned underground utilities. Installation is anticipated by December 2022. OEM staff has coordinated with ITS to ensure P25-compliant radios and associated hardware are on hand for installation. This project is considered substantially complete and moved to complete status.

## 23 City Facility Security Assessment ⦿

INITIATIVE In FY 2021-22, initiate $3.5 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 Security enhancement projects are underway at various parks, recreation centers, City Hall Oak Cliff Municipal Center, Municipal Courts, Libraries and DAS. These enhancements include interior and exterior lighting, fencing, and surveillance systems. Year-to-date obligations for FY 2021-22 totaled over $3.4 million.

## 20 Single-Role Paramedic Program ⦿

INITIATIVE Develop and pilot a new Single-Role Paramedic Program to introduce a new career path within Dallas Fire-Rescue to better meet workload demands and calls for medical service. (DFR)

STATUS Phase One of the Single Role Paramedic program introduced a new career path within Dallas Fire-Rescue. Phase two (pilot program) began in February 2022, consisting of two DFR rescues staffed with existing personnel. Phase Two will be utilized to evaluate the feasibility, extent, and direction of Phase Three, which will be implemented in FY 2022-23.

## 22 Emergency Preparedness ⦿

INITIATIVE Prepare for emergency situations that may require sheltering through the purchase and installation of eight generators in City facilities and the purchase of six mobile "power packs" that can be used to provide warming or cooling for up to a 5,000 square foot facility. (BSD and OEM)

STATUS City Council approved the purchase of the eight generators in September 2021. Generators have been installed at four locations (Jaycee-Zaragoza, Timberglen, Beckley Saner, and Kleberg-Rylie Recreation Centers) and are awaiting final DFR inspections. Construction is underway at the Audelia Road Branch Library and will begin at the three remaining locations in November (Marcus Park and Pleasant Oaks Recreation Centers and Mountain Creek Library). The entire project is expected to be completed by the end of December 2022.

With the use of additional funding sourced from the Homeland Security Grant Program, OEM has been able to procure two additional power packs, for a total of eight. All eight power packs have been received. Five are fully operational and the last three are waiting on final deliveries for connecting parts. OEM is currently developing Standard Operating Procedures (SOPs) for deploying the power pack units.

FY 2021-22 Budget Initiative Tracker
# QUALITY OF LIFE, ARTS, & CULTURE

## 24 Trail Program

INITIATIVE Clean 1,365 unimproved alleys spanning 129 miles and launch a pilot trail program transforming 33 alleys into safe, well-lit trails. (Revised)(PBW)

STATUS Through September, PBW has completed cleanup of 1,363 unimproved alleys. Two alleys were not cleaned, as once field inspected it was determined that no cleanup was needed.

The pilot trail program added two additional alleys for a total of 35 alleys. 14 of the total 35 alleys to be converted to trails have been approved to move forward, and eight alleys located in historic preservation areas were approved by the Landmark Commission. 13 alleys were disqualified due to property owner rejection of improvements or other factors. Construction on the 14 alleys is 75 percent complete, with all construction expected to be completed by December 2022.

## 26 White Rock Lake

INITIATIVE Initiate a Comprehensive Master Plan for White Rock Lake and procure a consultant to provide preliminary engineering to determine a phased approach for the dredging of White Rock Lake. (PKR and DWU)

STATUS The consultant contracts for the Master Plan and preliminary engineering for White Rock Lake Dredging will be brought forward for City Council consideration in December 2022. This project is considered substantially complete and moved to complete status.

## 25 Library Master Plan

INITIATIVE Utilize federal ARPA funds to leverage private funds and initiate a new Library master plan. (LIB)

STATUS A new RFP was posted and closed on June 28, 2022. Procurement evaluations of proposals are nearing completion, and the contract is scheduled for City Council consideration in December 2022. Upon contract execution, the Friends of the Dallas Public Library are prepared to issue payment.

## 27 Wi-Fi at Park Facilities

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

STATUS This project uses $3.0 million of ARPA funding that has been allocated for Park & Rec's enhancements. The funds have been encumbered; however, due to supply chain and contractor issues a full timeline is unavailable. The anticipated date for equipment delivery is the first quarter of FY 2022-23. A scaled down approach will complete 14 high priority sites by December 2022 using refurbished equipment. The project will continue into FY 2022-23.

FY 2021-22 Budget Initiative Tracker

# TRANSPORTATION & INFRASTRUCTURE

## 28 Sidewalk Master Plan ●

INITIATIVE Improve pedestrian mobility by reconstructing and repairing half of the Sidewalk Master Plan's $30 million priority projects within the next two years. In FY 2021-22, PBW will spend $9.7 million in bond funds (certificate of obligation and general obligation bonds), and $0.3 million from the General Fund to complete 28 sidewalk projects, which equates to approximately 20.4 miles of sidewalk improvements. (PBW)

STATUS PBW is on track to complete all 28 sidewalk improvement projects by December 2022. Construction on 19 of the 28 projects has been completed and eight projects are under construction. Several projects have been impacted by a cement shortage.

## 30 Crosswalks ●

INITIATIVE In FY 2021-22, spend $2.5 million (of $5.0 million allocated) to restripe 540 lane miles and paint 504 crosswalks. (TRN)

STATUS Through September, 1,020.41 lane miles have been restriped which exceeds the fiscal year-end goal of 540 lane miles. 1,380 crosswalks have been refreshed as of September 2022.

## 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 September, 2.6 lane miles have been completed, 0.3 bike lane miles are in engineering study, 2.0 bike lane miles are in design, and 6.4 bike lane miles under construction. A total of $1.1 million was invested in FY 2021-22. The program will continue into FY 2022-23 with additional goals for FY 2022-23.

## 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 $2 million to design 50 traffic signals to leverage federal and county funds. (Revised)(TRN)

STATUS TRN is currently waiting to receive the match fund agreement from TxDOT in addition to the ones received from Dallas County and NCTCOG for the design of 44 signals in total. Design is expected to begin this fiscal year and the project to replace traffic lights will be a multi-year effort. The program will continue into FY 2022-23 with additional goals for FY 2022-23.

## 31 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 will be implemented in three phases. In FY 2021-22 spend $2.0 million to procure service contract for the replacement of the school zone flashing beacon system. Phase 1 will be purchasing the system, and the vendor chosen will be responsible for the installation of all in field equipment in phases 2 and 3. (TRN)

STATUS As of September, 300 school zone flashing beacons have been installed. The project to replace the outdated school zone flashing beacons is a multi-year effort and is expected to complete in FY 2023-24.

## FY 2021-22 Budget Initiative Tracker
# WORKFORCE, EDUCATION, & EQUITY

### 33 Language Access ⬤

INITIATIVE Hire four additional Spanish speaking agents in 311, add a City language access coordinator, and ensure bilingual employees receiving language pay serve the public effectively. (311, EQU, and COM)

STATUS Four Spanish-speaking customer service agents were hired in January 2022 and completed training in February 2022. The Language Access Coordinator position has closed, first round interviews with HR have been scheduled, and second round interviews will include a full panel with representatives from DPD, OCC, COM, and PUD. The Language Skill Assignment Pay audit was published on February 25, 2022. COM and EQU will work in conjunction with HR to review the policy, research peer city policies, and implement recommendations.

### 35 Water/Wastewater Service ✖

INITIATIVE Accelerate the extension of water and sewer services to all 47 occupied and unserved areas of the City. 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 the Mesquite Heights, Killough Blvd & Wasco Lane, and Gooch Street areas. (DWU)

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

### 34 Accessibility ✖

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

STATUS EQU, ITS, and the proposed ADA software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. Testing of a comparative ADA tracking program was completed. City of Dallas department stakeholders were given a demonstration of another comparable ADA program for City of Dallas department. Currently, ITS is conducting a documentation process with stakeholder interviews and their ADA department recording processes. The final report is anticipated in November before the project is moved to the procurement phase. The program will continue into 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.

**7** Complete     **X 1** Incomplete
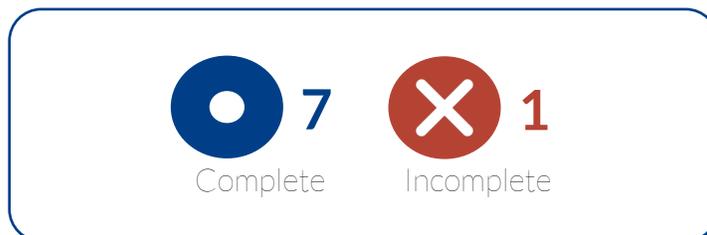
## FY 2018-19

### 7  P-25 Radio System

INITIATIVE Expanding radio coverage area, improving system reliability, lowering operating costs, and improving interoperability across City departments and with other public safety agencies through implementation of the new P-25 radio system. (ITS)

STATUS As of December 2022, the City's P25 Public Safety Radio is live and operational. The City's Public Service users (non-public safety departments – DWU and PBW) have migrated to the new system and are operating on it. For Public Safety users (DPD, DFR, and OEM) final system testing is being conducted, after which the approximately 7,500 users will be migrated onto the new system. We anticipate all users for both the Public Service and Public Safety layers will be fully migrated to the new system by the end of February 2023. While there are remaining clean-up tasks to be completed (e.g. decommissioning of the old system), this project is considered substantially complete and moved to complete status.

### 23  Historic Resource Survey

INITIATIVE Devoting $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. The project will continue into FY 2022-23.

## FY 2019-20

### 29  Juanita J. Craft Civil Rights House

INITIATIVE Preserve civil rights history by restoring the Juanita J. Craft Civil Rights House. (OAC)

STATUS The Mayor proclaimed February 9, 2022 as Juanita Craft Day and City Council accepted $176,481 in private donations for the Craft House from the Junior League of Dallas and other community stakeholders with the total private donations to this project at $403,000. Construction and rehabilitation of the Juanita J. Craft Civil Rights House is approximately 50 percent complete. The estimated construction completion date was extended to November 2022 due to additional work on the foundation, piers, and walls of the house, with an expected opening date in February 2023 after installation of exhibits. This project is considered substantially complete and moved to complete status.

### 39  Ethics Training

INITIATIVE Foster an ethical organizational culture by continuing biennial ethics training and expanding the Values Ambassador program. (EQU)

STATUS The Biennial Ethics training program was completed in December 2021. On December 8, City Council voted to approve amendments to the Code of Ethics creating the new Inspector General role, Chief Integrity Officer role, and an Integrity Champions program. The Values Ambassador program is cancelled and will be replaced in 2022 with the new Inspector General's Office. EQU acquired new Ethics eLearning content and continues to deliver live Ethics training to all new employees through New Employee Orientation and Fire Academy programs.

Budget Initiative Tracker
# MULTI-YEAR INITIATIVES
## FY 2020-21

### 4 · Brush and Bulky Trash Collection

INITIATIVE Streamline brush/bulky trash collection to reduce emissions, improve air quality, and realize collection efficiencies as outlined in the CECAP. (SAN)

STATUS SAN continues to work with the GIS vendor Route Smart Technologies to optimize and streamline collection routes. From July 2022 to September 2022 (Q4) the average dropped from 14.43 down to 10.86, a decrease of 3.57 from the previous quarter. This is a 5.65 percent improvement from January to March 2022 (Q2). SAN will continue to monitor miles per tons of bulk and brush to ensure it continues to reduce emissions, improve air quality, and realize collection efficiencies as outlined in the CECAP.

### 11 · Police Mediation

INITIATIVE Strengthen accountability through the Office of Community Police Oversight by adding a mediation coordinator and intake specialist. (OPO)

STATUS Both positions have been filled and the new hires have been onboarded.

### 5 · Language Equity

INITIATIVE Assist residents in their primary languages, which include Spanish, Vietnamese, Arabic, French, Burmese, Hindi, Korean, Swahili, and Mandarin, by recruiting four additional Spanish-speaking customer service agents (CSAs) and maintaining LanguageLine translation services. (311)

STATUS 311 recruitment efforts have allowed management to hire four additional bilingual CSAs during the second quarter of FY 2021-22. Their training will be completed in March 2022. Additionally, 311 has maintained its utilization of LanguageLine, a translation service provider, which allows 311 to bridge language and cultural barriers on-demand, 24/7/365 days a year.

### 25 · Facility Accessibility

INITIATIVE Increase accessibility for residents with disabilities by updating City facilities in compliance with the Americans with Disabilities Act (ADA). (EQU)

STATUS ADA compliance assessment was conducted on 26 city buildings during FY 2021-22. ADA compliance improvements are ongoing in 5th floor restrooms (City Council Chambers); the project is 80 percent complete. Renovations to the 4th and 6th floor City Hall restrooms are completed. ITS Website training has been completed and EQU and ITS have selected training modules for Accessibility Training for the CoD (Department) web content uploaders. The three-part training is anticipated by the end of the fiscal year.

# 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 the foundation for future innovation.

In its first operational year, 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 and collaboration. The following table summarizes current Process Improvement projects for FY 2021-22. Additional projects will be added to the list throughout the course of the fiscal year.

## Project Status

| 3 Complete | 5 On Track | 2 Delayed | 0 Pre-Kickoff |
|---|---|---|---|

| # | Measure | Status | Timeline | Key Performance Indicators | | |
|---|---|---|---|---|---|---|
| | | | | Measure (Target) | Baseline | Current |
| 1 | **Building Inspection Call Center** Increase customer satisfaction at the Building Inspection Call Center (DEV) | ● | May – Oct 2021 | Call handle rate (90%) | 64% | 84% |
| | | | **Status Update: Complete.** *Call center has been combined with the PDox Prescreen team allowing peaks volumes to be handled by additional personnel.* | | | |
| 2 | **Lew Sterrett Prisoner Intake** Streamline the central prisoner intake process at Lew Sterrett to maximize staff capacity (DPD) | ! | Dec 2022 - June 2023 | Time taken for officers to write reports | TBD | TBD |
| | | | **Status Update: Delayed.** *This project is transitioning to DPD only. The City's work will concentrate on report writing to reduce the amount of time it takes officers to write both reports needed when a person is arrested. The first observation will take place the week of 12/5/2022. The prisoner intake process that includes Dallas County, CIty of Dallas, and Parkland will be facilitated by Toyota Consulting Services. This portion of the project is pending final approval from County leadership.* | | | |
| 3 | **Water/Wastewater Permit Process** Reduce cycle time of Water/Wastewater Permit Application Process to decrease overall building permit lead time (DEV/DWU) | ● | Nov 2021 – Mar 2022 | Permit Application Cycle Time (1 day) | 45 days | 1 days |
| | | | **Status Update: Complete. and tracking** *The initial review of water permits occurs on the 1st day.* | | | |
| 4 | **SFD Building Permit Process** 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: Delayed.** *The rolling action items list has been added to ITS priority list and are being implemented on an ongoing basis. Completion date TBD, depending on resource availability.* | | | |

# PROCESS IMPROVEMENT

| # | Measure | Status | Timeline | Key Performance Indicators | | |
|---|---------|--------|----------|----------------------------|---|---|
| | | | | Measure (Target) | Baseline | Current |
| 5 | **DPD Workload Optimization** Assess current operational demands to identify process improvement opportunities for workload management (DPD) | ✅ | Jan – Dec 2022 | TBD | TBD | TBD |
| | | | **Status Update: On Track.** *Data assessment complete, insights from assessment have determined opportunitites for improvement. Site visit to observe time-entry process and to develop standard operating procedures to take place.* | | | |
| 6 | **DFR Workload Optimization** Assess current operational demands to identify process improvement opportunities for workload management (DFR) | ✅ | Jan – Dec 2022 | TBD | TBD | TBD |
| | | | **Status Update: On Track.** *Several different strategies have been developed and are being vetted by the DFR team. Following the vetting process, leadership will present the most viable strategies for consideration.* | | | |
| 7 | **New Employee Hiring** Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. (HR/CVS) | ◉ | Mar – Aug 2022 | Percentage of hiring managers introduced to standardized tools (100%) | 0% | 100% |
| | | | **Status Update: Complete.** *New hiring and department leaders' tools were developed and presented to department directors and hiring managers. These tools include updated instructions to guide hiring managers through the process, Microsoft Planner Tasks, and a Tableau dashboard for leadership to track recruitment progress and timeliness. Data is continuously monitored through  performance tracking tools to ensure results are sustained.* | | | |
| 8 | **New Employee Onboarding** Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. Establish Customer Survey for hiring managers and new hires (HR) | ✅ | Aug – Dec 2022 | Percentage of hiring managers providing survey feedback to HR (50%) | 0% | 0% |
| | | | **Status Update: On Track.** *The current process has been documented and is being measured. Based on the data the team is collecting, there are bottlenecks during the drug screening and physicals phase of the process. Next steps will require a review of our third-party provider's contract to identify opportunities to eliminate the bottlenecks. The team has developed customer surveys that will be sent to hiring managers and new hires starting in Q1 2023 to identify areas of concern/delays.* | | | |
| 9 | **Contract Review and Execution** Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors. (OPS) | ✅ | Aug – Dec 2022 | Number of contract development days | TBD | TBD |
| | | | **Status Update: On Track.** *Team has been formed, and weekly meetings are being conducted. The process map is developed, opportunities for improvement have been identified, and solutions are currently documented in an action plan.  An executive update is scheduled for 10/17.* | | | |

# PROCESS IMPROVEMENT

| # | Measure | Status | Timeline | Key Performance Indicators | | |
|---|---------|--------|----------|--------|----------|---------|
| | | | | Measure (Target) | Baseline | Current |
| 10 | **Risk Review & Certificate of Insurances** Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM) | ✅ | Aug 2022 - Dec 2022 | Days and time to process Risk Reviews and Certificates of Insurance, Reduce amount of backlog | 1.45 days, 29:26 min. 2 days, 21:37 min. | 1.45 days, 29:26 min. 2 days, 21:37 min. |
| | | | | **Status Update: On Track.** *Baseline data: (1) Risk Reviews at 1.45 days and 29:26 minutes; and (2) COI's at 2 days and 21:37 minutes. The team currently built new business processes for the top 4 items identified in the Cost and Impact board. This is being evaluated by staff to determine feasibility and implementation.* | | |

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**File #:** 22-2806

**Item #:** M.

Technology Accountability Report (information as of November 30, 2022)
[Information and Technology Services]

# Memorandum

DATE December 8, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – November 2022**

Please find attached the Technology Accountability Report (TAR) based on information through November 30, 2022. The TAR is a progress report reflecting the performance and operational status of the City in purchasing, implementing, operating, and securing technology to achieve the City's priorities and service objectives.

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

Jack Ireland
Chief Financial Officer


[Attachment]

c:
| | |
|---|---|
| T.C. Broadnax, City Manager | Majed A. Al-Ghafry, Assistant City Manager |
| Chris Caso, City Attorney | M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager |
| Mark Swann, City Auditor | Robert Perez, Assistant City Manager |
| Bilierae Johnson, City Secretary | Carl Simpson, Assistant City Manager |
| Preston Robinson, Administrative Judge | Genesis D. Gavino, Chief of Staff to the City Manager |
| Kimberly Bizor Tolbert, Deputy City Manager | Directors and Assistant Directors |
| Jon Fortune, Deputy City Manager | |

# Technology Accountability Report (TAR)

**City of Dallas**

**As of November 30, 2022**

**Prepared by Information & Technology Services**

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**1500 Marilla Street, 4DS**                    **214-671-9868**
**Dallas, TX  75201**

# Executive Summary

Of note for the November 2022 report is recognition the City of Dallas received from the Center for Digital Government, part of GovTech magazine. The Center for Digital Government is a national research and advisory institute focused on identifying and sharing exemplary information technology policies and best practices in State and Local government.

In November 10, 2022, the Center for Digital Government announced the winners of its annual Digital Cities Awards. The top 10 ranking cities were honored at an awards ceremony during the National League of Cities "City Summit" on November 17, 2022, in Kansas City, Missouri. Each year the Center for Digital Government conducts a survey of cities and recognizes select cities for their work in strengthening cybersecurity, enhancing transparency, building digital equity, and planning for the future of work. For 2022 the City of Dallas placed 10th among cities in the 500,000 or more-population category. The City was recognized for its work in developing data governance programs and improving its use of data to support decision-making, the implementation of a Cyber Fusion Center, and the implementation of Artificial Intelligence (AI) based applications.

The November 2022 Technology Accountability Report (TAR) features several changes and additions:
- Refined project status definitions in Section 1: IT Programs & Projects.
- Additional detailed information on service requests and major outages in Section 2: IT Operations.
- Additional detailed information on contract and procurement activities requiring City Council action in Section 3: IT Budget Execution.

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# Section 1:  IT Programs & Projects

## A. Project Pipeline

*1. IT Projects by Strategic Priority*
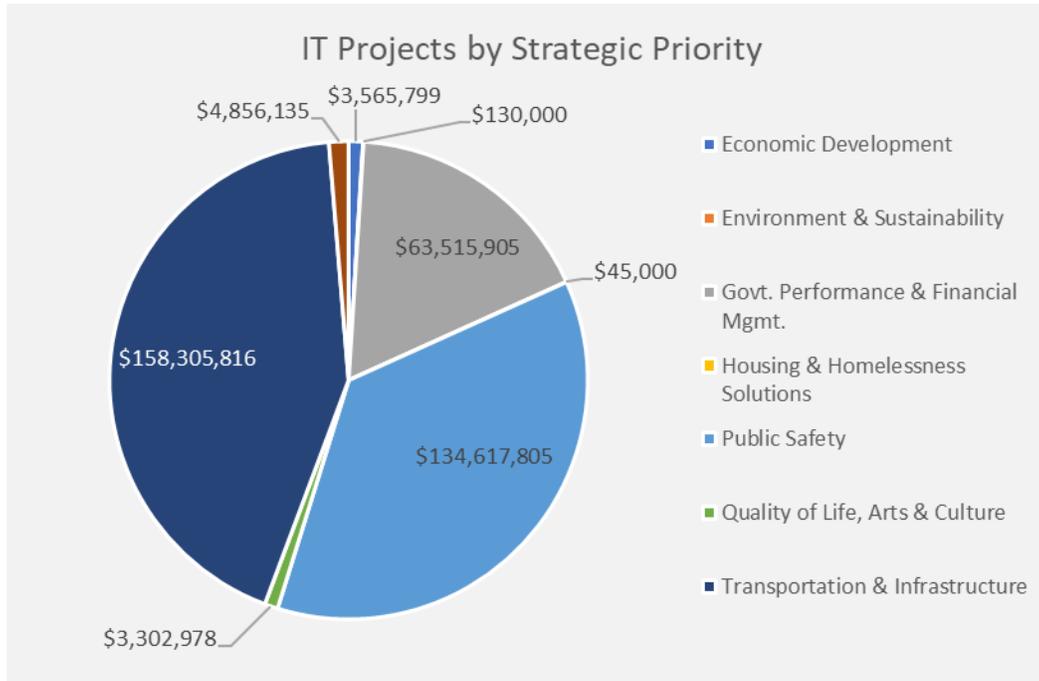


**NOTES:**

1. As of 11/30/2022, ITS has 114 approved IT projects in the pipeline.
2. The total budgeted costs for the 114 projects are $368,193,073, an increase of $45,000,000 from the last report.
3. The Project pipeline includes at least one IT project aligned to every one of the identified 8 strategic priorities.
4. The highest number of active IT projects are aligned to the Transportation and Infrastructure strategic priority with a total of 37 projects at a total budgeted cost of $158 million, followed by Public Safety with 31 projects at a total budgeted cost of $134.6 million, Government Performance & Financial Management with 13 projects at a total budgeted cost of $63.5 million, and Economic Development with 13 projects at a total budgeted cost of $3.6 million.

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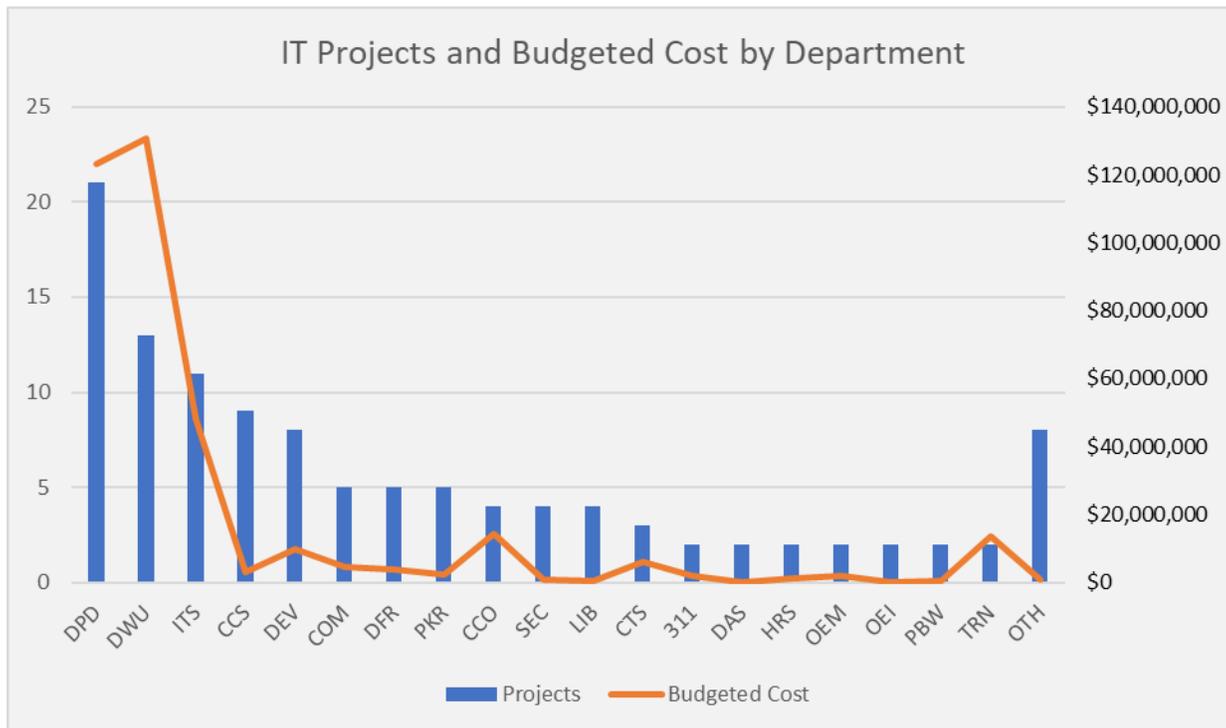


**NOTES:**

1. 27 City Departments are represented across the 114 approved IT projects in the pipeline.
2. Dallas Police Department has 21 active projects at a total budgeted cost of $123 million, followed by Dallas Water Utilities with 13 active projects at a total budgeted cost of $130.8 million, Information & Technology Services with 11 active projects at a total budgeted cost of $48.3 million, Code Compliance with 9 active projects at a total budgeted cost of $3.2 million, and Development Services with 8 active projects at a total budgeted cost of $9.9 million.
3. 8 Departments have 1 active project each, making up the Other (OTH) group in figure 2 above.

## A. Major Project Status

| # | Project Name | Description | Strategic Priority | Dept. | Estimated Completion Date | Project Status |
|---|---|---|---|---|---|---|
| 1 | Enterprise Contact Center (ECC) Solution | The Enterprise Contact Center (ECC) application within the City of Dallas is a secure, reliable, and scalable call platform to meet the high call volumes and growth to meet the needs of city residents. The ECC includes Natural Language Processing (NLP), Knowledge Base, Workforce Management, Interactive Voice Response (IVR), Courtesy Call Back, and other core call center capabilities to support multiple departments across the city. | GPFM | 311 | 12/2022 | In Process |
| 2 | Core Financial System Upgrade | The CGI Advantage 3 system is utilized by all departments within the City for processing and recording of all budgets, procurement and financial accounting transactions and interfaces with many enterprise business applications. This major upgrade will move the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML) to improve the quality and speed of financial transactions. | GPFM | CCO | 12/2023 | In Process |
| 3 | Code Compliance Management System (CCMS) Phase 2 | CCMS Phase 2 provides Code Compliance Services (CCS) with an application to support all operational, mobility, integration with 311 CRM/SAN/CTS, and other supporting departments, in managing service requests from city residents. | Quality of Life | CCS | 12/2022 | Delayed |
| 4 | Consumer Health Payment Portal for Code Compliance | A new payment portal which allows residents using payment cards to utilize a telephonic payment portal to make payments based upon the invoice number and other account information in lieu of going into a physical location to make payments. | Quality of Life | CCS | 2/2023 | Delayed |
| 5 | Code Compliance: Asset Management System (Inventory Management System) | Code Compliance is seeking an asset management system to log, monitor, and control different assets to include ballistic vests, uniform items (pants, belts, reflective vests, shirts, jackets), and other equipment deployed to their officers and staff in performance of their duties. This effort gathers requirements to conduct market research and identify potential solutions to meet the business need. | Quality of Life | CCS | 12/2022 | Delayed |
| 6 | Portable Illegal Dumping Camera Tower and Camera Installation | Fixed cameras installed in targeted zones and utilized by Code Compliance and the City Marshals Illegal Dumping program. Camera tower will be used to provide surveillance at chronic illegal dumping sites for the purposes of recording violators in the process to aid in potential prosecutions. | Quality of Life | CCS | 12/2022 | In Process |

## As of 11/30/22

| # | Project Name | Description | Strategic Priority | Dept. | Estimated Completion Date | Project Status |
|---|---|---|---|---|---|---|
| 7 | Envision Connect Replacement Project | This project will upgrade the current Restaurant Inspection System - Envision Connect. Envision Connect is at the end of life for support. The City is working with the vendor to upgrade their newest application for restaurant inspections. | Quality of Life | CCS | 2/2023 | In Process |
| 8 | Vacant Property Registration Salesforce Platform | The Code Compliance Department is developing a registration platform and process for identifying and tracking vacant properties. This City-wide process will be managed by Code and will need to allow citizens to access an online platform to register and pay for vacant property maintenance activities. | Quality of Life | CCS | 1/2023 | In Process |
| 9 | Automated Nuisance Abatement Work Order Salesforce System | This system will streamline Nuisance Abatement work order creation, work order processing, and work order completion to accurately generate invoices for lien processing and to enhance operational efficiency. Implements a process within the current 311/Salesforce system to control activities. | Quality of Life | CCS | 7/2023 | In Process |
| 10 | Consumer Protection online Salesforce Application/ permitting system | This system will allow the Code Compliance Department (CCS) to implement an online permit process for seven applications (wood vendor, motor vehicle repairs, Credit access, electronic repairs, home repair, scrap tire). Allows business owners to access, complete, submit, and track their business permit applications online. | Quality of Life | CCS | 7/2023 | In Process |
| 11 | Remote Video Streaming | COM is currently exploring acquiring equipment that would allow live video and audio to be streamed from offsite locations to the COM control room. This is a frequently requested service by various departments and Council offices and aligns with COM's mission. | Quality of Life | COM | 11/2022 | Delayed |
| 12 | Closed Captioning System for City Council Meetings | Closed Captioning on the live webstream/cable channel of City Council meetings will help meet ADA compliance and our Equity and Inclusion goals. | Quality of Life | COM | 6/2023 | In Process |
| 13 | RFCSP for Court Case Management System | The current Court Case Management System (Tyler Technologies) contract will expire June 2024. CTS wishes to conduct market research and conduct a competitive procurement to ensure the best solution is selected to upgrade and improve court case management. | Public Safety | CTS | 12/2023 | In Process |
| 14 | DAS Inventory Management Tool | Dallas Animal Services manages a large inventory of drugs, supplies and business equipment needed to perform their business functions. Currently inventory management is done through a legacy system database (animal software) or on spreadsheets, but are inadequate to provide appropriate controls and functionality. | Quality of Life | DAS | 5/2022 | Delayed |

| # | Project Name | Description | Strategic Priority | Dept. | Estimated Completion Date | Project Status |
|---|---|---|---|---|---|---|
| 15 | Expand OnBase Content Management to the entire DEV Department | The OnBase content management system was originally implemented only for the Building Inspection division within the Development Services Department (DEV). Purpose of this project is to implement the content management system to all divisions within DEV. | Economic Development | DEV | 5/2022 | In Process |
| 16 | Development Services Training Simulator | The building permitting and inspection process involves a number of different components operating independently on separate software platforms. The purpose of this project is to develop a training simulator that allows for cross-collaboration across city divisions to improve quality and efficiency of processes. | Economic Development | DEV | 3/2023 | In Process |
| 17 | Development Services Customer Queue Management Automation | Customers currently walking into the permit center need to be able to "sign in" and set appointments remotely. DEV needs to be able to offer this service to their customers to better track the data associated with their customers' experiences; volume, wait times, types of service...etc. This project will identify, procure, and implement a customer queue management solution for Development Services. | Economic Development | DEV | 7/2023 | In Process |
| 18 | Land Management System POSSE replacement project | The city's current permitting system has reached end of life, cannot interact with the new geospatial technology standards, and is difficult to change to support new business requirements, and workflows. This project will deploy a new system to replace the existing system and to add efficiencies in the permitting process. | Infrastructure | DEV | 12/2022 | Delayed |
| 19 | Relocate Development Services to New Facility | In September 2022, the City of Dallas purchased a new facility at 7800 N. Stemmons Freeway which will serve as the offices and storefront for the Development Services Department (DEV). This project will provide all new IT infrastructure including cabling, network, workstations, printers, radio equipment, etc. in line with the facility opening. | Infrastructure | DEV | 01/2023 | In Process |
| 20 | Telestaff Workforce Management for Public Safety | Implementation of a web-based hosting, Software as a Service (SaaS) solution Workforce TeleStaff System for automation of scheduling and staffing for City of Dallas Public Safety 24-hour employees. | Public Safety | DFD | 9/2022 | Delayed |

| # | Project Name | Description | Strategic Priority | Dept. | Estimated Completion Date | Project Status |
|---|---|---|---|---|---|---|
| 21 | Station Alerting System | Dallas Fire Rescue dispatches resources from 58 fire stations strategically deployed throughout the City. To avoid response delays, DFR relies on a station Alerting System that integrates with the City's Computer Aided Dispatch (CAD) system to advise firefighter/paramedics of assistance calls. The current station alerting system is end of life, difficult to maintain, and lacks the full range of functionality more modern solutions provide. This project will conduct market research into, procure, and implement a new, modern station alerting system for Dallas Fire Rescue. | Public Safety | DFD | 9/2023 | In Process |
| 22 | Smart Device/Technology Behavioral Health App for DFR members | This project will provide a Peer Support Contact App for Dallas Fire–Rescue (DFR) personnel. At Dallas Fire-Rescue (DFR), the City is promoting whole-person wellness. This new application will supplement existing mental health support services available to the City's DFR members. | Public Safety | DFD | 2/2023 | In Process |
| 23 | IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59 | Eight new Fire Stations are being constructed: #46, #36, #59, #41 Temporary, #41 Primary, #19, #21 and #58. All new IT infrastructures including cabling, network, workstations, printers, radio equipment, etc. will be activated in line with facility openings. | Public Safety | DFD | 2/2023 | Ongoing |
| 24 | Unmanned Aerial Systems (Drones) | The City of Dallas currently has Unmanned Aerial Systems (UAS) units that are deployed during critical emergency response incidents. UAS provide real-time video that offers crucial information to incident command and executive staff. This information allows for improved incident management. | Public Safety | DFD | 9/2023 | In Process |
| 25 | Mobile Surveillance Platform Vehicles (Formerly known as Bait Car) | The Dallas Police Department ("DPD") currently operates a fleet of 25 Mobile Surveillance Platform vehicles. These vehicles are deployed throughout the City and serve as "bait cars". These vehicles are outfitted with covert cameras, microphones, GPS, and other capabilities. | Public Safety | DPD | 12/2022 | Ongoing |
| 26 | Flock Safety-New fixed ALPR Cameras | The City of Dallas currently has fixed Automated License Plate Readers (LAPR) cameras throughout the city of Dallas. The contract for the current vendor has ended and this project will procure a new vendor and expand the number of cameras in use throughout the city. | Public Safety | DPD | 1/2023 | In Process |

| # | Project Name | Description | Strategic Priority | Dept. | Estimated Completion Date | Project Status |
|---|---|---|---|---|---|---|
| 27 | P25 Compliant Radio Project | The city's current public safety radio network is 40 years old and not compliant with new standards (P25) for these networks. This project installs all-new infrastructure for a fully P25 compliant radio communications system that will be used by multiple departments within the City and County of Dallas. This system is intended and designed to host external governmental agencies throughout the region. | Public Safety | DPD | 01/2023 | In Process |
| 28 | County CAD Collaboration | Upgrade and expand the city's Computer-aided Dispatch (CAD), extending it to the County to improve collaborate on emergency 911 call center responses. This project is also required to fully implement the upgrade of the 911 call center's telecommunications infrastructure. | Public Safety | DPD | 1/2023 | In Process |
| 29 | DPD WEB-RMS Case Management System | This project will migrate DPD's current law enforcement Records Management System (RMS) case management system from the current onsite solution to an upgraded Web-based system. The upgraded RMS will give the department needed functionality that is not available to the department currently in the on-premise solution. Current limitations require process workarounds creating potential errors and inefficiencies which will be resolved with the upgrade. | Public Safety | DPD | 2/2023 | In Process |
| 30 | Axon Air (Drones) | The City of Dallas currently has Unmanned Aerial Systems that are deployed during critical incidents. The UAS provide real time video remotely captured that provide critical information to officers and commanders to make the best decisions possible. | Public Safety | DPD | 2/2023 | In Process |
| 31 | 911 Telecommunications Network Upgrade -- ESInet | This project will upgrade the City's current 911 telecommunications network to a Next-Generation 911 built on a modern broadband infrastructure. The new infrastructure allows the transmission of photos, videos, and other broadband data between a 911 Caller, 911 Center, and Responder in the field to offer a higher level of service and support to public safety personnel. | Public Safety | DPD | 2/2023 | In Process |
| 32 | Real Time Crime Center (RTCC) Video Integration (Previously Starlight) | Builds upon prior initiative to provide an analytics-driven video monitoring platform, capable of alerting the Dallas Police Department's Real Time Crime Center (RTCC) of criminal behavior indicators and activity occurring at local businesses. | Public Safety | DPD | 2/2023 | In Process |
| 33 | Ricoh-Fortis Document Management System Replacement | The DPD Fortis document management system is at end of life and no longer supported. This project will replace and upgrade the DPD document management system. | Public Safety | DPD | 3/2023 | In Process |

| # | Project Name | Description | Strategic Priority | Dept. | Estimated Completion Date | Project Status |
|---|---|---|---|---|---|---|
| 34 | COBWEBS Social Media Investigation Software | This project will implement social media investigative software for the Police Department (DPD). This software will provide an efficient tool for investigating social media post from potential suspects to aid in investigations. | Public Safety | DPD | 4/2023 | In Process |
| 35 | Non-City Business Live Surveillance (Fusus) | The Fūsus product suite will provide a video and data collaboration platform to expedite intelligence gathering and efficiency of response to situations as they unfold throughout the community. Further, providing a tool for identifying the location of cameras in proximity that may provide valuable information to aid in the response and/or subsequent investigation. | Public Safety | DPD | 9/2023 | In Process |
| 36 | Early Warning System | This project provides the Dallas Police Department a data-driven, decision-making support application that helps Police leadership systematically identify officers who are showing signs that they are at risk to citizens or of executing law enforcement objectively. The platform utilizes data from a multitude of sources to assess and score risk and provide information to DPD leadership for potential interventions. | Public Safety | DPD | 10/2023 | Delayed |
| 37 | DPD - Auto Pound Online Payment System | This project provides a public portal to allow for citizens to pay fines and fees online to the auto pound in order to recover their vehicle. The information from the payment system allows for better management of the DPD Auto Pound. | Public Safety | DPD | 12/2023 | In Process |
| 38 | In Car Video - Body Worn Camera - Interview Room Installation | Implement a holistic solution that integrates all the three components: (1) in-car video, (2) interview rooms, and (3) body-worn cameras into a single hosted solution. The solution needs to be a consolidated and cohesive system rather than disparate components. | Public Safety | DPD | 12/2024 | Ongoing |
| 39 | Use of Force - Police Strategies LLC | This project will provide a data analytics platform which produces analytic dashboards which provides comparative analyses by extracting data from incident reports & officer narratives, analyzes the data using established algorithms, and produces written summary reports used by DPD leadership in focusing resources. | Public Safety | DPD | 7/2023 | In Process |
| 40 | Enterprise Capital Project Management System (ECPMS) Phase 2 | Phase 2 Implementation of the Enterprise Capital Project Management System (ECPMS), IBM Tririga, to support the DWU Capital Projects division. Also, includes the delivery of reporting enhancements and efficiencies to the Phase 1 implementation. | Infrastructure | DWU | 12/2022 | In Process |

| # | Project Name | Description | Strategic Priority | Dept. | Estimated Completion Date | Project Status |
|---|---|---|---|---|---|---|
| 41 | DWU Billing CIS and Customer Portal Replacement | DWU's current Customer Information System (CIS) will no longer be supported as of 2025. This project will perform market research, procure, and implement a new CIS and Customer Portal that needs minimal customization (95% out of the box functionality) for billing Water, Wastewater, Sanitation, and Stormwater utilities. | Infrastructure | DWU | 7/2023 | In Process |
| 42 | Enterprise Work Order and Asset Management (EWAMS) Phase 2 | Implementation of an Enterprise Work Order and Asset Management System (EWAMS), that can be utilized as the standard for the City of Dallas. The Phase 2 effort of this Enterprise platform implementation will manage Work Orders and Maintenance. | Infrastructure | DWU | 9/2023 | In Process |
| 43 | Enterprise Work Order and Asset Management (EWAMS) Phase 3 | This professional service contract allows for continuous consultant services for the expansion of the Enterprise Work Order and Asset Management System (EWAMS). Phase 3 will oversee the implementation of Dallas Water Utilities (DWU) Meter Services division. | Infrastructure | DWU | 5/2028 | In Process |
| 44 | Payment Vendor (SAP Users - DWU) | This project is to migrate DWU and other user departments of online (Biller Direct) and IVR payments to a new payment platform which provides real-time information for payments and reconciliation. | Infrastructure | DWU | 12/2023 | In Process |
| 45 | HUD Income Limits Eligibility Survey - HOU Website | Updates and enhancements to the Housing & Neighborhood Revitalization Department's (HOU) website to help reduce uncertainty or confusion amongst City of Dallas residents when determining their income eligibility for the various programs based on the Housing and Urban Development (HUD) Income Limits. | Economic Development | HOU | 2/2023 | In Process |
| 46 | Unsupported Software Remediation | Identify Servers running unsupported Software, DBs running unsupported versions of software, and Applications that will require modifications to bring up to supported software levels. Develop a plan to upgrade, in a sequenced fashion. | Infrastructure | ITS | 6/2023 | Ongoing |

| # | Project Name | Description | Strategic Priority | Dept. | Estimated Completion Date | Project Status |
|---|---|---|---|---|---|---|
| 47 | Network Unified Communications (UC) Upgrade | The City's current collaboration suite is at end of life and requires an update to maintain functionality and reduce risk. This project will upgrade the Unified Communications Management (UCM) to the latest version available. | Infrastructure | ITS | 12/2022 | In Process |
| 48 | Apptio IT Financial Transparency SaaS | This project is for a cloud-based solution for the Department of Information and Technology Services (ITS) to gain detailed insight into information technology (IT) expenses, cloud infrastructure / software usage and other IT related costs. | GPFM | ITS | 12/2022 | In Process |
| 49 | DocuSign Use Case Review | Reassess business needs for an e-Notary and X.509 compliant digital signature solution for the City Secretary's Office (SEC), City Attorney's Office (ATT) and the Real Estate Division of Public Works (PBW). | GPFM | ITS | 12/2022 | In Process |
| 50 | ServiceNow Phase 2 | ServiceNow Phase 2 comprises 4 major tasks or subprojects - "IT Software and Hardware Asset Management", "ServiceNow Stabilization and Workflow Improvement", "ServiceNow FedRamp Cloud Migration", and "ServiceNow Version Upgrade to San Diego Q1 2022". | Infrastructure | ITS | 1/2023 | In Process |
| 51 | IT Project and Portfolio Management Tool | This project will implement a new Project and Portfolio Platform (PPM) tool suite to provide a centralized and automated project management portfolio, assist with project intake, and improve the tracking and management of IT projects. | GPFM | ITS | 3/2023 | In Process |
| 52 | Visualization Engineering Services | Purchase of Visualization Engineering services will provide an authoritative visualization of our Current State and Future States - an effort critical to information data center improvements. The outputs of this engagement will be crucial to the success o | Infrastructure | ITS | 4/2023 | In Process |
| 53 | Data Center Improvement Program | This program provides a comprehensive review, assessment, and cleanup of the City Hall Data Center and all other locations which hold primary and ancillary equipment used for IT operations in the City. | Infrastructure | ITS | 4/2024 | Ongoing |
| 54 | Digital Equity Infrastructure | This project seeks to meet the City's vision of ensuring that all Dallas households will have high-speed, reliable internet and access to devices in their homes by seeking commercial telecommunication service providers to develop and implement digital equity infrastructure which addresses established gaps in targeted communities. | Infrastructure | ITS | 12/2023 | In Process |

| # | Project Name | Description | Strategic Priority | Dept. | Estimated Completion Date | Project Status |
|---|---|---|---|---|---|---|
| 55 | Infrastructure Upgrade of Dallas LIB system (formerly called E-Rate) | This project will refresh existing, and add new components, to LIB Network Infrastructure. The upgraded infrastructure will dramatically improve the delivery of digital services to LIB patrons. | Quality of Life | LIB | 9/2023 | In Process |
| 56 | Library Website update | The library's website needs to be updated to meet the current and future needs of the library including being able to support additional online content and online programs and education. | Quality of Life | LIB | 3/2023 | In Process |
| 57 | Neighborly Expansion - Fair Housing | The purpose of the software is to complete the Fair Housing assessment of housing projects. This ensures we affirmatively further fair housing in the City as required by the Fair Housing Act and HUD. | Quality of Life | OEI | 3/2023 | In Process |
| 58 | ADA Software Tracking System | This request acquires a software system to track identified ADA Compliance issues, track barrier removal costs, and to provide public interface to show City's progress toward removing barriers. Public reporting of barrier removal is a federal requirement. | Quality of Life | OEI | 3/2023 | In Process |
| 59 | Stormwater Compliance Information Management System | OEQ staff currently manage mission-critical and legally sensitive environmental management consent decree (EMCD) /permit-required tasks though a 20-year-old "homemade" information system built on MS Access 2002 and InfoPath. This project will procure and implement a new, modern system which provides timely information through dashboards and reports. | Infrastructure | OEQ | 3/2023 | In Process |
| 60 | Implement Workday Prism | The Workday Prism Project will aggregate historical data from the City's prior payroll system and make it available with new payroll data in Workday. | GPFM | PER | 5/2022 | Delayed |
| 61 | IT Infrastructure for Parks and Recreation Sites Phase 2 | This project includes the acquisition and installation of IT infrastructure and services for new PKR facilities. New IT Infrastructures include local and metro network, internet, PCs, printers, security systems, point of sale systems, telephones, etc. | Quality of Life | PKR | 12/2022 | Ongoing |
| 62 | IT Infrastructure for Bachman Aquatic Center | Park and Recreation Department is building a new Aquatic Center at 2750 Bachman Drive which requires full IT infrastructure implementation. | Quality of Life | PKR | 6/2023 | On Hold |
| 63 | PKR Recreational Management System | Dallas Park and Recreation Department is looking for a recreation management system to manage recreation activities and programs of its 43 recreation centers, 107 pavilions, 19 aquatic facilities and over 200 athletic fields. | Quality of Life | PKR | 12/2023 | In Process |

| # | Project Name | Description | Strategic Priority | Dept. | Estimated Completion Date | Project Status |
|---|---|---|---|---|---|---|
| 65 | SEC Records Inventory Management Solution | Replace the current obsolete unsupported FoxPro database with a state-of-the-art software application (preferably SaaS) that provides full functionality for operating a records center. Replacing this application will improve the management of the 70,000+ | GPFM | SEC | 11/2022 | In Process |
| 66 | Boards and Commissions Management Solution | The business objective for this project is to assist and upgrade the City Council's Boards and Commission appointment process in 3 key areas: New Boards and Commission Application Portal, Upgraded Boards and Commission Tracking/Reporting Solution and a Ne | GPFM | SEC | 12/2022 | In Process |
| 67 | Build an Ethics Financial Reporting Solution | The purpose of this system is to promote and support ethical financial compliance. | GPFM | SEC | 2/2023 | In Process |
| 68 | Advanced Traffic Management System (ATMS) | The objective of this project is to transition from the City of Dallas 25+ year old analog traffic management system to a new Advanced Traffic Management System (ATMS). The transition includes a new GUI (Graphical User Interface) and Central Traffic Management system. | Infrastructure | TRN | 10/2022 | In Process |

| *** Legend for Project Status | |
|---|---|
| **Cancelled:** | The project has not been completed, and a decision made to discontinue work on it. |
| **Completed:** | Work on the project has finished, all deliverables/tasks have been completed, and acceptance received from customer. |
| **Delayed:** | The project is still active, but we have passed the initial estimated completion date. |
| **In Process:** | The project has been initiated and work underway by the project team. |
| **On Hold:** | The project has not finished, and work on the project has been suspended pending resolution of issue preventing ongoing work. |
| **Ongoing:** | The project consists of multiple phases or is an operational project. Some portions have been completed, but the project has not fully reached all deliverables. |

**NOTES**

**1  Enterprise Contact Center (ECC) Solution.**  Project is still in process, but completion will extend beyond December 2022.  Anticipate completion of remaining items by April 2023.  Remaining tasks for project include integration of Single Sign-On functionality and for final delivery of functionality for the platform's Lab (test portion).

**2  Core Financial System Upgrade.**  The contract requirements and project timeline have been finalized and the contract action is proposed for January 25, 2023, Council agenda.

**3  Code Compliance Management System (CCMS) Phase 2.**  Project delayed due to issues related to Payment Card Industry (PCI) compliance issues.  ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system.  New implementation date of January 2023.

**4  Consumer Health Payment Portal for Code Compliance.**   Project delayed due to issues related to Payment Card Industry (PCI) compliance issues.  ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system.  New implementation date of January 2023.

**6   Portable Illegal Dumping Camera Tower and Camera Installation.**  Project work has been completed and this project is expected to complete closure in Dec 2022.

**7  Envision Connect Replacement Project.**  Project delayed due to issues related to Payment Card Industry (PCI) compliance issues.  ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system.  New implementation date of February 2023.

**8  Vacant Property Registration Salesforce Platform.**  Project delayed due to issues related to Payment Card Industry (PCI) compliance issues.  ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system.  New implementation date of January 2023.

**14   DAS Inventory Management Tool.**   Multiple departments have requested an asset/inventory management tool to assist with performing their job functions.  ITS is consolidating requirements across departments to perform market research to determine whether an option for a city-wide can be met.

**17   Development Services Customer Queue Management Automation.**  The Business Requirements Document (BRD) has been completed, reviewed, and approved by all parties.  Market research is underway to identify potential solutions.

**18    Land Management System POSSE replacement project.**    ITS is working with Development Services to complete Statement of Work (SOW) to support discussions with proposed vendor.  Office of Procurement Services, Development Services, Information & Technology Services continued meetings with proposed vendor in November to complete the statement of work (SOW) for the implementation contract.

**19   Relocate Development Services to New Facility.**  ITS has conducted multiple building surveys of new site and is working with vendors on the ordering of new equipment and installation of circuits.  Primary network circuit installed by vendor in November 2022.

**21  Station Alerting System.**  ITS and DFR team has completed market research and finalized the Business Requirements Document (BRD) in preparation for the release of a Request for Proposals (RFP) for a new system.    ITS will work with Procurement Services and City Attorney's Office to release the RFP, date TBD.

**24  Unmanned Aerial Systems (Drones).**  The delivery order (DO) for the air drones has been placed and the equipment has been received from the vendor.  In the next phase the drones can be configured and deployed.

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

**26  Flock Safety – New Fixed ALPR Cameras.**    Working with vendor to resolve  potential security risk posed to the City's network.  A solution which remediates the risk has been identified and the program is progressing toward implementation.

**27  P25 Compliant Radio Project.**  As of November 2022, the new P25 Public Safety Radio system is live, fully operational, and performing as designed.  Public Service Departments (Non Public Safety) have been fully migrated to and are operating on the new system. Migration for the Public Safety Departments has begun with final system testing (burn-in) underway and test users migrated to and using the new system.  Final migration of all City of Dallas Departments expected for completion by February 2023.

**29  DPD WEB-RMS Case Management System.**  Vendor is updating SOW for items to be provided in the upgrade.  Anticipate project work to commence in Feb 2023.

**32  Real-Time Crime Center (RTCC) Video Integration**. City Council approved contract action during November 9th Council meeting for the vendor to provide the platform which integrates camera feeds from non-City businesses into the RTCC.

**33   Ricoh-Fortis Document Management System Replacement.**  City Council approved contract action during November 9th Council meeting for the vendor to replace the current system.

**35  Non-City Business Live Surveillance (FUSUS).**  City Council approved contract action during November 9th Council meeting for the vendor to provide the platform which integrates camera feeds from non-City businesses into the RTCC.

**39  Use of Force – Police Strategies, LLC.**  Vendor services have been procured and ITS and DPD have worked to provide the vendor with data needed to create the initial set of dashboards and provide them to the City in January 2023.

**48  Apptio IT Financial Transparency Software.**  Vendor services have been procured and vendor is loading data into test environment.

**52  Visualization Engineering Services.**  City Council approved contract action during November 9th Council meeting for the vendor to provide services.

**62 IT Infrastructure for Bachman Aquatic Center.**  This project has been placed on hold due to construction delays.  Projected resumption of project in Spring/Summer 2023, with expected completion date of June 2023.

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

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


## B. Changes to Major Project Status List

1.  Projects Implemented since last report
    a.  No projects went Live during the month of November.
    b.  The Public Works portion of the P-25 Project went fully live on Nov 5, 2022.


2.  Projects Removed
    a.  No projects were removed in the month of November.


3.  New Projects added to the project Pipeline
    a.  None during the month of November.  The November IT Governance Meeting was postponed/combined with the upcoming December meeting.

# Section 2: IT Operations

## A. Outage Report

### 1. Monthly Help Desk Report

|  | Jun | Jul | Aug | Sept | Oct | Nov |
|---|---|---|---|---|---|---|
| Total Calls | 7502 | 7546 | 8006 | 7252 | 7616 | 7151 |
| Answered | 7136 | 7138 | 7763 | 7017 | 6921 | 6132 |
| Abandoned | 366 | 408 | 243 | 235 | 695 | 1019 |
| Abandoned (<10sec) | 166 | 172 | 115 | 93 | 273 | N/A |
| Abandoned %(<10sec) | 2.3 | 2.4 | 1.5 | 1.3 | 3.9 | 6 |

| Metric | Current Month | Trend |
|---|---|---|
| Average Speed to Answer – Voice | 0:01:01 | |
| Password Related Incidents | 15% | 10.0% / 21.4% (Sept) / 15.8% (Oct) / 15.2% (Nov) |
| First Contact Resolution - Incident | #VALUE! | 79% 59% 39% / 70% (Sept) / 71% (Oct) / (Nov) |
| Average Duration – Service Desk | 13.7Hours | 6173 (Sept) / 1772 (Oct) / 822 (Nov) |
| Average Duration – Field Services | 2.47 Days | 4305 (Sept) / 4115 (Oct) / 3564 (Nov) |

**NOTES:**

1. In November 2022, the IT Helpdesk received 7151 calls for support. This is a decrease from the prior month.

2. First Contact Resolution calculation was not available at the time of the report generation, it is anticipated that the Help Desk had continued the trend of 70+% on a month over month basis

3. Field Services significantly improved average service duration from 3.5 days in October to 2.4 days in November

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

Impact Minutes by Department
Severity 1 and Severity 2
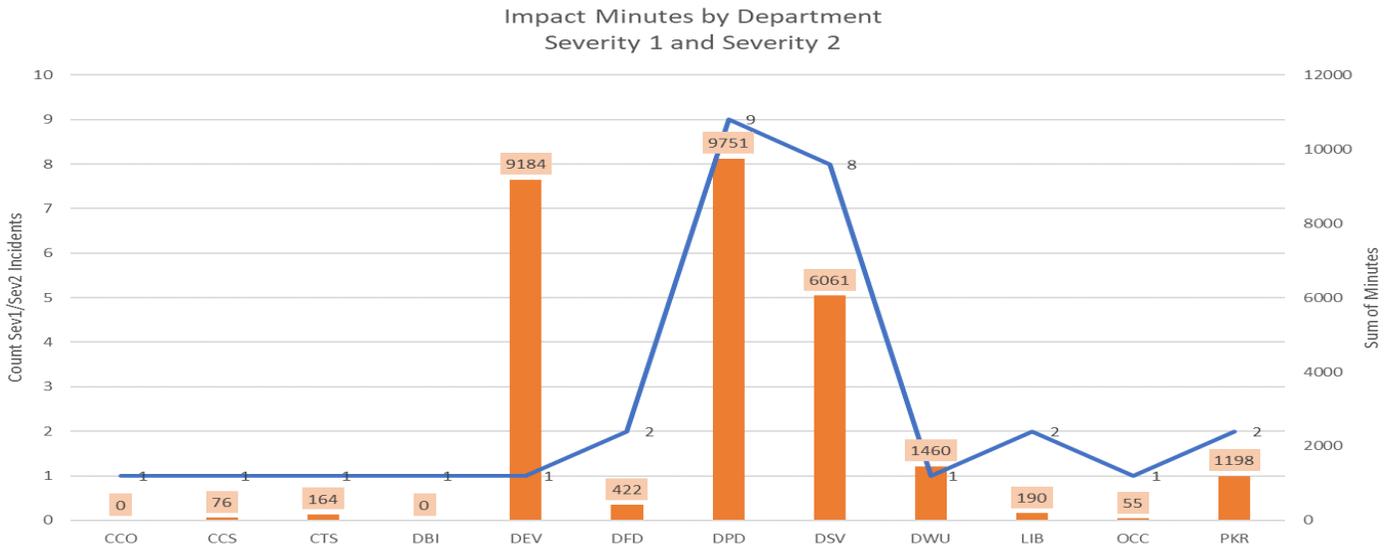


**NOTES:**

1. Severity 1 and Severity 2 incidents are the most severe and most likely result in degraded services or outages that impact the ability of City departments to fulfill their missions.

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

3. These data are extracted from ServiceNow based upon input by city IT technicians. Our analysis reveals that there are incidents which are resolved but have not been timely or appropriately closed out within the ServiceNow platform, resulting in artificially inflated resolution timeframes. ITS is working with IT service delivery managers to improve documented processes to ensure timely updates to ServiceNow to accurately reflect the actions for the incident and to provide a more representative experience.

Severity 1 and 2 by Issue Category
Impact in total minutes
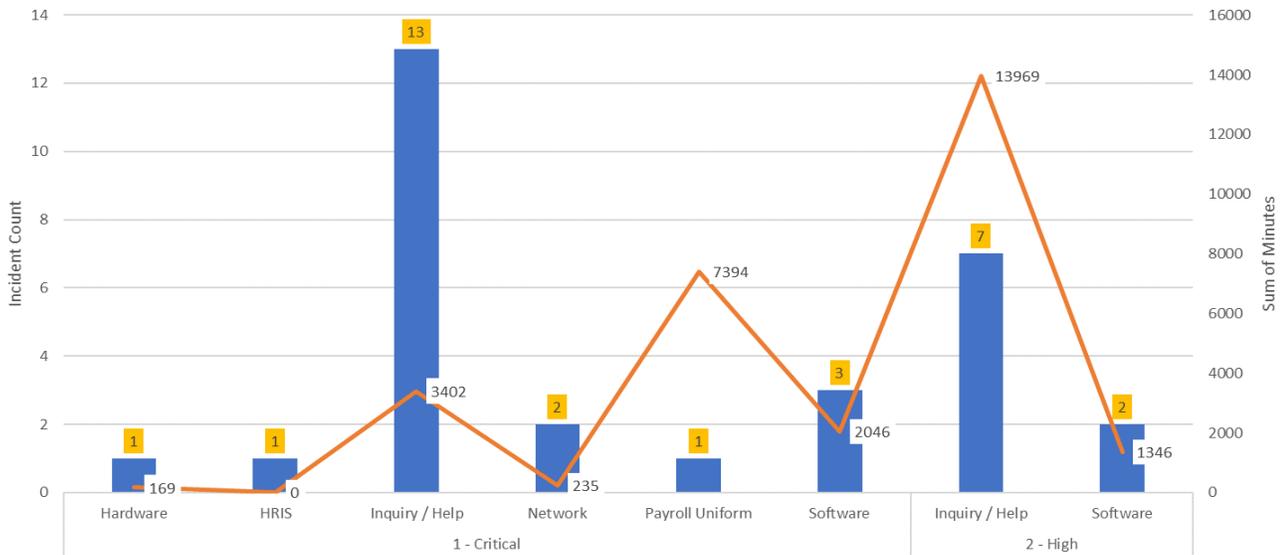


**NOTES:**

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

## Monthly MTTR
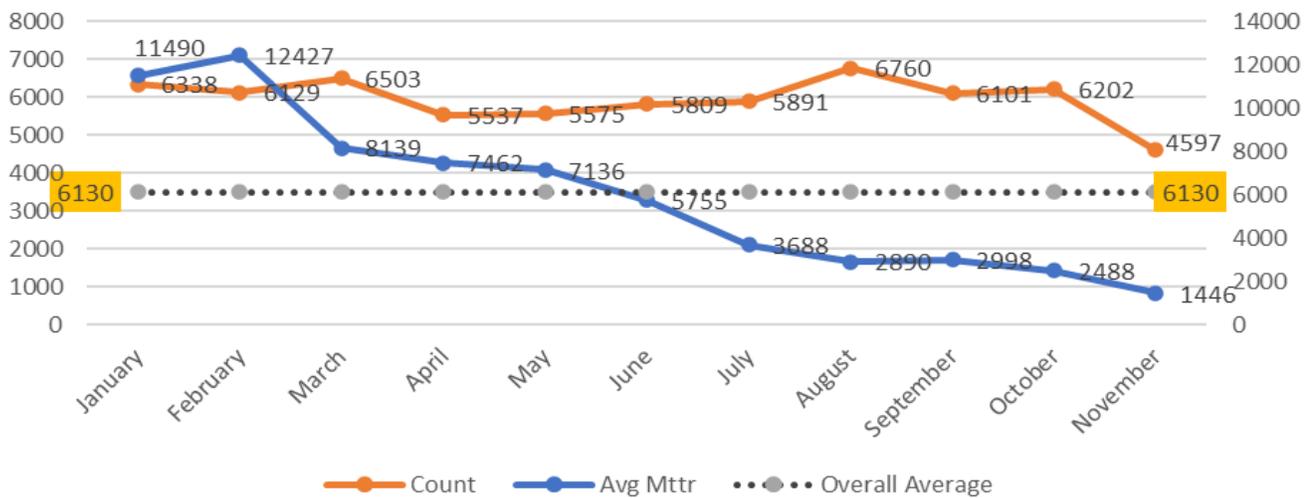


**NOTES**

1. This chart provides the trendline for the average mean time to repair (MTTR), an industry standard for tracking the timeliness of resolution on reported incidents.
2. In November 2022 all areas improved overall resolution times providing a noticeable decline in the average MTTR for the month. This is, in part, due to improved documentation in the reporting system.

### 3. Monthly Major Outage Report

| Priority | Description | Department | Primary | Assignment Group | Hours |
|---|---|---|---|---|---|
| 1 - Critical | the Network, Computers and Ip Phones at Thurgood Marshall Recreation Cente,5150 Mark Trail Way Dallas, TX 75201, Are down. | PKR | Inquiry / Help | ITS Network Connectivity | 17.5 |
| 1 - Critical | Location 8701 greenville Issue IDS : IDS page down service temporarily unavailable Computer name Trouble shooting restarted computer, | DFD | Software | ITS DFR Applications | 5.0 |
| 1 - Critical | Troubleshooting/Resolution: User states his OnBase application is saying not responding. User states it started yesterday, and it's still just buffering and will not allow him to use the application. User states that his whole office is experiencing the issue | DSV | Software | ITS Server Team | 27.4 |

**NOTES**

1. Major outages are identified as Severity1 that have significant impact to City services or Department's ability to perform critical functions and last over 4 hours in duration.  As we mature the process this definition will be better scoped around impact and less around duration.

# B. Service Requests (including new employee onboarding)

### 1. New Hire Report



New Hire by Department
November Toal New Hires 107
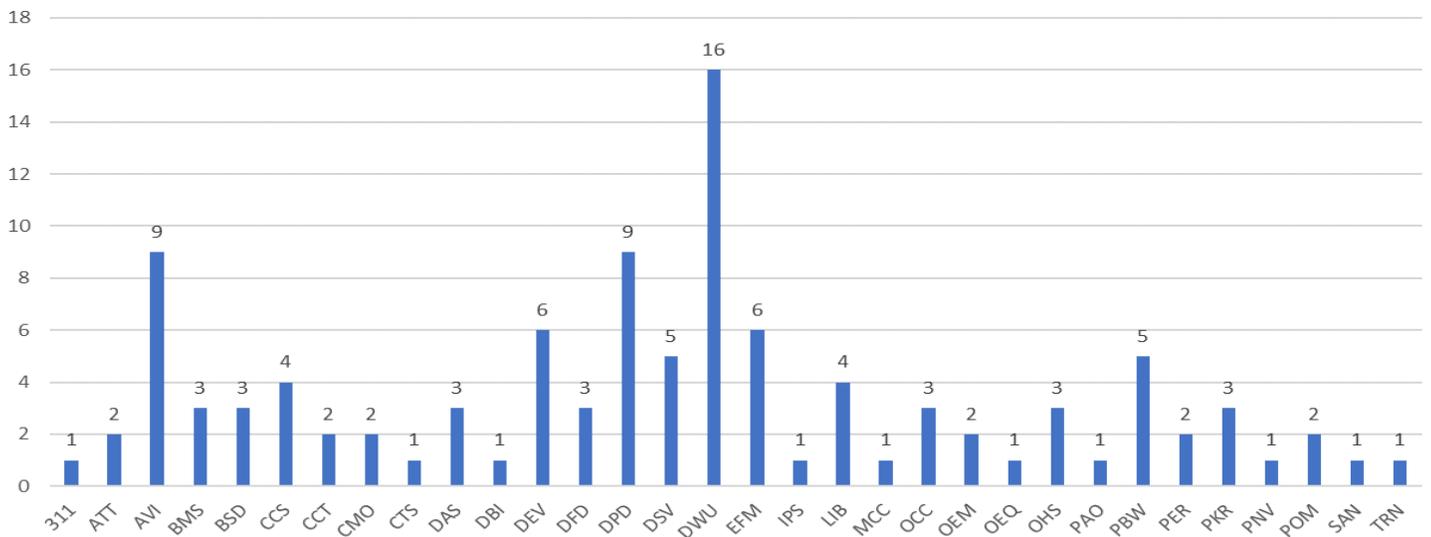
**Notes**

1. In the month of November, a total of 107 new employees were onboarded.
2. DWU, AVI, and DPD being the top 3 hiring departments. DWU has had 2 consecutive months in the top 3.
3. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

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

Top 10 Requested Items
November 2022
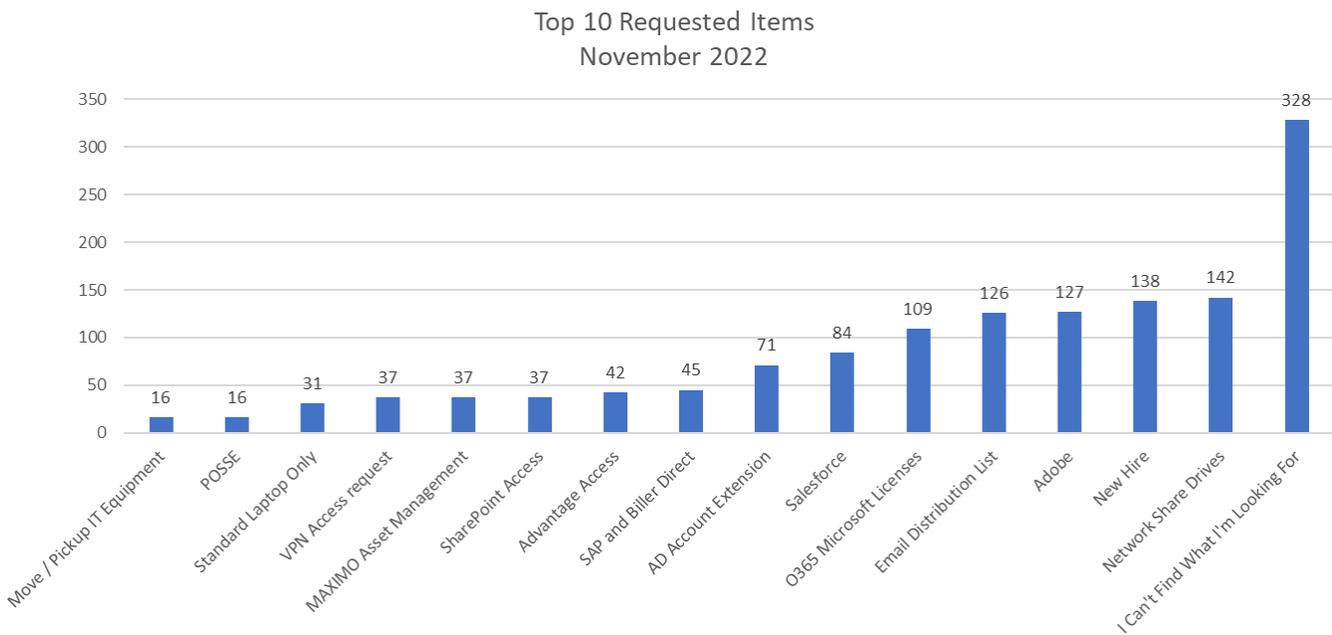


**Note**

1. November Service Request actions totaled 1533.  This report depicts the top 15 Request by type that were selected.
2. "I Can't Find What I'm Looking For" is a category used when a service catalog item does not exist for what the user is asking.
3. ITS analyzes the "I Can't Find What I'm Looking For" to determine those recurring services that can be built into a specific and focused catalog item providing for more efficient and timely delivery.

Request Actions by Month
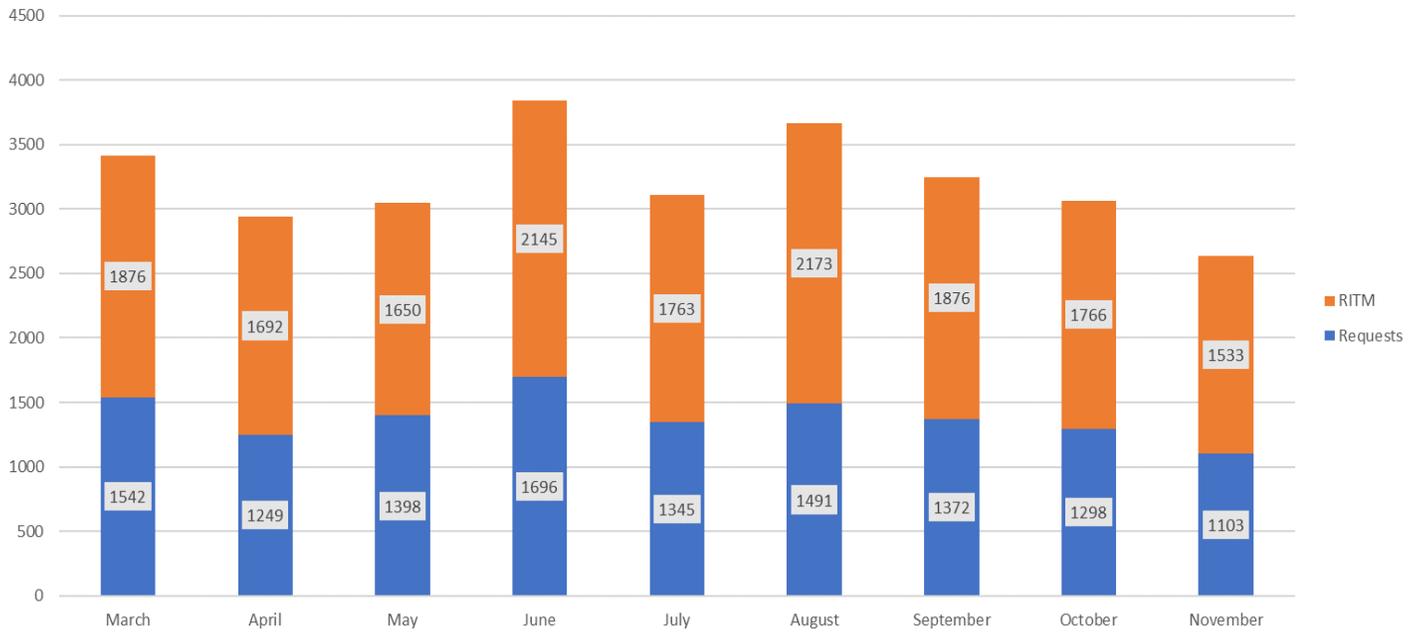


**Note**

1. This chart illustrates that 1103 Request Tickets, generated 1533 Request Actions. Frequently one Request generates multiple actions to be completed by one or more teams to fulfill the ask.

# Section 3:  IT Budget Execution

## A. Contract/Procurement Management

Items Approved on November 9 Council Agenda:

CR 22-1680 -- IT Cadre, LLC – Visualization engineering services

- Professional services agreement via GSA
- Contract amount $685,972.50
- Provides direct support in documenting legacy systems and applications and associated technology risks
- Provides support across multiple departments

CR 22-1691 -- AT&T Corp. - Bridge contract for continued provisioning of voice and data network managed services and security support services

- 2-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount $30,194,297.30
- Supports city-wide network

CR 22-1682 -- SHI Government Solutions, Inc. – NeoGov Modules used for HR recruitment and performance management services (contract pending)

- Three-Year contract via Buy Board Cooperative Agreement
- Contract amount $1,324,163.00
- Provides support directly for HR services and used across city departments

CR 22-1689 -- Paymentus Corporation – Master Agreement for electronic payment processing services

- Five-Year service contract via Inter Local Agreement (ILA) with the City of Odessa, TX
- Contract amount $15,000,000.00
- Primarily supports DWU, but is available for use by multiple department services

December 14 Agenda Items:

22-2245 Ricoh USA, Inc. – Migration of DPD documents from legacy, unsupported Fortis vendor to DocuWare document management system.

- Five-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount $217,632.50
- Directly supports DPD document management

22-2686 Motorola Solutions, Inc. – Purchasing agreement for handheld radios and subscription services

- 3-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount $30,294,793.06
- Supports public safety
- Compatible and operable with P25 Radio Communication System

Council Agenda Date TBD:

22-2248 ePlus Technology – Web Application Firewall (WAF) and Distributed Disruption of Service (DDoS) (contract pending)

- 2-year agreement via TIPS co-op
- Contract amount $514,784.43
- Supports the City Website Redesign Project

22-2434 TriTech – Supplemental Agreement No. 16 for continued maintenance and support for the computer aided dispatch system and disaster recovery synchronization (contract pending)

- 2-year agreement via The Interlocal Purchasing System (TIPS) cooperative agreement
- Contract amount $514,784.43
- Directly supports the Public Safety mission by support of the City's computer-aided dispatch (CAD) system

Shelby Communications, LLC – Bridge contract for network cabling (contract pending)

- 2-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount $7,213,690.00
- Use of network cabling services has increased dramatically over the last several years, necessitating a bridge contract as the city prepares a longer-term RFCSP

Dell Marketing, L.P - agreement for the purchase of licenses and installation/configuration and professional services of Planview Project and Portfolio Management Professional software.

- 3-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount $ 287,852.85
- Provides support for IT project and portfolio management

HLP, Inc. – Chameleon Data Management System for DAS

- Three-Year Sole Source contract
- Contract amount $190,560.00
- Directly supports DAS through upgrade and ongoing support of their core operational system

Teqsys, Inc. - Continuous use of the VERITAS eDiscovery Platform

- Five-year agreement (three years + two one-year renewal options) via Texas Department of Information Resources
- Contract amount is $794,683.46
- Provides capabilities for ITS and City Attorney's Office to capture, collect and preserve information from the City's information systems.

## B. Budget Performance & Execution

### Fund 0191-9-1-1 System Operations as of 10/31/22

| Expenditure Category | FY 2022-23 Adopted Budget | FY 2022-23 Amended Budget | YTD Actual | YE Forecast | Variance |
|---|---|---|---|---|---|
| Civilian Pay | 643,798 | 643,798 | 25,408 | 643,798 | - |
| Overtime Pay | - | - | - | - | - |
| Pension | 91,413 | 91,413 | 3,575 | 91,413 | - |
| Health Benefits | 63,870 | 63,870 | 2,361 | 63,870 | - |
| Worker's Compensation | 1,658 | 1,658 | - | 1,658 | - |
| Other Personnel Services | 4,873 | 4,873 | - | 4,873 | - |
| **Total Personnel Services** | **805,612** | **805,612** | **31,344** | **805,612** | **-** |
| Supplies | 201,465 | 201,465 | - | 201,465 | - |
| Contractual Services | 13,205,665 | 13,205,665 | 2,864,934 | 13,205,665 | - |
| Capital Outlay | - | - | - | - | - |
| Reimbursements | - | - | - | - | - |
| **Total Expenditures** | **14,212,742** | **14,212,742** | **2,896,278** | **14,212,742** | **-** |

### Fund 0197 - Communication Services (Radio Network) as of 10/31/22

| Expenditure Category | FY 2022-23 Adopted Budget | FY 2022-23 Amended Budget | YTD Actual | YE Forecast | Variance |
|---|---|---|---|---|---|
| Civilian Pay | 1,995,477 | 1,995,477 | 75,963 | 1,995,477 | - |
| Overtime Pay | 51,320 | 51,320 | 13,626 | 51,320 | - |
| Pension | 282,080 | 282,080 | 12,600 | 282,080 | - |
| Health Benefits | 263,086 | 263,086 | 8,618 | 263,086 | - |
| Worker's Compensation | 7,197 | 7,197 | - | 7,197 | - |
| Other Personnel Services | 5,156 | 5,156 | - | 5,156 | - |
| **Total Personnel Services** | **2,604,316** | **2,604,316** | **110,807** | **2,604,316** | **-** |
| Supplies | 1,156,482 | 1,156,482 | 1,821 | 1,156,482 | - |
| Contractual Services | 13,106,759 | 13,106,759 | 630,831 | 13,106,759 | - |
| Capital Outlay | - | - | - | - | - |
| Reimbursements | - | - | - | - | - |
| **Total Expenditures** | **16,867,557** | **16,867,557** | **743,459** | **16,867,557** | **-** |

## Budget Performance & Execution (continued)

### Fund 0198 – Data Services as of 10/31/22

| Expenditure Category | FY 2022-23 Adopted Budget | FY 2022-23 Amended Budget | YTD Actual | YE Forecast | Variance |
|---|---|---|---|---|---|
| Civilian Pay | 20,152,694 | 20,152,694 | 715,666 | 20,152,694 | - |
| Overtime Pay | 41,612 | 41,612 | 469 | 41,612 | - |
| Pension | 2,858,569 | 2,858,569 | 100,926 | 2,858,569 | - |
| Health Benefits | 1,908,328 | 1,908,328 | 57,564 | 1,908,328 | - |
| Worker's Compensation | 49,182 | 49,182 | - | 49,182 | - |
| Other Personnel Services | 737,996 | 737,996 | 8,355 | 737,996 | - |
| **Total Personnel Services** | **25,748,381** | **25,748,381** | **882,979** | **25,748,381** | **-** |
| Supplies | 759,552 | 759,552 | 23,915 | 759,552 | - |
| Contractual Services | 83,683,424 | 83,683,424 | 21,290,240 | 83,683,424 | - |
| Capital Outlay | - | - | - | - | - |
| Reimbursements | - | - | - | - | - |
| **Total Expenditures** | **110,191,357** | **110,191,357** | **22,197,135** | **110,191,357** | **-** |



Fund 0198 by Service

- Business Technology Services — 30,227,338, 28%
- Internal Computer Support — 13,518,428, 12%
- City GIS Services — 848,223, 1%
- Internal Desktop Support — 12,986,930, 12%
- Internal Telephone and Data Communication — 21,243,554, 19%
- Public Safety Technology Support — 6,715,412, 6%
- Strategic Technology Management — 24,651,472, 22%
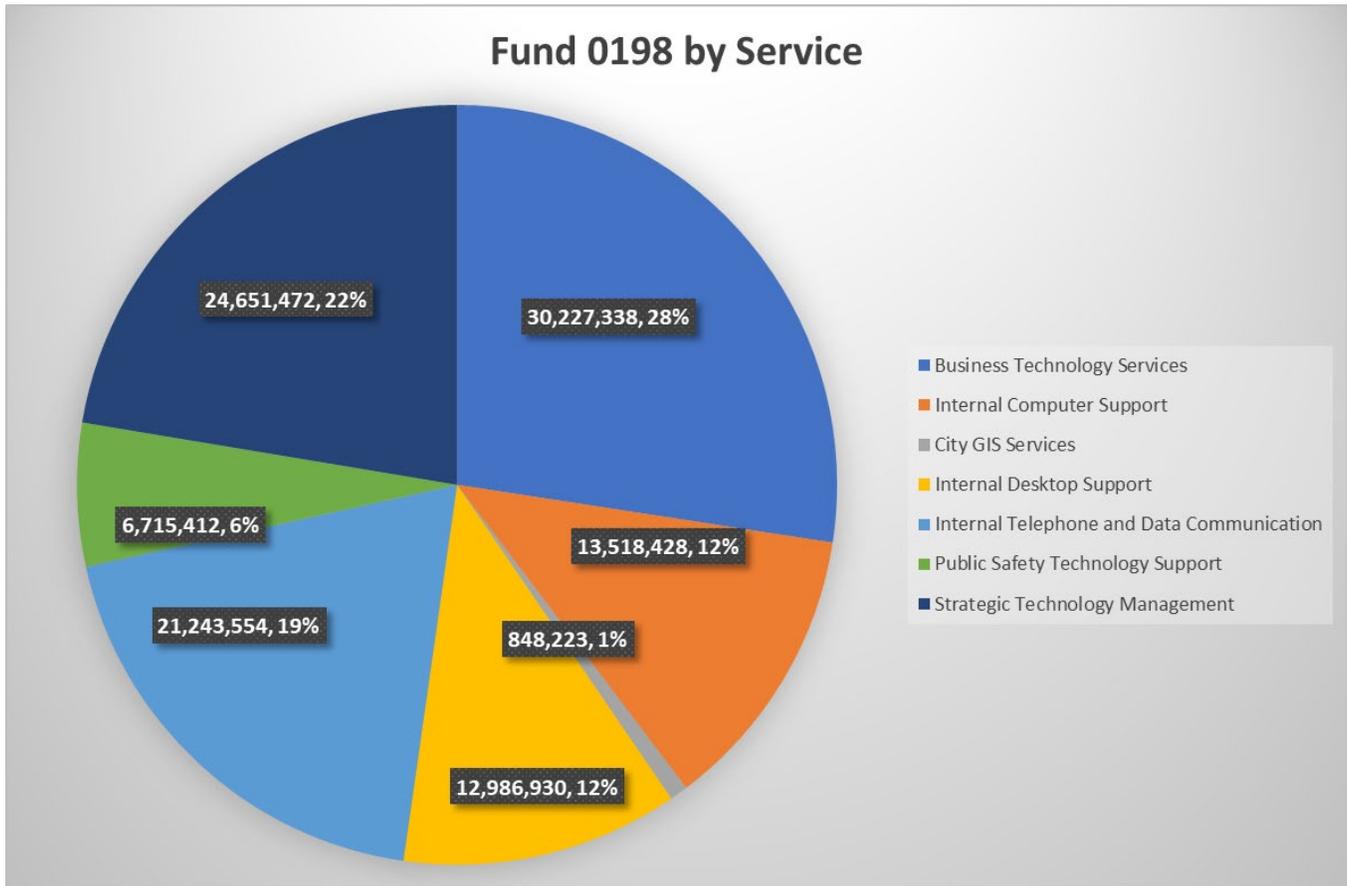
## B. ITS Staffing & Hiring Report

### 1. ITS Funded Staffing Levels

| IT Fund | FY 20 | FY 21 | FY 22 | FY 23 | FY 24 Plan |
|---|---|---|---|---|---|
| **Fund 0191 - 9-1-1 Technology Support** | 7.0 | 7.0 | 7.0 | 7.0 | 7.0 |
| **Fund 0197 - Radio Communications** | 28.2 | 28.5 | 30.1 | 29.5 | 29.5 |
| **Fund 0198 - Data Services** | 204.0 | 190.1 | 204.0 | 219.0 | 219.0 |
| Total | 239.2 | 225.6 | 241.1 | 255.5 | 255.5 |

### 2. Vacancies and Hiring Activities

- As of November 30, 2022, ITS had 61 vacancies out of the available 255.5 positions.
- As of November 30, 2022, of the 61 vacancies the disposition was:
    - 8 positions are actively posted
    - 14 had been previously posted and are undergoing review
    - 6 are at the interview stage
    - 12 are undergoing reclassification to re-align within the ITS department
    - 21 are awaiting posting

# Section 4: Cybersecurity Programs

## A. Awareness Training

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

- o Note employees with less than 25% of job function on technology are not required to complete cybersecurity training.

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

**All Phishing Testing Activity**



- ■ Deleted  ■ Failed  ■ Reported

31

Phishing Alert Report Comparison - Last 30 Days
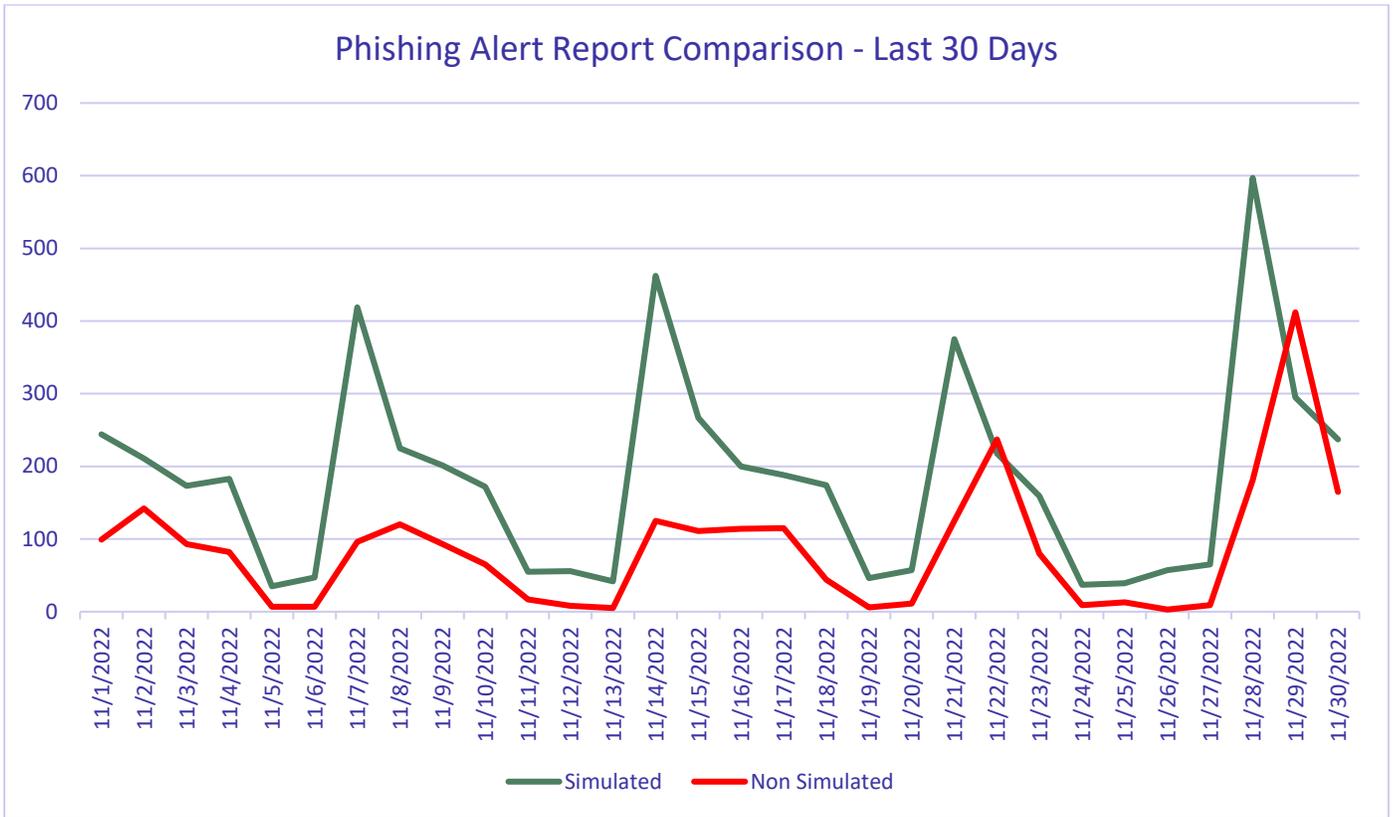
## B. Situational Awareness

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

### Capability Maturity Model Levels

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

Figure 3: Assessing Cybersecurity Maturity
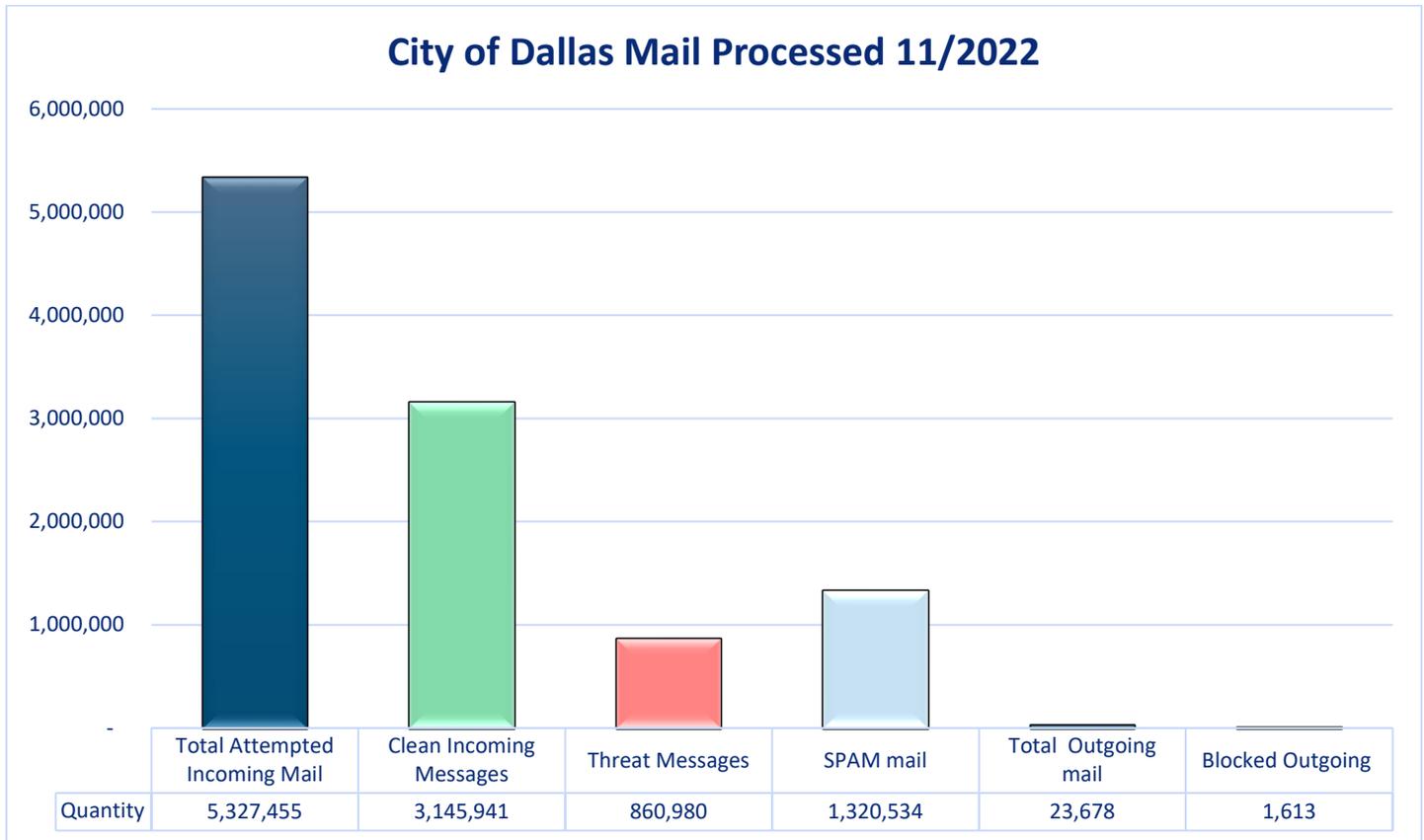
## C. Data Protection & Privacy

*1. Endpoint Protection*

Endpoint protection is a component of the organization's ability to handle daily malware. Devices connecting to the internet are subject to attacks. Attacks are mitigated through technologies monitoring systems in real-time reacting and responding attacks. Technologies like Firewall and Endpoint Detection/Response are in place to respond to those attacks. Below is the status for endpoint attack metrics.

**Endpoint Malware Remediated 11/2022**



**Amount of Malware attacks on Endpoint 11/2022**
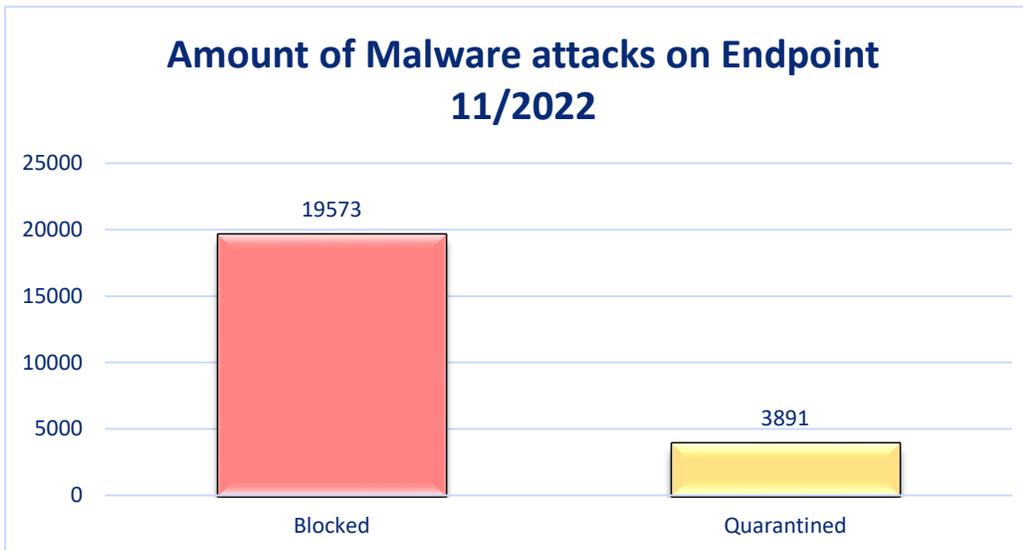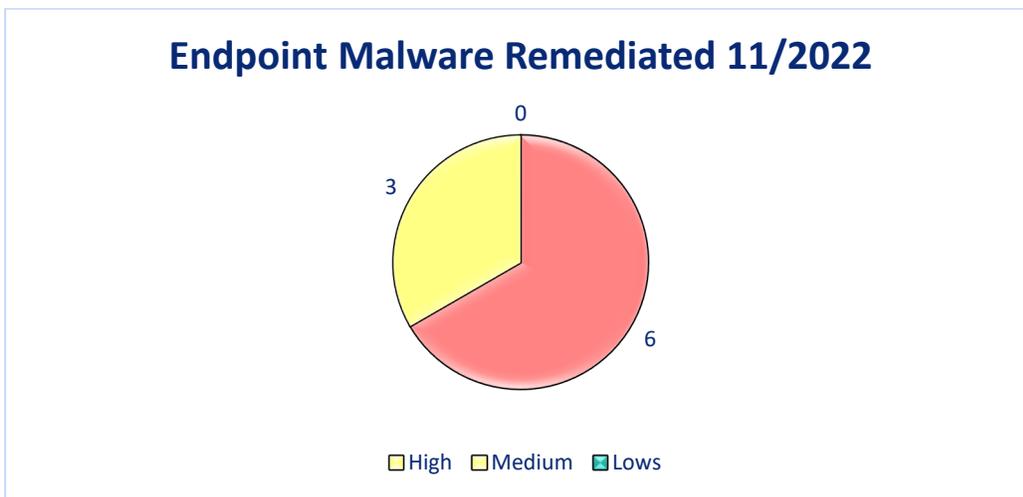
2. *Email Screening*

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

### City of Dallas Mail Processed 11/2022

| | Total Attempted Incoming Mail | Clean Incoming Messages | Threat Messages | SPAM mail | Total Outgoing mail | Blocked Outgoing |
|---|---|---|---|---|---|---|
| Quantity | 5,327,455 | 3,145,941 | 860,980 | 1,320,534 | 23,678 | 1,613 |

# Section 5:  IT Infrastructure

## A.  Network and Telecommunications (November 2022 Activities)

- o Completed the installation of the primary network circuit at the new 7800 Stemmons building.
- o The Red Cloud deployment in collaboration with Public Works is 90% completed.
- o The Library E-Rate project deployment of the new core network switch was completed in November.
- o During November began the broader circuit conversion for numerous City of Dallas locations to allow future growth by implementing a scalable network technology.
- o Building zone testing of the P25 Radio System has continued. This process includes City facilities as well as downtown high-rise office towers, convention center and public venues like American Airlines Arena. The 30 days burn-in testing began at the end of November with a limited group of Public Safety teams before the full Public Safety migration is completed.
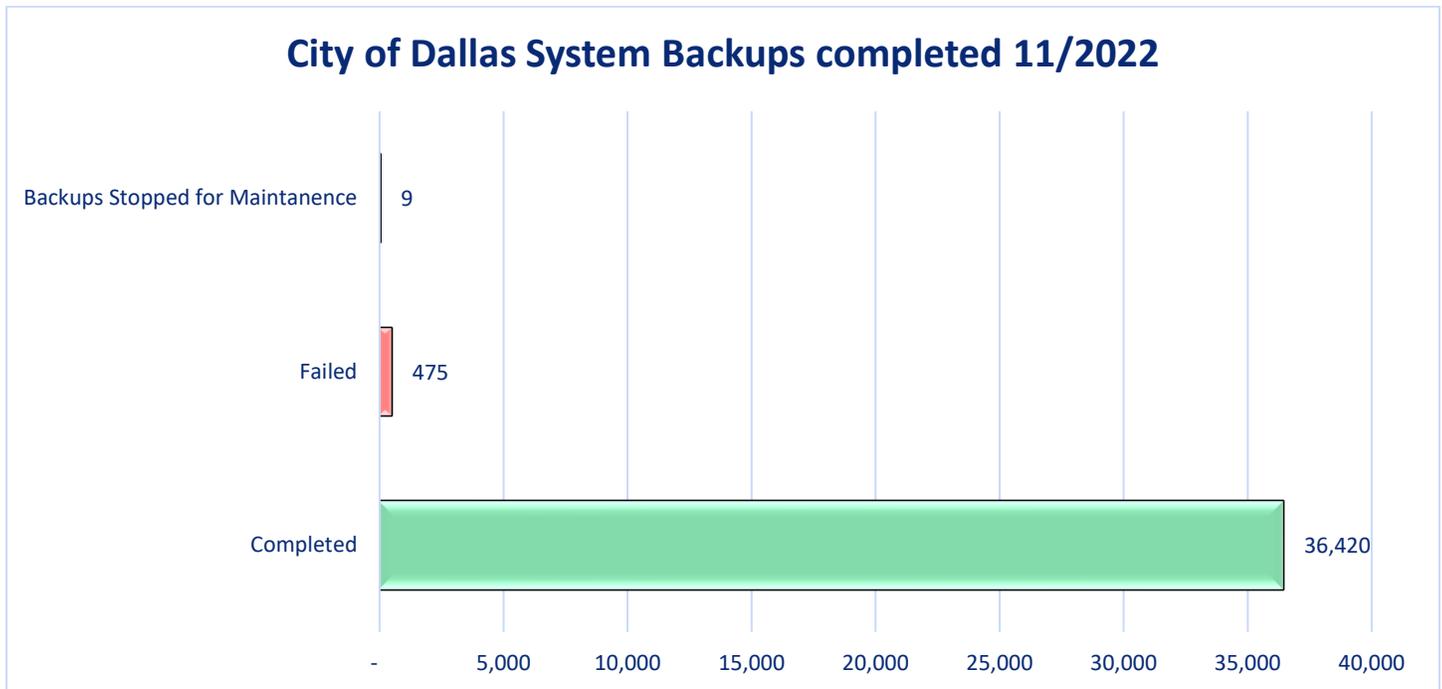
## B.  Compute & Storage (November 2022 Activities)

- o Completed the expansion of the virtual server host environment with the addition of two new hosts to provide additional capacity and redundancy.
- o Working with DPD completed the installation of 8 Briefcam servers at two City locations to support the Public Safety camera infrastructure.
- o Completed upgrades to the Microsoft System Center Configuration Manager (SCCM) to improve the City's ability to deploy software upgrades across the enterprise and maintain currency on software packages.
- o In November initiated the upgrade of end-user devices to the latest base operating system (OS) image to address security vulnerabilities.  2038 devices of inventory remaining to upgrade, down from 3500 in October.
- o Working with Microsoft, completed an Active Directory (AD) health assessment and will make changes based upon recommendations.
- o Completed a series of emergency patches to the Windows servers to remediate a memory leak that was impacting system performance.

## C. Data Center Improvements (November 2022 Activities)

- o Completed the decommissioning of additional hardware on the City's Data Center floor resulting in palettes of decommissioned hardware transferred to the City Store for disposition.
- o Facility storage areas containing used equipment have been cleaned and equipment sent to City Store for disposition.
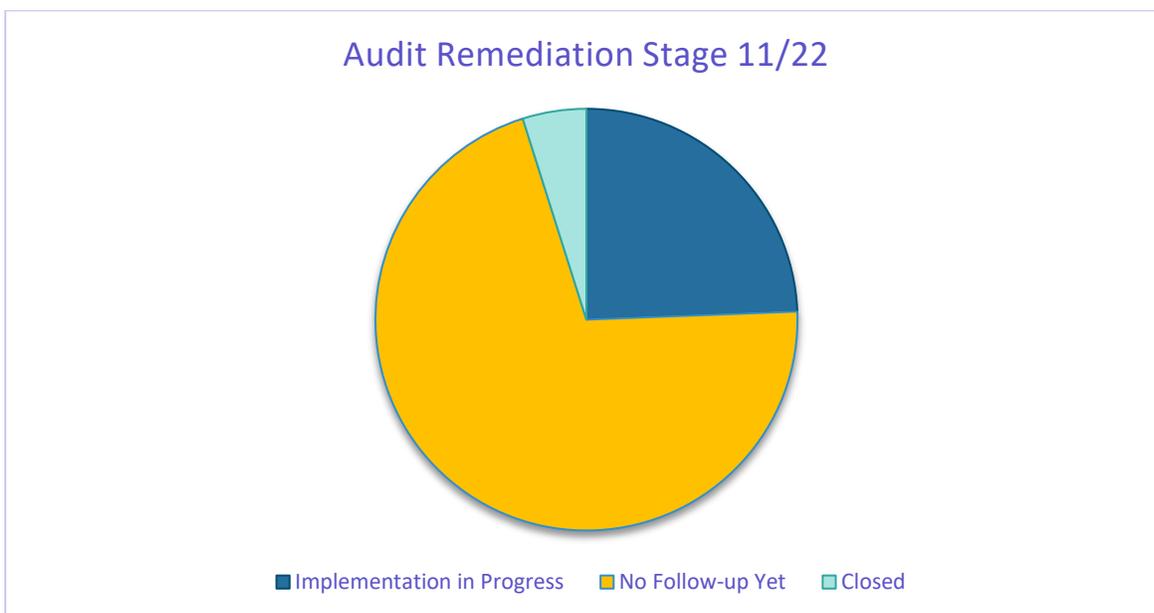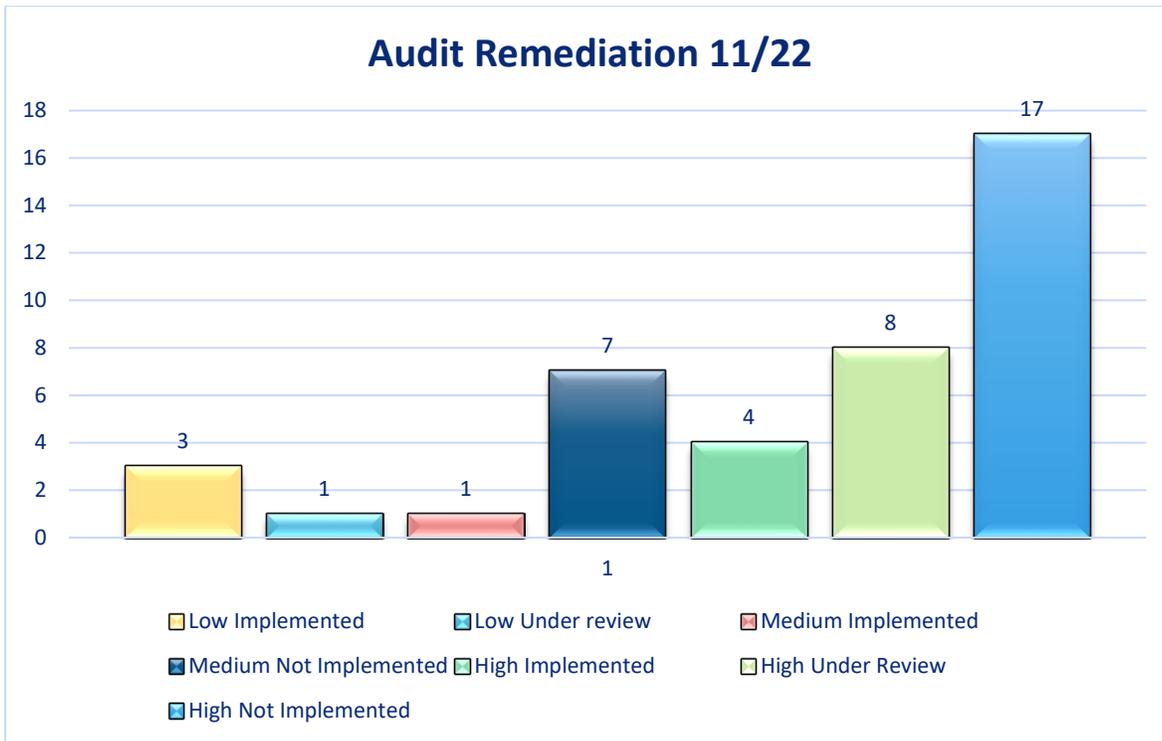
## D. Disaster Recovery and Business Continuity

A critical component of Disaster Recovery and Business Continuity practices is backing up critical data, testing data backups, and conducting exercises to ensure that data backups can be successfully utilized to restore business services. ITS tracks and regularly tests the backup processes, devices, and resulting storage to ensure our ability to utilize the backups in response to potential events. The following chart provides information on our backup processes.

**City of Dallas System Backups completed 11/2022**

| Category | Count |
|---|---|
| Backups Stopped for Maintanence | 9 |
| Failed | 475 |
| Completed | 36,420 |

## A. Audit

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

### Audit Remediation 11/22

| Category | Value |
|---|---|
| Low Implemented | 3 |
| Low Under review | 1 |
| Medium Implemented | 1 |
| Medium Not Implemented | 7 |
| High Implemented | 4 |
| High Under Review | 8 |
| High Not Implemented | 17 |

Legend: Low Implemented, Low Under review, Medium Implemented, Medium Not Implemented, High Implemented, High Under Review, High Not Implemented

### Audit Remediation Stage 11/22

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

**File #:** 22-2809

**Item #:** N.

City of Dallas Quarterly Investment Review
[City Controller's Office]

PUBLIC FUNDS ADVISORY

# City of Dallas

## Quarterly Investment Report

PRESENTED BY:

JASON HEADINGS, SR. VICE PRESIDENT
LINDA PATTERSON, PRESIDENT- PATTERSON GROUP

SEPTEMBER 30, 2022

MEEDER
PUBLIC FUNDS
PATTERSON GROUP

# Compliance Certification

MEEDER
PUBLIC FUNDS | PATTERSON GROUP

The undersigned have acknowledged that they have reviewed this quarterly investment report for the period ending September 30, 2022. The City officials designated as investment officers by the City's Investment Policy attest that all investments are in compliance with the Texas Public Funds Investment Act and the City's Investment Policy as adopted in Sec. 17.0 of the City's Investment Policy.

Jack Ireland
Chief Financial Officer

Sheri Kowalski
City Controller

Jenny Kerzman
Treasury Manager

# Executive Summary

- Through the September meeting Fed officials have now raised the Federal Funds target rate to the top end range of 3.00% with anticipation that they will hike two more times by year-end. The current hiking cycle is the fastest pace and most aggressive stance they have taken with the primary focus being to tame inflation as quickly as possible. Some leading economic indicators suggest some cooling pressures around the economy, but the Fed continues to cite a strong labor market as reason we could get a soft landing with respect to an economic downturn or recession

- During this past quarter, we continued adding positions beyond 3 years, as well as targeting dates to match upcoming debt payments. Our purchases included a mix of treasuries, secondary agency bonds, and new issue bonds created by our trading desk through reverse inquiries. Additionally, we were active in the new issue municipal bond space. The purchases increased the book yield of the portfolio from 0.70% to 1.79%, while only increasing the weighted average maturity (WAM) from 0.93 years to 1.25 years.  Our objectives are to continue to lengthen the portfolio and look for attractive new issues and secondary bonds, all while maintaining a proper balance of maturities over the next 12 months to allow us to continue to take advantage of higher reinvestment opportunities.

- Going forward, the City should expect the following areas of focus:
  - Continued cash flow analysis to identify the proper amount to be invested longer-term vs remaining liquid; and
  - Building balances in the 3 to 5-year maturity range in the portfolio while ensuring maturities are matched to upcoming debt payments within 1 year.
  - Continue to analyze the current portfolio for potential opportunities to restructure the portfolio for increased interest income. With the possibility of adding commercial paper to the portfolio with the proposed policy changes, we will be able to swap out of some existing securities into higher yielding commercial paper securities without impacting the weighted average maturity of the portfolio.
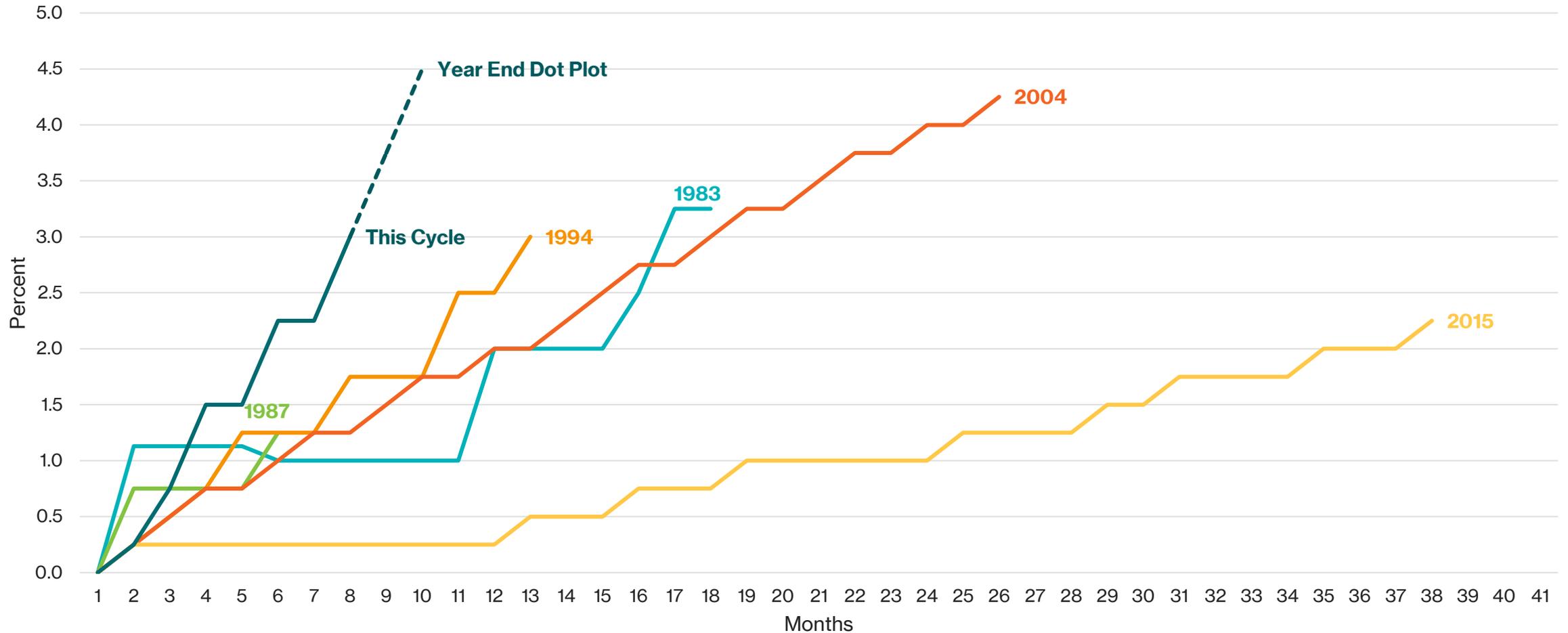
# Economic Update

# Fastest Rate Hiking Cycle

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

# US Treasury Yield Curves
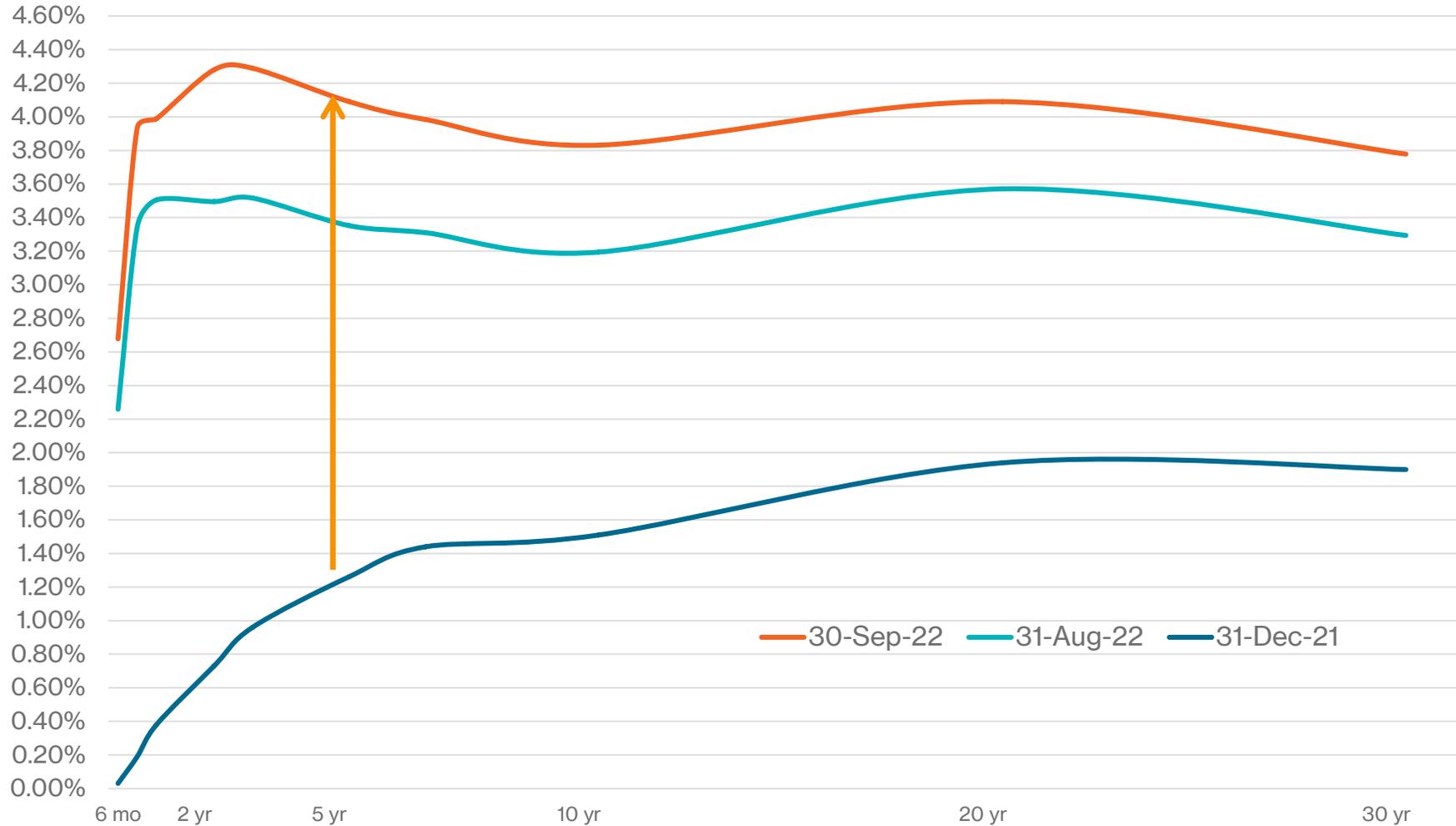


- Yield curve reflects Fed's guidance on faster pace of rate hikes
- Shape of the curve has flattened due to increased risk of recession
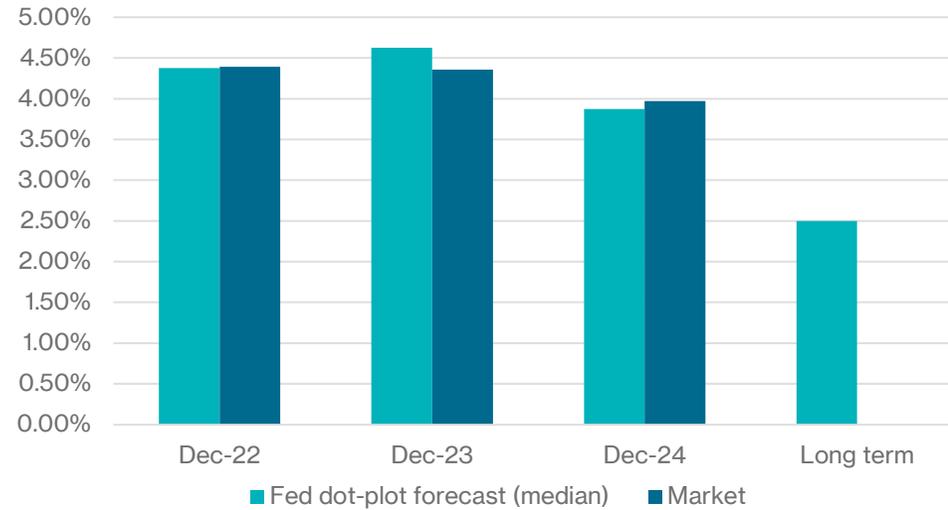- Yield curve inversion as 2-year to 10-year spreads are negative

SOURCE: BLOOMBERG AS OF 09/30/2022

FOR INFORMATIONAL PURPOSES ONLY. SEE IMPORTANT DISCLOSURES AT THE END OF THE PRESENTATION.

# Rates at a Glance

## U.S. Treasury Note Yields



Legend: 2-Year, 5-Year, 10-Year

## Fed Dot Plot



Legend: Fed dot-plot forecast (median), Market

## U.S. Treasury Yields

| Maturity | Sep '22 | Jun '22 | Change over Quarter | Sep '21 | Change over Year |
|----------|---------|---------|---------------------|---------|------------------|
| 3-Month | 3.27% | 1.67% | 1.60% | 0.04% | 3.23% |
| 1-Year | 3.99% | 2.78% | 1.21% | 0.07% | 3.92% |
| 2-Year | 4.28% | 2.96% | 1.32% | 0.28% | 4.00% |
| 5-Year | 4.09% | 3.04% | 1.05% | 0.97% | 3.13% |
| 10-Year | 3.83% | 3.02% | 0.82% | 1.49% | 2.34% |
| 30-Year | 3.78% | 3.19% | 0.59% | 2.05% | 1.73% |

## Yield Curves as of 9/30/2022



Legend: U.S. Treasury, Federal Agency, Corporates, A Rated

SOURCE: CME, BLOOMBERG AS OF 9/30/2022
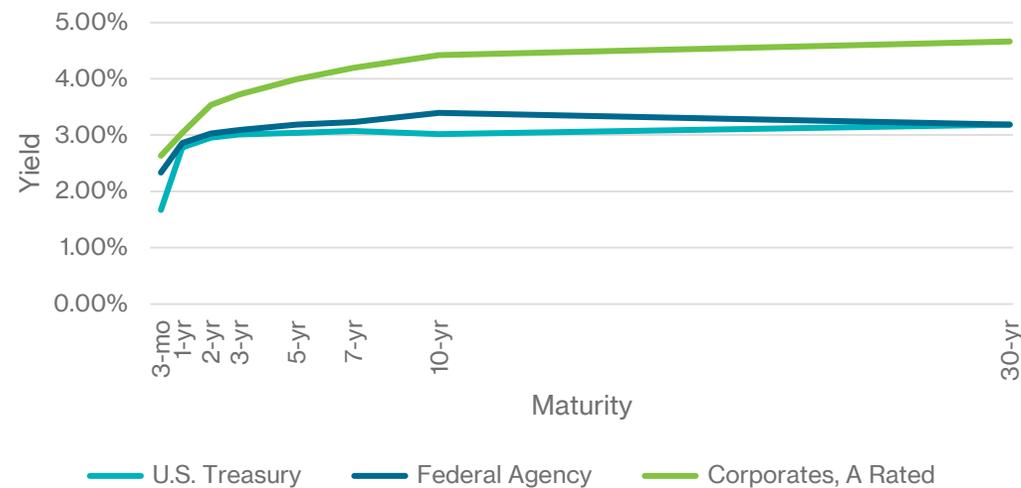
# Regional Economic Information

## Supply Chain-Disruptions Remain Widespread

Share of firms experiencing supply-chain disruptions (percent)

Legend: Feb. '21, Jun. '21, Sep. '21, Nov. '21, Feb. '22, May '22, Aug '22

All firms: 35, 61, 64, 70, 65, 65, 59
Manufacturing: 62, 86, 92, 92, 92, 83, 71
Services: 26, 52, 55, 62, 55, 59, 55

## Energy Activity

Dollars / Rig Count

Texas Rig Count
Oil Price — 93.7
Natural Gas Price (x10) — 88.1
371

2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022
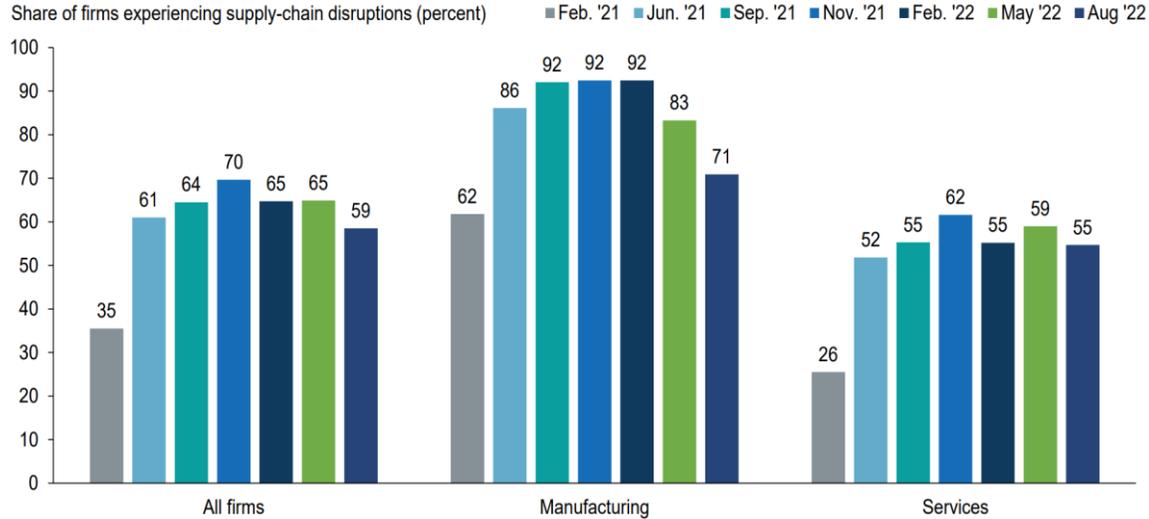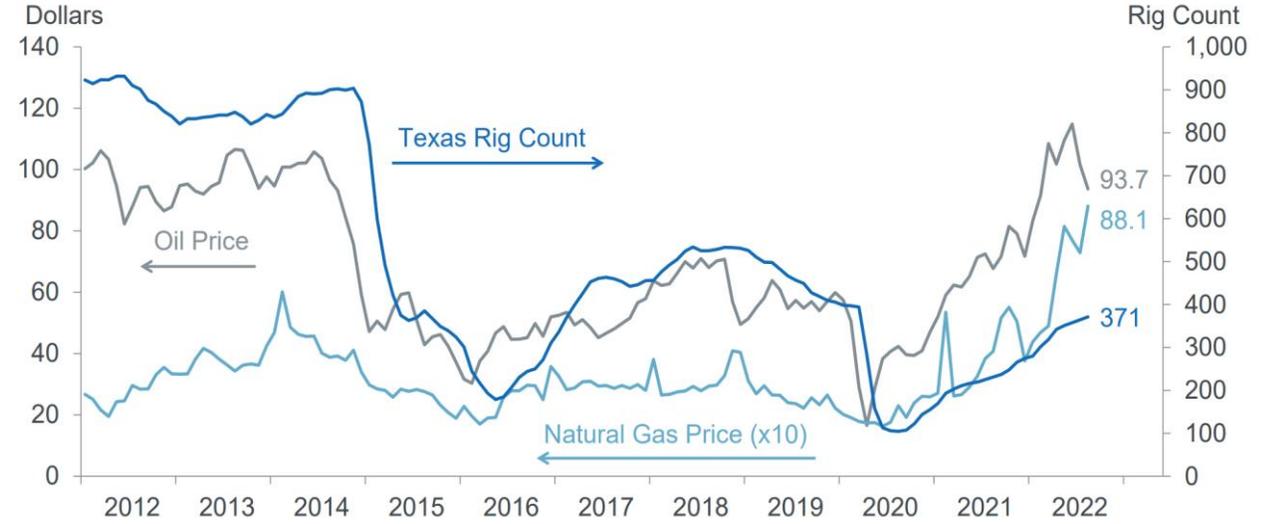
## Texas Job Growth Outpacing U.S. in Most Sectors

Job growth August 2022/July 2022 (percent)

Legend: U.S., Texas

| Sector | U.S. | Texas |
|---|---|---|
| Total | 2.5 | 0.0 |
| Trade, Transp. & Util. (20.0%) | 2.7 | -4.7 |
| Prof. & Bus. Serv. (15.4%) | 3.7 | -1.2 |
| Gov't (14.8%) | 0.4 | 1.8 |
| Educ. & Health Serv. (13.4%) | 3.4 | -1.1 |
| Leisure & Hosp. (10.6%) | 2.4 | 6.0 |
| Mfg. (6.9%) | 2.1 | 2.5 |
| Fin. Activ. (6.6%) | 2.3 | 2.7 |
| Constr. (5.8%) | 2.5 | -2.0 |
| Info. & Other Svcs (5.1%) | 1.9 | -0.3 |
| Oil & Gas, Mining Sup. (1.4%) | 22.9 | 16.8 |
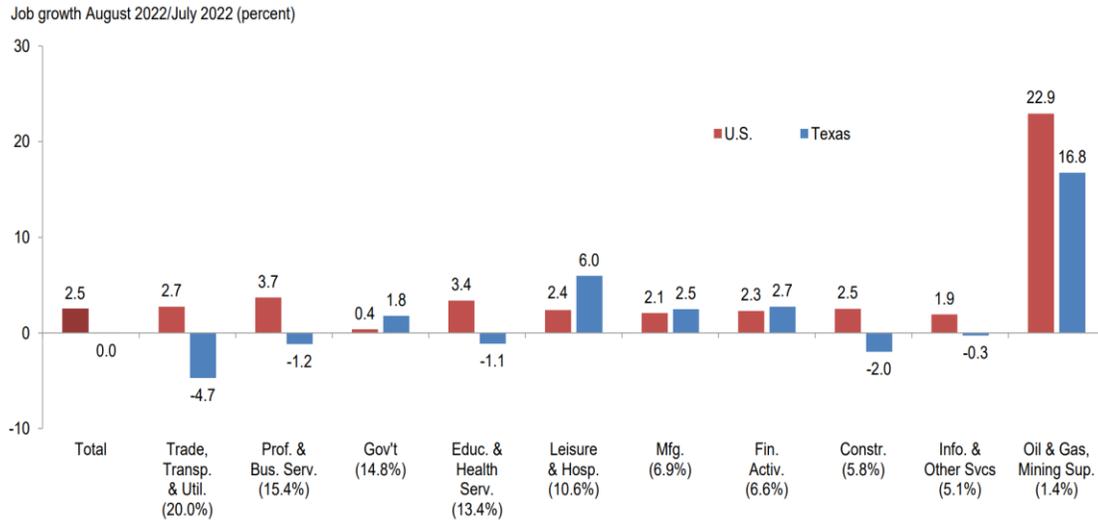
## Housing Starts and Sales Continue to Dip

Index, Jan 2013 = 100, 3MMA, SA / Interest rate, monthly average

Texas single-family housing permits — 199.7
Texas home sales — 140.9
30-year Fixed Rate Prime Mortgage — 5.8

2014 2015 2016 2017 2018 2019 2020 2021 2022

SOURCE: FEDERAL RESERVE BANK OF DALLAS

# Portfolio Review

# Quarterly Portfolio Summary – All Funds

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

| Portfolio as of June 30, 2022 | | Portfolio as of September 30, 2022 | |
| --- | --- | --- | --- |
| Beginning Book Value | $3,246,845,663 | Ending Book Value | $3,005,880,611 |
| Beginning Market Value | $3,214,884,418 | Ending Market Value | $2,943,775,465 |
| | | Investment Income for the period | $9,735,930 |
| Unrealized Gain/(Loss) | ($31,961,245) | Unrealized Gain/(Loss) | ($62,105,146) |
| | | Change in Unrealized Gain/(Loss) | ($30,143,901) |
| Weighted Average Maturity | 334 days | Weighted Average Maturity | 445 days |
| Weighted Average Yield | 0.72% | Weighted Average Yield | 1.81% |

| Portfolio Market Value by Fund | 6/30/2022 | 9/30/2022 | Change | Interest Earned |
| --- | --- | --- | --- | --- |
| Operating Portfolio | $3,100,866,505.95 | $2,829,754,003 | ($271,112,503) | $9,261,323.07 |
| Arts Endowment | $2,235,000.00 | $2,235,000.00 | $0.00 | $4,788.41 |
| DWU Commercial Paper Program | $13,960.15 | $13,960.15 | $0.00 | $65.02 |
| GO Commercial Paper Program | $20,768,952.08 | $20,772,502 | $3,549 | $102,436.87 |
| Ida Green Library Fund | $1,000,000.00 | $1,000,000.00 | $0.00 | $2,694.52 |
| Water Reserve | $90,000,000 | $90,000,000 | $0.00 | $364,621.92 |
| **Total** | **$3,214,884,418.18** | **$2,943,775,465** | **($271,108,953)** | **$9,735,929.81** |

# Portfolio Summary – Investment Pool
## As of 9/30/2022

**Your Portfolio**

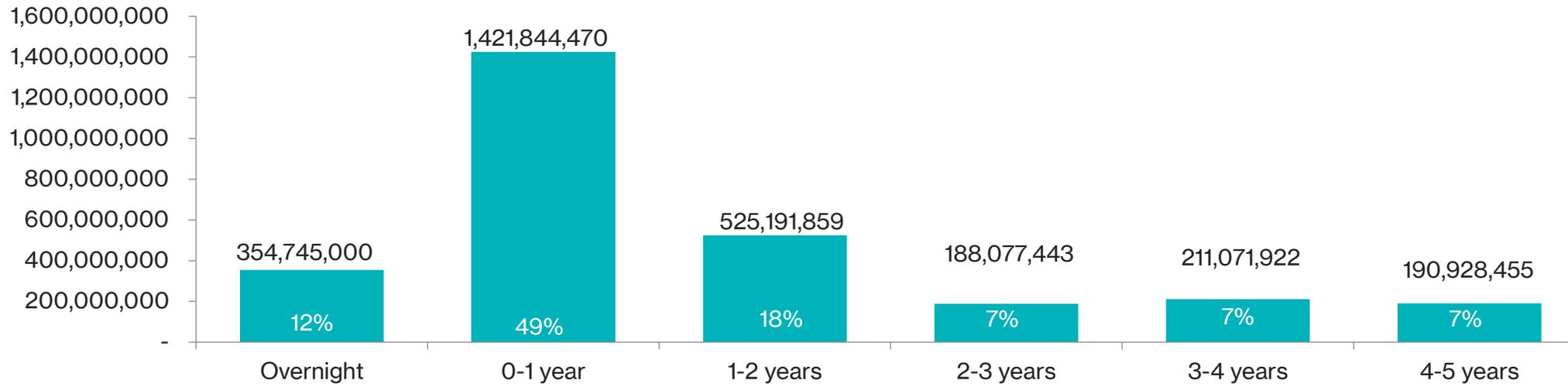| | |
|---|---|
| Cash/LGIPs | $354,745,000 |
| Securities Book Value | $2,537,114,149 |
| Total Portfolio Book Value | $2,891,859,149 |

**Your Securities**

| | |
|---|---|
| Weighted Average Maturity | 1.25 years |
| Weighted Average Yield | 1.79% |
| Estimated Annual Interest Income | $51,764,279 |

**Your Asset Allocation**



- US Government Agencies
- US Treasuries
- Municipal Obligations
- Local Government Investment Pools
- Money Market

Pie chart values: 63%, 23%, 13%, 0.17%, 0.15%

**Your Maturity Distribution**



| | Overnight | 0-1 year | 1-2 years | 2-3 years | 3-4 years | 4-5 years |
|---|---|---|---|---|---|---|
| Value | 354,745,000 | 1,421,844,470 | 525,191,859 | 188,077,443 | 211,071,922 | 190,928,455 |
| Percent | 12% | 49% | 18% | 7% | 7% | 7% |
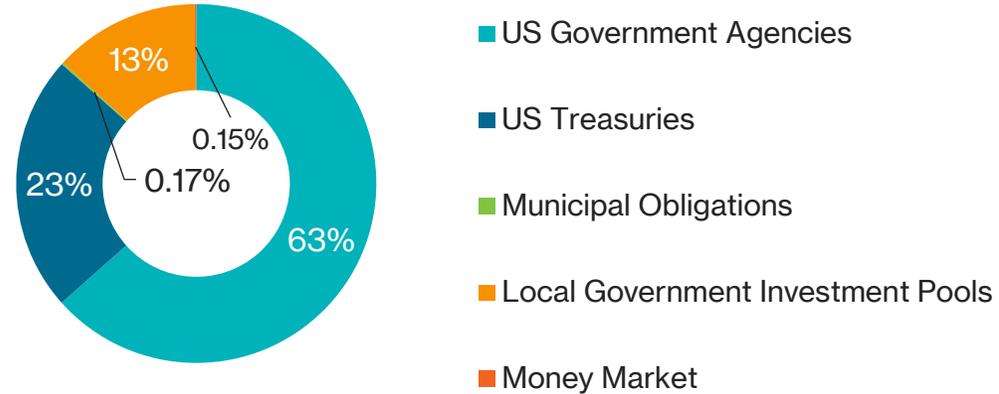
YIELD AND INTEREST INCOME INFORMATION IS ANNUALIZED. ALL YIELD INFORMATION IS SHOWN GROSS OF ANY ADVISORY AND CUSTODY FEES AND IS BASED ON YIELD TO MATURITY AT COST. PAST PERFORMANCE IS NOT A GUARANTEE OF FUTURE RESULTS.

# Asset Composition
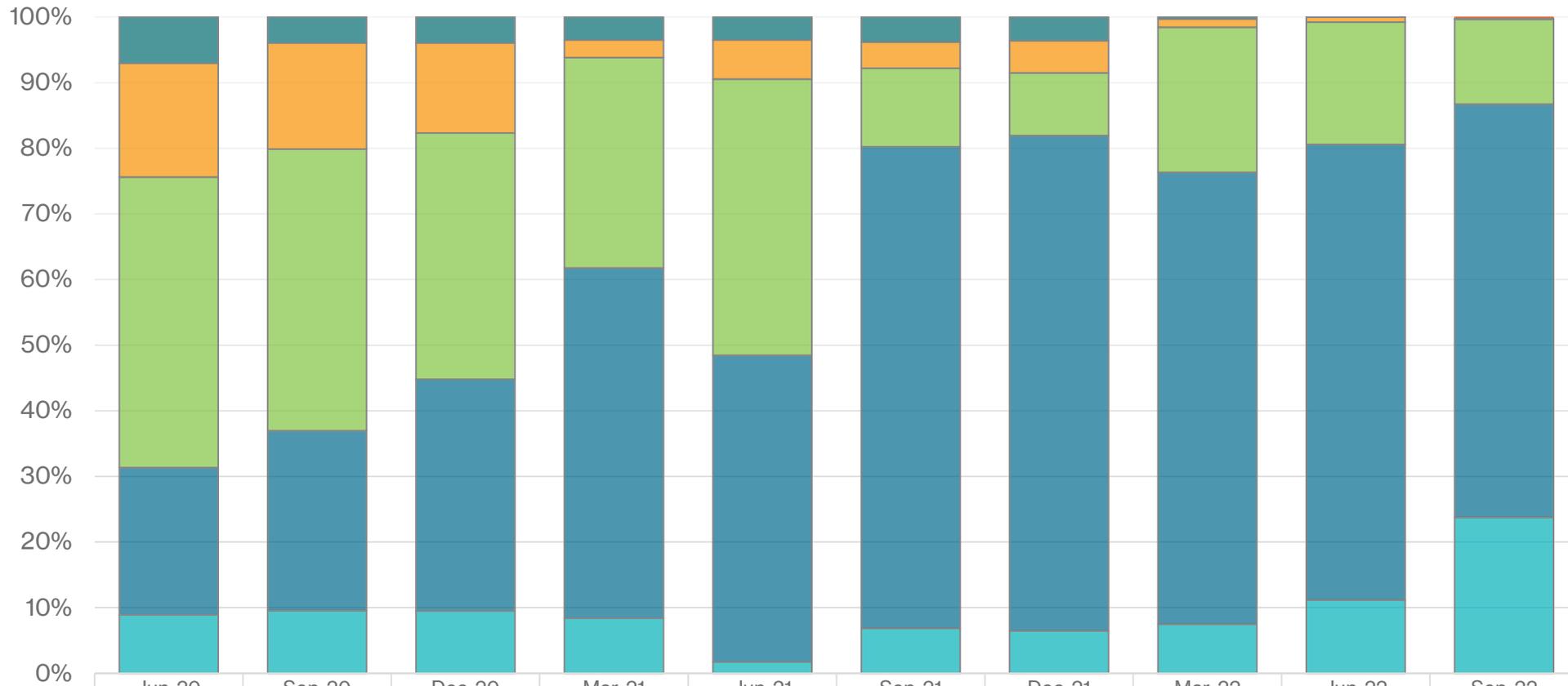


| | Jun-20 | Sep-20 | Dec-20 | Mar-21 | Jun-21 | Sep-21 | Dec-21 | Mar-22 | Jun-22 | Sep-22 |
|---|---|---|---|---|---|---|---|---|---|---|
| Municipal Obligations | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.17% |
| Cash & Equivalents | 7.05% | 3.98% | 3.97% | 3.51% |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

# Maturity Distributions

# Disclosures
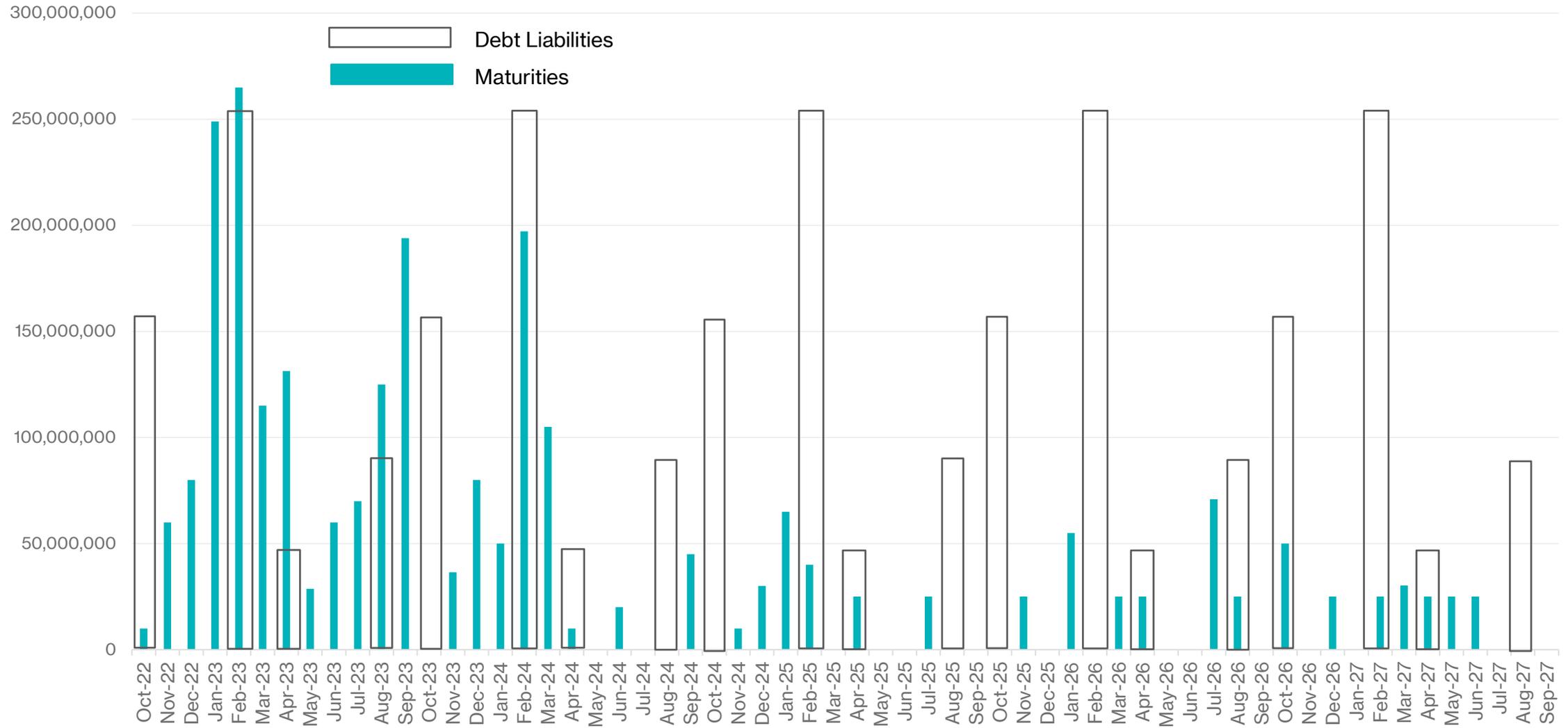
PAST PERFORMANCE IS NOT INDICATIVE OF FUTURE RESULTS.

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

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

Investment advisory services provided by Meeder Public Funds, Inc.

**Meeder Public Funds
Patterson Group**

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

800.817.2442

MEEDER

**PUBLIC FUNDS**
**PATTERSON GROUP**

Patterson-MPF.com

**File #:** 22-2796

**Item #:** O.

GPFM Committee Forecast

# GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT
## COMMITTEE FORECAST

| | TITLE | PRESENTER(S) |
|---|---|---|
| **TUESDAY, JANUARY 23, 2023, 1:00 P.M.** | | |
| **BRIEFING ITEMS** | Development Services – Monthly Technology Update and Metrics Review | Andrew Espinoza, Director, Development Services |
| | Office of the City Auditor Briefing on Internal Audit Reports Released Between December 3, 2022 and January 13, 2023 | Mark Swann, City Auditor |
| | Community Development Block Grant - Timely Expenditures of Funds | Janette Weedon, Director, Budget and Management Services |
| | City Equipment Accident Review | Risk Management |
| **BRIEFINGS BY MEMORANDUM** | Budget Accountability Report (Information as of September 30, 2022) | Budget & Management Services |
| | Technology Accountability Report (Information as of December 31, 2022) | Information & Technology Services |
| | Position Classification Action Process | Budget & Management Services |
| **MONDAY, FEBRUARY 27, 2023, 1:00 P.M.** | | |
| **BRIEFING ITEMS** | Development Services – Monthly Technology Update and Metrics Review | Andrew Espinoza, Director, Development Services |
| | Office of the City Auditor Briefing on Internal Audit Reports Released Between January 14, 2023 and February 17, 2023 | Mark Swann, City Auditor |
| | Dallas Central Appraisal District 2023/2024 Proposed Budget and Reappraisal Plan | Ken Noland, DCAD Chief Appraiser |
| | Fidelity Investments: Registered Independent Advisors and Personalized Planning & Advice | Katie Hickney, Vice President, Manager Director, Fidelity Investments; Sheri Kowalski, City Controller, City Controller's Office |
| **BRIEFINGS BY MEMORANDUM** | Budget Accountability Report (Information as of December 31, 2022) | Budget & Management Services |
| | Technology Accountability Report (Information as of January 31, 2022) | Information & Technology Services |
| | Quarterly Investment Report (Information as of December 31, 2022) | City Controller's Office |
| | Panhandling Diversion Update | Office of Homeless Solutions |