

**RECEIVED**

**2024 JUN 21 PM 12:17**

**CITY SECRETARY  
DALLAS, TEXAS**

**City of Dallas**

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

**Public Notice**

**240630**

**POSTED CITY SECRETARY  
DALLAS, TX**



**Government Performance and Financial  
Management Committee**

**June 24, 2024**

**1:30 PM**

This City Council Government Performance and Financial Management Committee meeting will be held by video conference and in the Council Briefing Room, 6th Floor at City Hall.

The public may attend the meeting virtually; however, City Hall is available for those wishing to attend the meeting in person.

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

The public may also listen to the meeting as an attendee at the following video conference link:

<https://dallascityhall.webex.com/dallascityhall/j.php? MTID=mc13a1a5af70e864b86235daf50c87a7b>

## Call to Order

### MINUTES

- 1     [24-2094](#)     Approval of the May 21, 2024 Government Performance and Financial Management Committee Meeting Minutes

**Attachments:**     [Minutes](#)

### DISCUSSION ITEMS

- A     [24-2093](#)     Review of and Update Regarding City Real Estate for Development and Redevelopment Opportunities  
[City Manager's Office]

**Attachments:**     [Memorandum](#)

### BRIEFING ITEMS

- B     [24-2083](#)     Briefing and Discussion of State Legislative Program for the 89th Legislative Session (2025)  
[Clifford Sparks, State Legislative Director, City Attorney's Office]

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

- C [24-2082](#) FY 2024-25 Planned Budget:
- Mayor and City Council Office  
[Nikki Christmas, Director, Mayor and City Council Office]
- City Attorney's Office  
[Tammy L. Palomino, City Attorney, City Attorney's Office]
- Budget and Management Services  
[Janette Weedon, Director, Budget & Management Services]
- City Manager's Office  
[Elizabeth Saab, Chief of Strategy, Engagement, and Alignment, City Manager's Office]
- Attachments:** [Presentation](#)  
[Presentation](#)  
[Presentation](#)  
[Presentation](#)

**BRIEFING MEMOS**

- D [24-2086](#) Budget Accountability Report as of May 31, 2024  
[Budget and Management Services]
- Attachments:** [Report](#)
- E [24-2087](#) Technology Accountability Report as of May 31, 2024  
[Information & Technology Services]
- Attachments:** [Report](#)
- F [24-2088](#) Dallas365 Performance Measures as of May 31, 2024  
[Budget & Management Services]
- Attachments:** [Memorandum](#)
- G [24-2098](#) Resolution Authorizing the Selection of an Underwriting Syndicate for the Issuance of Bonds Related to the Kay Bailey Hutchison Convention Center Dallas Venue Project and Fair Park Venue for Fiscal Year 2025  
[City Controller's Office]
- Attachments:** [Memorandum](#)
- H [24-2100](#) Texas Water Development Board Grant and Loan for Flood Infrastructure Funding  
[City Controller's Office]
- Attachments:** [Memorandum](#)

- I     [24-2101](#)     Extension of the Waterworks and Sewer System Commercial Paper  
Notes, Series F and Series G  
[City Controller's Office]

**Attachments:**     [Memorandum](#)

**ADJOURNMENT**

**EXECUTIVE SESSION NOTICE**

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

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



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-2094

**Item #:** 1

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Approval of the May 21, 2024 Government Performance and Financial Management Committee Meeting Minutes

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, MAY 21, 2024

24-0012

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

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

ABSENT: [0]

The meeting was called to order at 1:01 p.m. with a quorum of the committee present.

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

After all business properly brought before the committee had been considered, the meeting adjourned at 3:11 p.m.

\_\_\_\_\_  
Chair

ATTEST:

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

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

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

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

The briefing materials for this meeting are filed with the City Secretary's Office as EXHIBIT C.

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

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

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, MAY 21, 2024

EXHIBIT A



**RECEIVED**

**2024 MAY 17 PM 12:24**

**CITY SECRETARY  
DALLAS, TEXAS**

**City of Dallas**

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

**Public Notice**

**2 4 0 5 1 4**

**POSTED** CITY SECRETARY  
DALLAS, TX



**Government Performance and Financial  
Management Committee**

**May 21, 2024**

**1:00 PM**

## 2023 CITY COUNCIL APPOINTMENTS

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

(C) – Chair, (VC) – Vice Chair

\* Updated:2/22/24

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

## General Information

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

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

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

## Rules of Courtesy

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

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

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

## Información General

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

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

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

## Reglas de Cortesía

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

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

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

## **Handgun Prohibition Notice for Meetings of Governmental Entities**

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

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

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

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

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

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

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<https://dallascityhall.webex.com/dallascityhall/j.php?MTID=m01e2f11ee30b9c27bc292a0a6659f421>

### Call to Order

### MINUTES

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

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

### DISCUSSION ITEMS

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

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

### BRIEFING ITEMS

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

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

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

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

- D. [24-1663](#) FY 2024-25 Planned Budget:
- Information & Technology Services  
[Dr. Brian Gardner, Interim Chief Information Officer, Information & Technology Services]
- Data Analytics & Business Intelligence  
[Dr. Brita Andercheck, Chief Data Officer, Data Analytics & Business Intelligence]
- City Controller's Office  
[Sheri Kowalski, City Controller, City Controller's Office]
- Civil Service  
[Jarred Davis, Director, Civil Service]
- Attachments:** [Presentation](#)  
[Presentation](#)  
[Presentation](#)  
[Presentation](#)
- E. [24-1668](#) Atmos Dallas Annual Rate Review  
[Nick Fehrenbach, Manager of Regulatory Affairs, Budget & Management Services]
- Attachments:** [Presentation](#)

**BRIEFING MEMORANDUM**

- F. [24-1665](#) GPFM Two-Month Forecast
- Attachments:** [Forecast](#)
- G. [24-1693](#) Banking Depository Services Update  
[City Controller's Office]
- Attachments:** [Memorandum](#)
- H. [24-1666](#) Budget Accountability Report (Information as of March 31, 2024)  
[Budget & Management Services]
- Attachments:** [Report](#)
- I. [24-1667](#) Technology Accountability Report (Information as of April 30, 2024)  
[Information & Technology Services]
- Attachments:** [Report](#)

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

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

**ADJOURNMENT**

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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]
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MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, MAY 21, 2024

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

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

Councilmember Blackmon moved to adopt the minutes as presented.

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

DISCUSSION ITEMS

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

The committee discussed the item.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

BRIEFING ITEMS

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

The following individuals briefed the committee on the item:

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

BRIEFING ITEMS

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

The following individual briefed the committee on the item:

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

Councilmember Mendelsohn moved to forward the item to city council.

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

BRIEFING ITEMS

Item D: FY 2024-25 Planned Budget:

- Information & Technology Services
- Data Analytics & Business Intelligence
- City Controller’s Office
- Civil Service

The following individuals briefed the committee on the item:

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

BRIEFING ITEMS

Item E: Atmos Dallas Annual Rate Review

The following individual briefed the committee on the item:

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

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

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

Motion seconded by Councilmember Resendez and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 21, 2024

BRIEFING MEMOS

Item F: GPFM Two-Month Forecast

Item G: Banking Depository Services Update

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

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

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

The committee discussed the items.



MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, MAY 21, 2024

EXHIBIT C



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-2093

**Item #:** A

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



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-2083

**Item #:** B

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Briefing and Discussion of State Legislative Program for the 89<sup>th</sup> Legislative Session (2025)  
[Clifford Sparks, State Legislative Director, City Attorney's Office]

# Consideration of 2025 Legislative Priorities

Government Performance and Financial  
Management Committee  
June 24, 2024

Clifford Sparks  
Legislative Director



City of Dallas

# Overview

- Determining Priorities
- Previously Submitted Legislative Priorities
- Next Steps

Texas State Capitol  
Austin, TX



# Determining Priorities

- Considerations
  - Primary runoff election results and impact
  - Political environment



# Previously Submitted Legislative Items on Dec. 12, 2023



## Item

Pursue revenue streams that could support future public safety and pension obligations.

Ensure privacy and security of resident and commercial data.

Require mandatory disclosure of residential and commercial real estate prices.

Establish a database of homestead exemptions.

Preserve local authority to collect franchise fee revenues.

Expand options for publication of legal notices.

Amend Government Code Chapter 2274 regarding prohibition from service contracts with institutions that have policies that may restrict gun or ammunition sales and fossil fuels investments

Clarify the local government procurement process to include price consideration of purchasing goods.

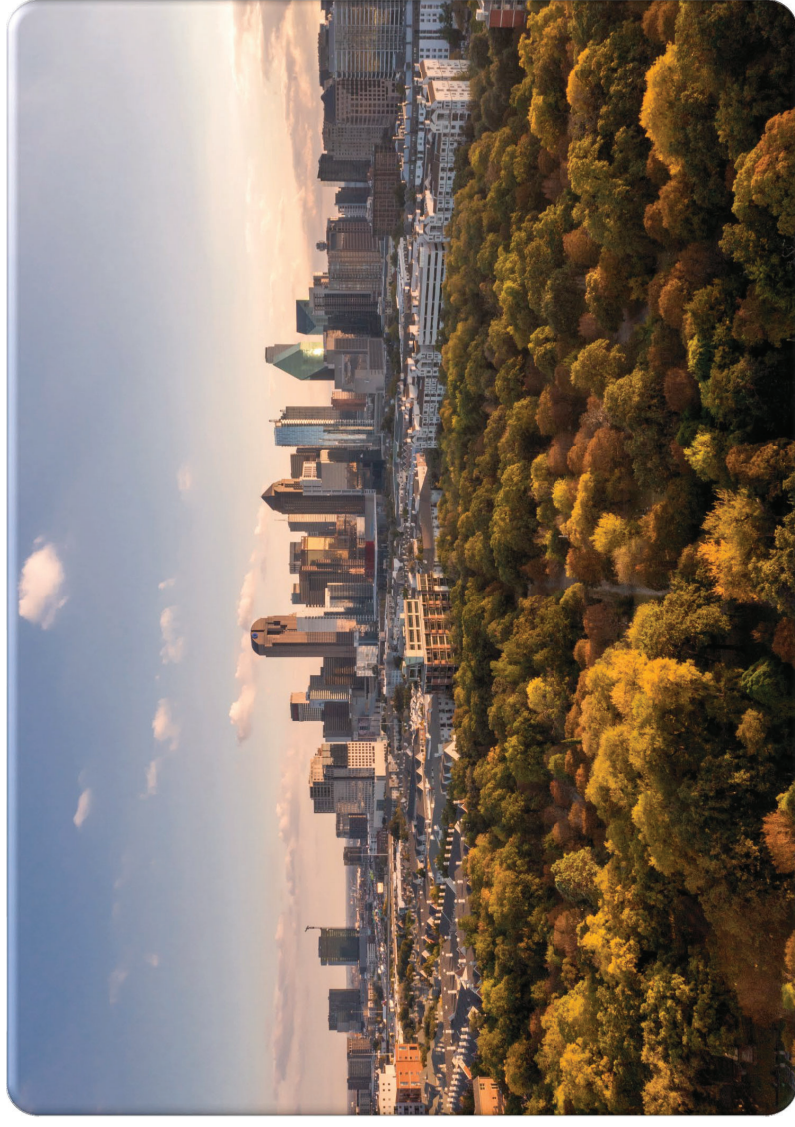
Support flexibility for local government election dates.

Expand opportunities to grow the tax base and generate revenue for city priorities and obligations. Including but not limited to authorization, licensing, and regulation of casino gaming, sports wagering and card rooms in the state.



# Next Steps

- Receive and incorporate committee feedback on current memo of proposed legislative items received on January 10th.
- City Council adoption of legislative programs.
- Outreach to delegation members.





# Consideration of 2025 Legislative Priorities

Government Performance and Financial  
Management Committee  
June 24, 2024

Clifford Sparks  
Legislative Director



City of Dallas



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-2082

**Item #: C**

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FY 2024-25 Planned Budget:

Mayor and City Council Office

[Nikki Christmas, Director, Mayor and City Council Office]

City Attorney's Office

[Tammy L. Palomino, City Attorney, City Attorney's Office]

Budget and Management Services

[Janette Weedon, Director, Budget & Management Services]

City Manager's Office

[Elizabeth Saab, Chief of Strategy, Engagement, and Alignment, City Manager's Office]

# Mayor and City Council

Government Performance &  
Financial Management  
June 24, 2024

Nikki Christmas, Director (I)  
Mayor and City Council



City of Dallas

# Purpose

- Provide an overview of the Mayor and City Council office
- Highlight department services and activities

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

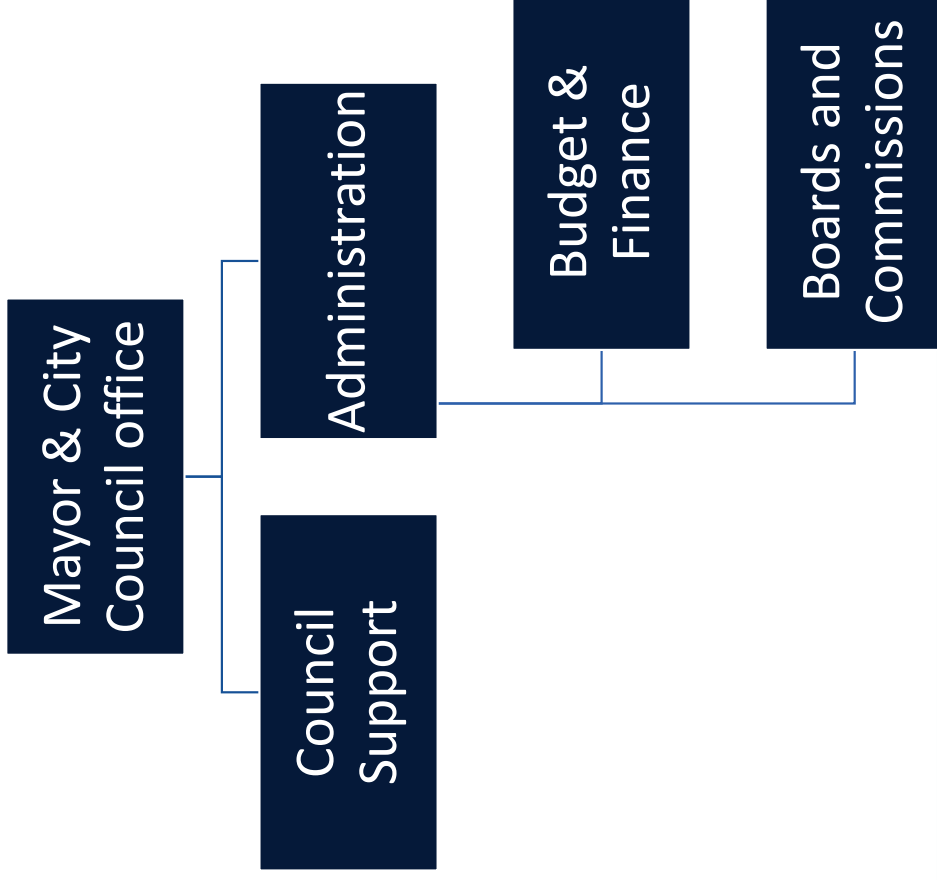


# Role of the Department / Fact Sheet

- The mission of the Mayor & City Council office is to serve as a catalyst for meaningful engagement flowing between residents, elected officials, and staff through empathy, ethics, excellence, equity and engagement.
- **Department Goals:**
  - Foster public engagement and increase outreach into community
  - Enhance MCC department financial reporting and compliance through process improvement and technology adoption
  - Provide outreach support to Council Members to ensure all Boards and Commissions have a vacancy rate under 40 percent
  - Maintain 90 percent submission rate of Annual Reports for Boards and Commissions



# Organizational Chart



# Total Budget – All Funds



Service	FY 2023-24 Budget	FY 2024-25 Planned
General Fund	\$7,399,447	\$7,614,589
Grant Funds	0	0
Trust & Other Funds	0	0
Total	\$7,399,447	\$7,614,589

- The change in funding between FY2023-24 Budget and FY 2024-25 Planned is due to anticipated costs associated with 2025 inauguration (\$40K), and adjustments for costs such as employee health benefits, employee retirement adjustments, merit pay adjustments and internal service charges.



# Position Overview



Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
General Fund	70	70	0
Grant, Trust, and Other Funds	0	0	0
Total	70	70	0





# Budget Summary by Service



Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Administrative Support for the Mayor and City Council	\$6,342,345	\$7,399,447	\$7,134,478	\$7,614,589
Expense Total	\$6,342,345	\$7,399,447	\$7,134,478	\$7,614,589

\* January 2024 Forecast



# Operating Expense and Revenue



Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	\$5,041,483	\$5,946,756	\$5,681,787	\$6,109,544
Supplies - Materials	41,460	62,247	61,400	58,092
Contractual – Other Services	1,259,402	1,390,444	1,391,290	1,446,953
Capital Outlay	0	0	0	0
Reimbursements	0	0	0	0
Department Expense Total	\$6,342,345	\$7,399,447	\$7,134,478	\$7,614,589
Department Revenue Total	\$0	\$0	\$0	\$0

\*January 2024 Forecast



# Performance Measures



Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Percentage increase in public participation at council district townhall meetings	10.0%	10.0%	N/A	10.0%
Number of professional development hours for MCC staff	17	20	N/A	20
Number of City initiative communications distributed	32,300	12,000	5,000	12,000
Number of public engagements with 2 or more Council Members	13	10	4	10
Average number of equity and inclusions professional development hours per MCC employee	8	8	2	8

\*FY 2023-24 – 1Qtr Report





# Summary of Services, Programs and Activities

## Summary of Services, Programs, and Activities



- Provides policy communications and administrative support to elected officials
- Serve as constituent liaisons to elected officials through resident communication and issue resolution with other City departments
- Initiate community outreach opportunities for elected official on City initiatives
- Research policy and programs on behalf of elected officials
- Coordinate neighborhood events, district meetings, and townhalls



## Summary of Services, Programs, and Activities (cont'd)



- Disseminate important information to residents and stakeholders
- Aid in appointment, administration, and onboarding of volunteers for board and commission involvement and engagement
- Assist elected officials in timely submission of charter-mandated reports such as 15A
- Work with City Auditor's Office and City Controller's Office in response to auditing of all officeholder accounts and boards & commissions
- Assist City departments in responding to resident requests and inquiries





# Update on Budget Initiatives

# Update on Budget Initiatives

- **Initiative - Annual Boards & Commission Event**
  - Annual luncheon hosted on April 20, 2024 to recognize boards and commission members as well as long-standing appointees
  - 180 members in attendance
  - Opportunity to encourage and highlight cross-district partnerships and collocation that promote engagement and equitable participation
  - Recognizes diverse populations representing the City on its boards and commissions





# Update on Budget Initiatives

- **Initiative – Establish District Offices**
  - Since FY2018-19, eight (8) community district offices have been opened.
    - Districts with offices opened: 3,4,6,7,8,10,11 and 12
    - Districts with offices opening in FY2024: 2 and 6
  - Community district offices provide residents with proximal access to City resources and staff for community concerns and programs. These offices allow for City facilities to be repurposed to increase utility be residents.
  - Encourages equitable access to City facilities and available resources



# Update on Budget Initiatives

- **Initiative – Hire policy analyst positions**
  - Instituted position in each district office to provide support by performing research and analysis of complex policy issues, development recommendation, and provide advice and guidance to the Council Member on existing and proposed legislation, supporting the community by providing information, direction, and awareness of City programs, services and projects.
  - Opportunity to encourage cross-district partnerships and collaboration for enhanced engagement amongst residents and the City of Dallas.
  - Position focuses on communication efforts of districts to aid in equitable dissemination of important information and programs



# Mayor and City Council

Government Performance &  
Financial Management  
June 24, 2024

Nikki Christmas, Director (I)  
Mayor and City Council



# City of Dallas

**City Attorney's Office**  
**FY24-25 Budget Proposal**

**Government Performance and  
Financial Management Committee**  
**June 24, 2024**

Tammy L. Palomino  
City Attorney



**City of Dallas**

# Purpose

- Provide an overview of the City Attorney's Office.
- Highlight organization and services.

- Briefing reflects FY 2024-25 planned budget as developed in summer 2023.
- The starting point of every budget development process (February – September) is the planned budget from prior year.
- Revenue and expenditure assumptions may change before CMO recommendation on August 13, 2024.



## **Charter Provisions Related to Budget**

### **Chapter XI, Section 2.**

- Every department of the city government *not* under the direct control of the city manager, shall furnish to the city manager, for use in the preparation of recommendations to the council regarding the annual budget, a detailed budget estimate of the needs and requirements of such department for the coming year.

### **Chapter VII, Section 2.**

- The city attorney and all assistant city attorneys shall devote their entire time to the service of the city.



# City Attorney's Office



## **Mission**

To provide the highest quality legal services to the City Council, city departments, and boards and commissions in the most ethical, timely, efficient, and cost-effective manner.

## **Goals**

- ✓ Timely respond to City Council and department requests for legal services.
- ✓ Actively pursue state law and city ordinance violations that affect residents' quality of life and negatively impact the community.
- ✓ Zealously defend claims and litigation against the city, its officials, and employees.
- ✓ Continue to develop in-house legal expertise in various areas of practice to minimize the financial impact on taxpayers.



# City Attorney's Office – Overview of Organization



## General Counsel

- Ordinances and Resolutions
- Legal Opinions
- Contracts, Agreements, and Administrative Actions
- Open Records Requests
- Legal Advice to City Council and City Departments
- Advise and Represent City Council, City Council Committees, and City's Boards and Commissions



## Litigation

- Claims and Lawsuits
- Pre-litigation Claims Investigations and Advice
- Administrative Hearings
- Affirmative Litigation
- Class C Misdemeanor Offenses
- Community Courts
- Community Engagement and Compliance
- Collections
- Appeals
- Training for Employees and Officials



## Inspector General

- Ethics, Fraud, Waste, and Abuse Investigations
- Advisory Ethics Opinions
- Training on Code of Ethics



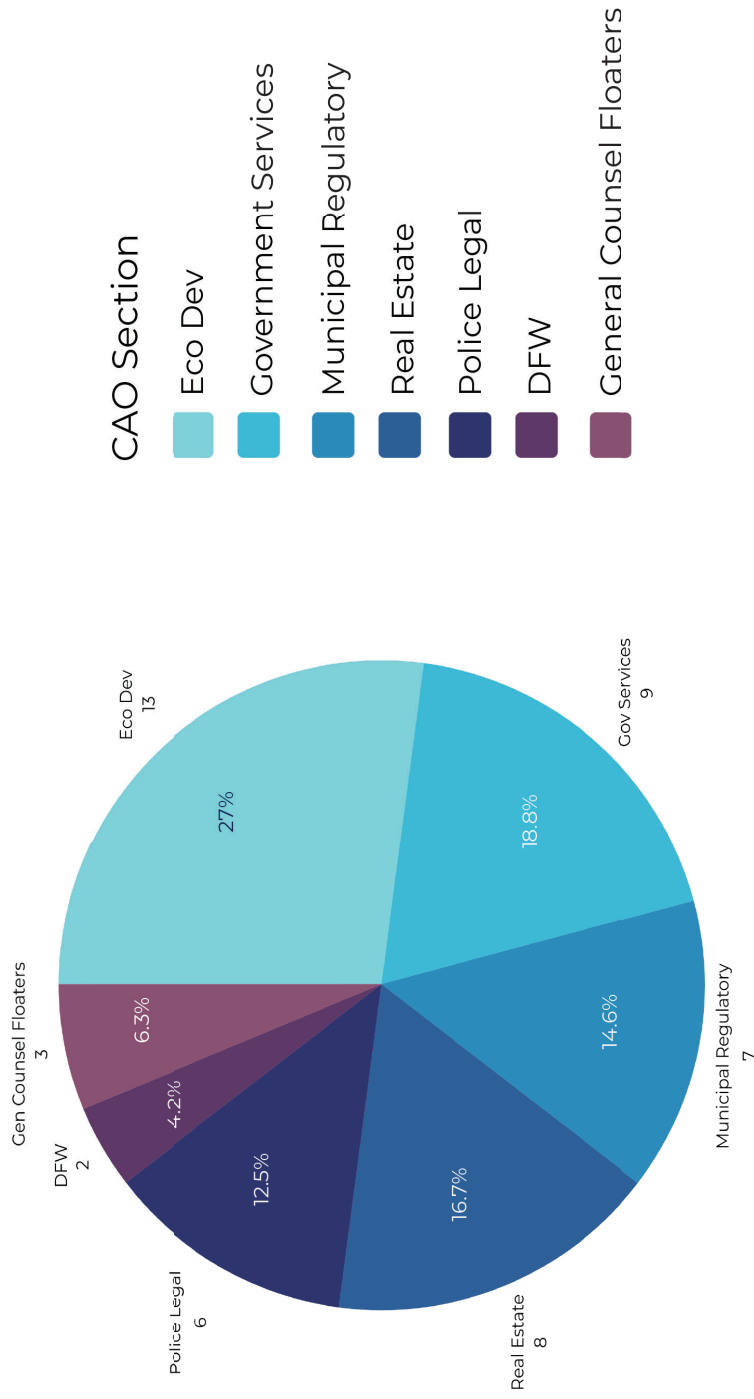


# General Counsel Division

- The General Counsel Division provides legal services to city council and departments that include a wide range of municipal transactions.
- The General Counsel Division is organized into six practice areas and responsibilities based on the functions of the city and city council priorities.
- The General Counsel Division drafts ordinances and resolutions; negotiates complex contracts, including information technology, utility, aviation, and franchise agreements; provides legal advice to city council and more than 50 city departments on housing and economic development, sanitation, aviation, water utilities, and procurement; finance, bonds, tax, budget, retirement, benefits, election, land use, building codes, ethics and conflicts of interest, transportation, construction, as well as police, fire, and emergency services policies, procedures, and practices; and advises and represents the city council, city council committees, and a variety of boards and commissions.



# General Counsel Attorneys and Support



Total Number of Full Time Employees 48

# General Counsel Workload/Priorities



Top 10 Volume Departments Oct 2022 - Mar 2023



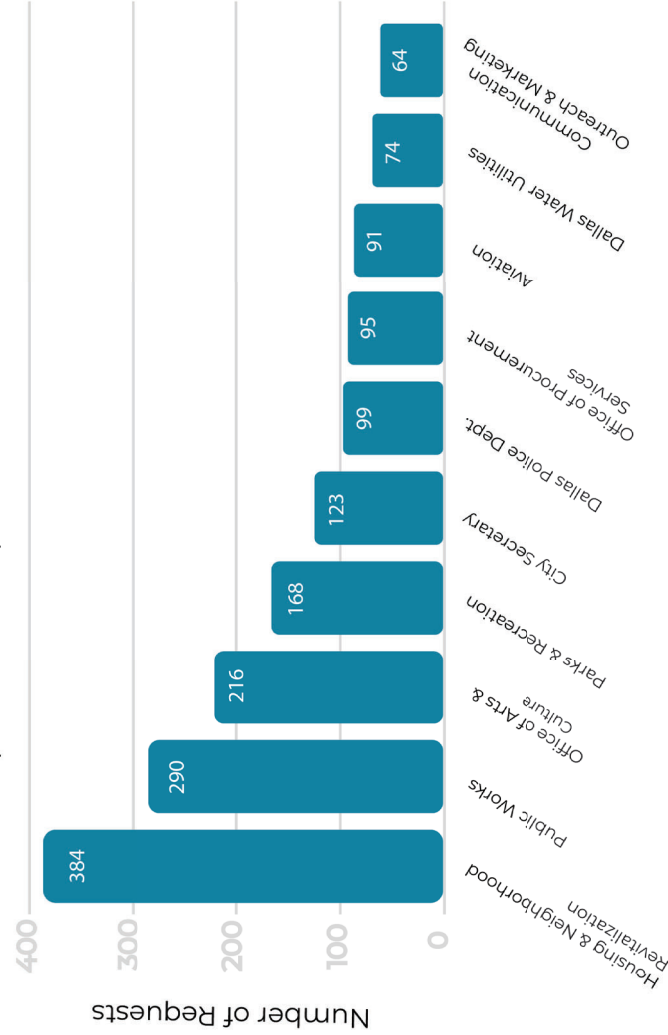
**3217**

Total Number of Matters  
Oct 2022 – March 2023

**199**

Total Number of Rushes  
Oct 2022 – March 2023

Top 10 Volume Departments Oct 2023 - Mar 2024



**2796**

Total Number of Matters  
Oct 2023 – March 2024

**184**

Total Number of Rushes  
Oct 2023 – March 2024

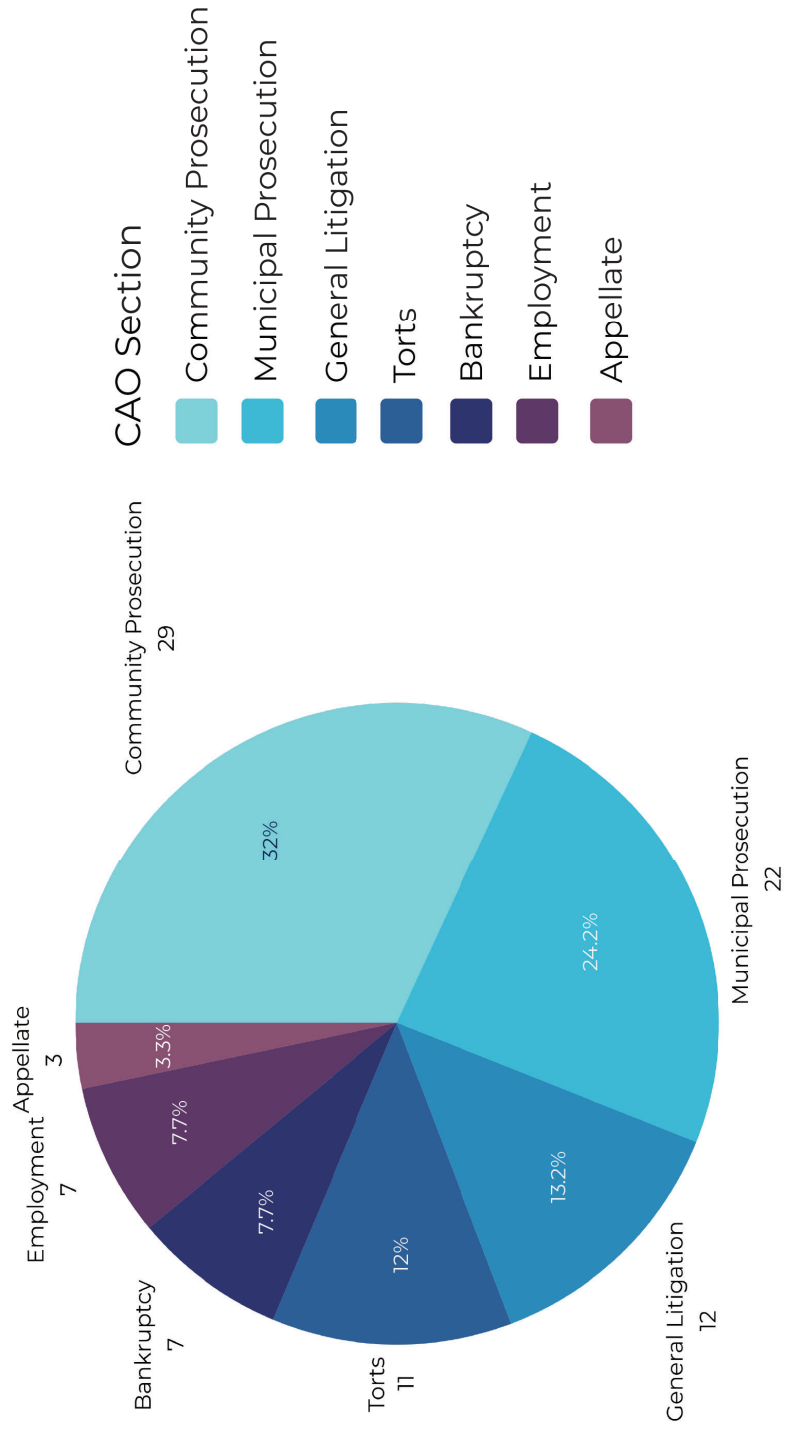


# Litigation Division

- The Litigation Division defends the city, its officers, and employees against claims and lawsuits in a variety of legal matters related to the day-to-day operations of the city.
- The Litigation Division is divided into eight sections that specialize in various practice areas.
- The Litigation Division manages all phases of litigation from pre-litigation claims investigations and advice, administrative hearings, discovery, motion practice, pretrial, trial, settlement, and appeals in a wide range of subject matters and issues including city code violations, open records, environmental regulations, constitutional issues, civil rights, personal injury, property damage, employment disputes, employment benefits, contract disputes, eminent domain, collections and bankruptcy, real estate, zoning and land use, public utility regulation, and public works projects. Additionally, our community prosecution section pursues lawsuits against businesses and individuals for violations that affect the quality of life of Dallas residents.



# Litigation Attorneys and Support

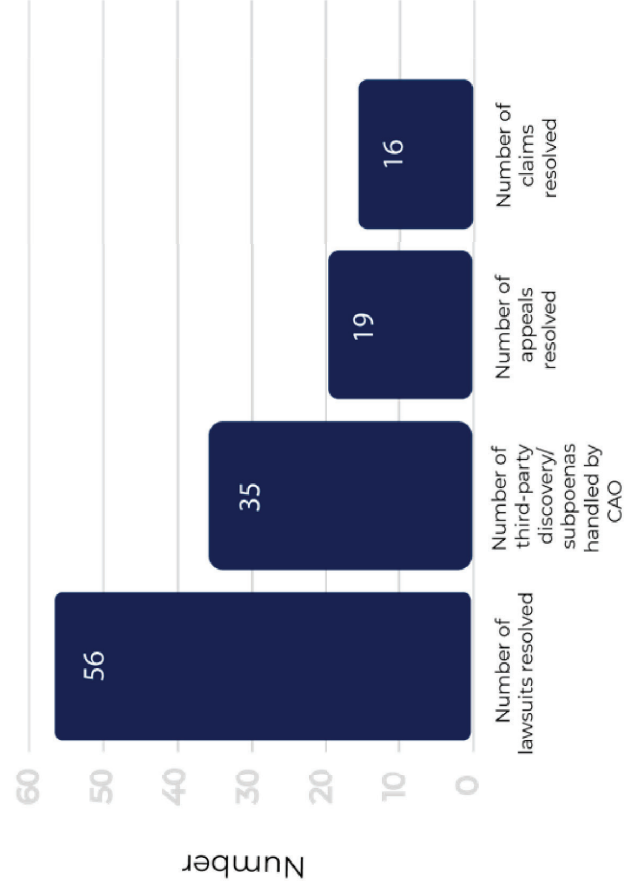


**Total Number of Full Time Employees 91**

# Litigation Workload/Priorities

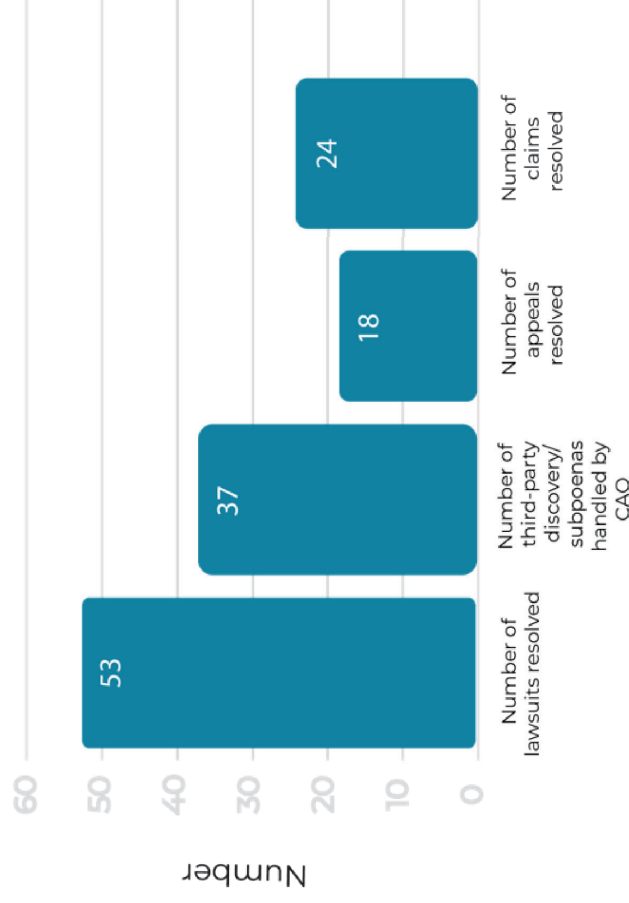


October 2022 - March 2023



Litigation Measures

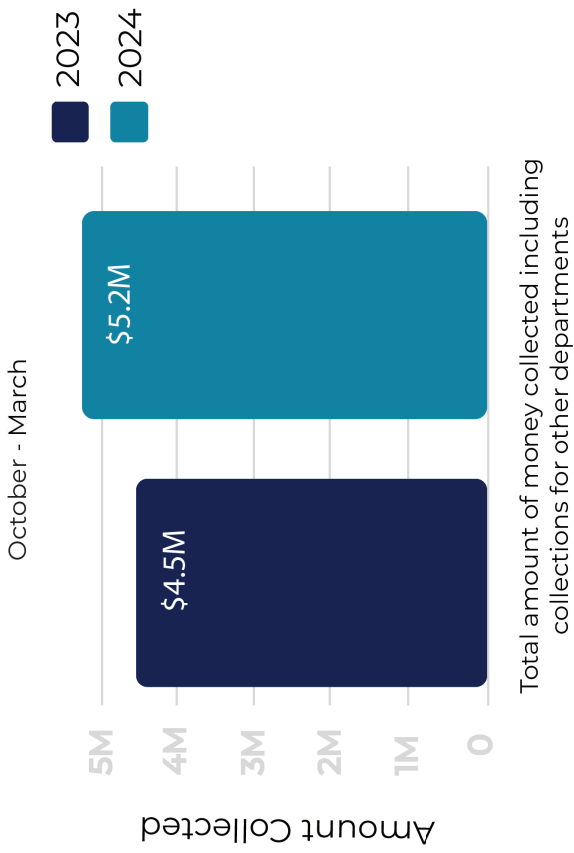
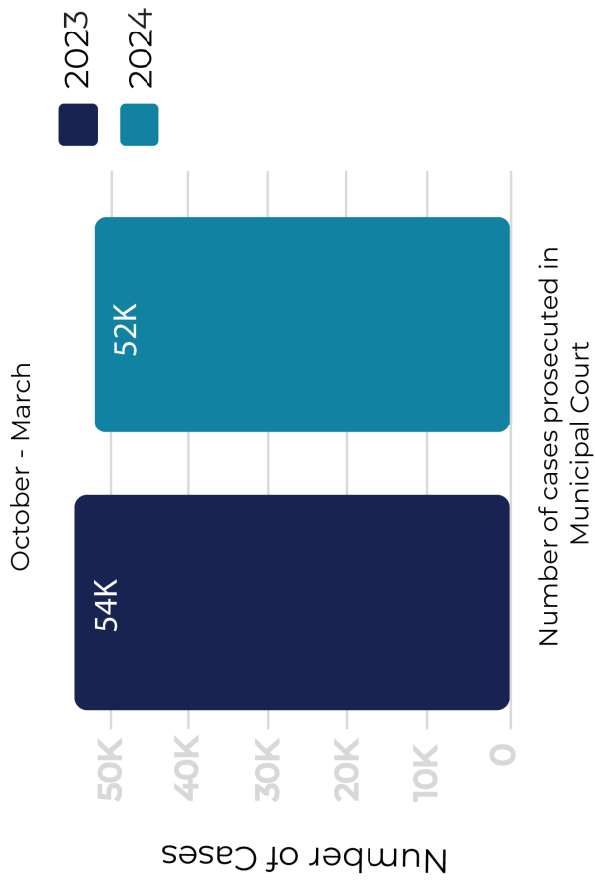
October 2023 - March 2024



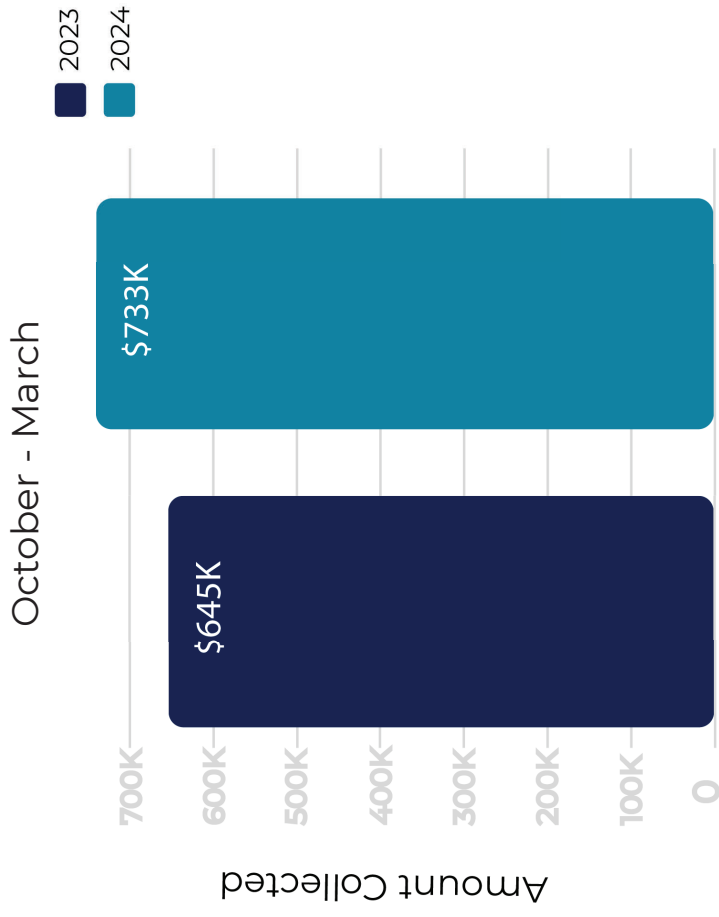
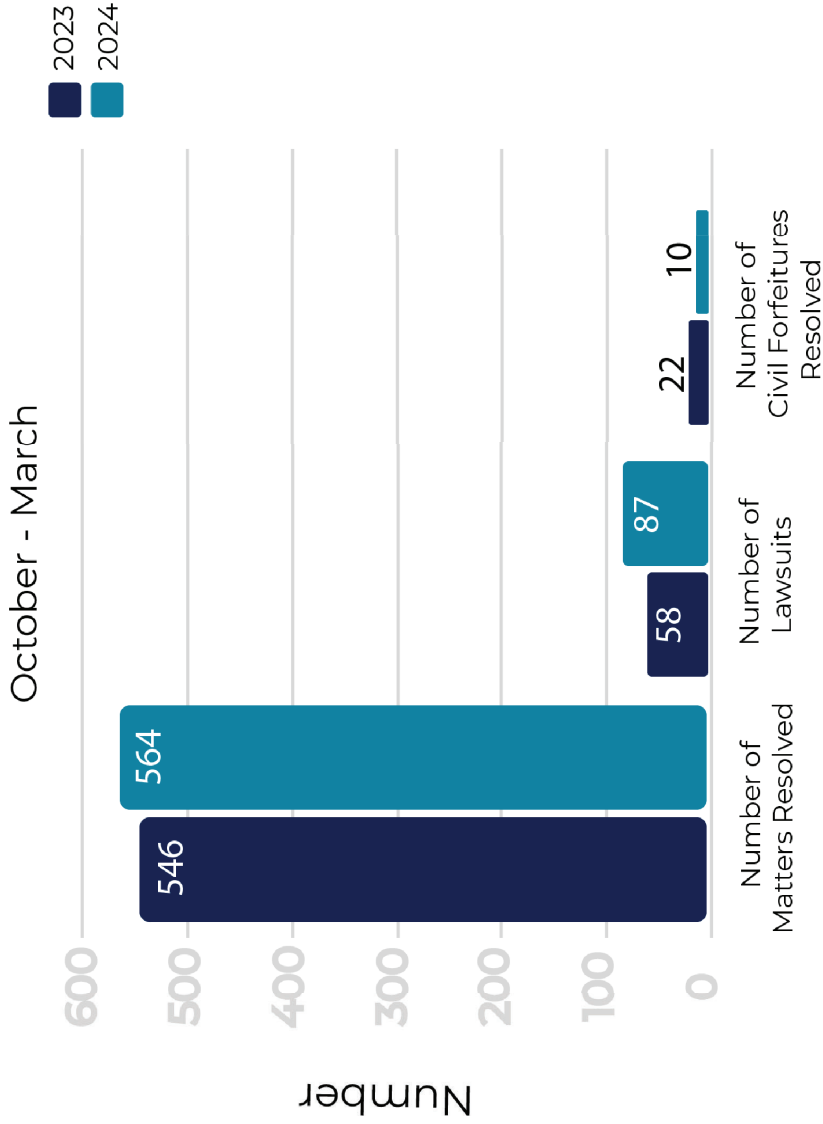
Litigation Measures



# Litigation Workload/Priorities



# Community Prosecution Workload/Priorities



Civil Penalties and Other Amounts Awarded



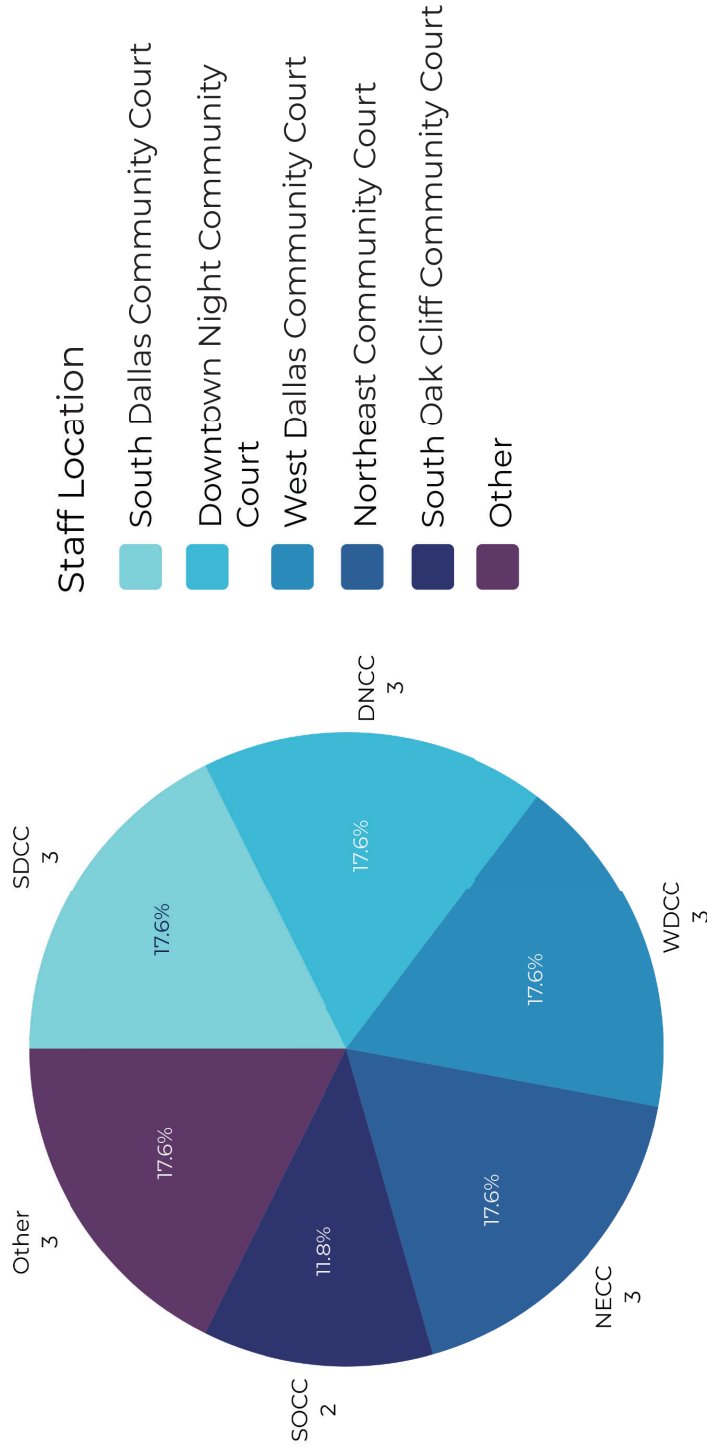


## Community Courts Section

- Community courts assist individuals with City of Dallas Class C quality-of-life misdemeanors by providing comprehensive case management (which includes wrap-around services) to address and reduce barriers for successful community reintegration; and provides court participants with individually tailored community service options instead of paying fines and fees.
- In 2008, 2018, and 2023 the South Dallas Community Court was selected by the U.S. Department of Justice's Bureau of Justice Assistance to serve as a National Mentor Court for community courts across the world.
- As a mentor court, the South Dallas Community Court supports the Center for Court Innovation in advancing the community court model and hosts site visits from jurisdictions that are seeking to start or enhance a community court.



# Community Courts Employees

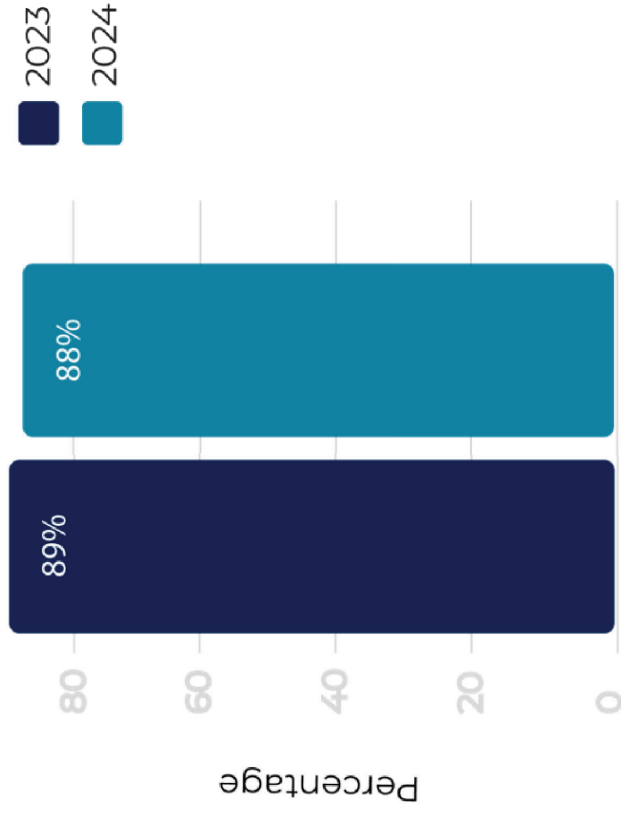


**Total Number of Full Time Employees 17**

# Community Courts Priorities/Workload

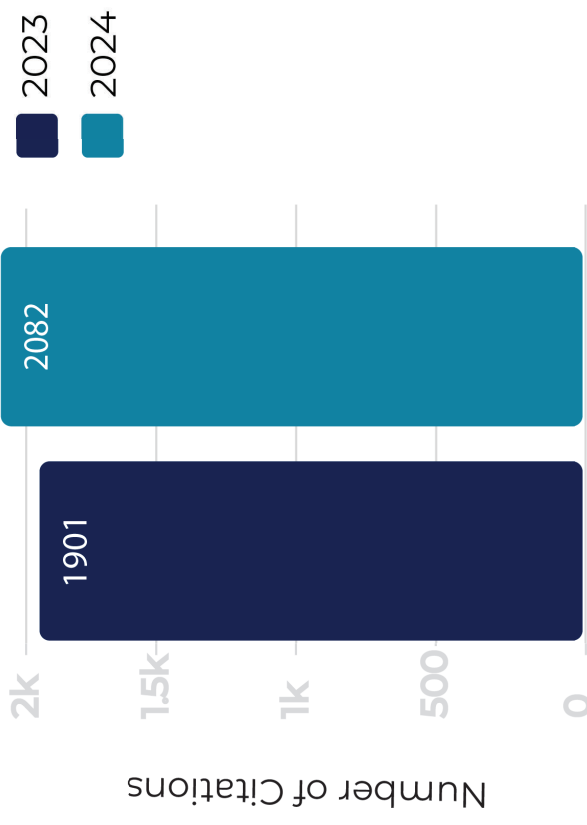


October - March



Percentage of low to moderate-income persons served in community courts program

October - March



Number of citations handled by the community courts

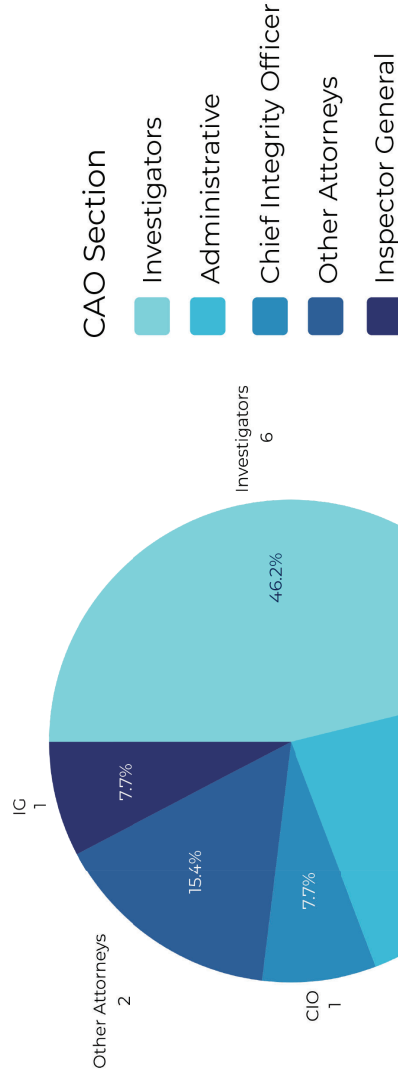
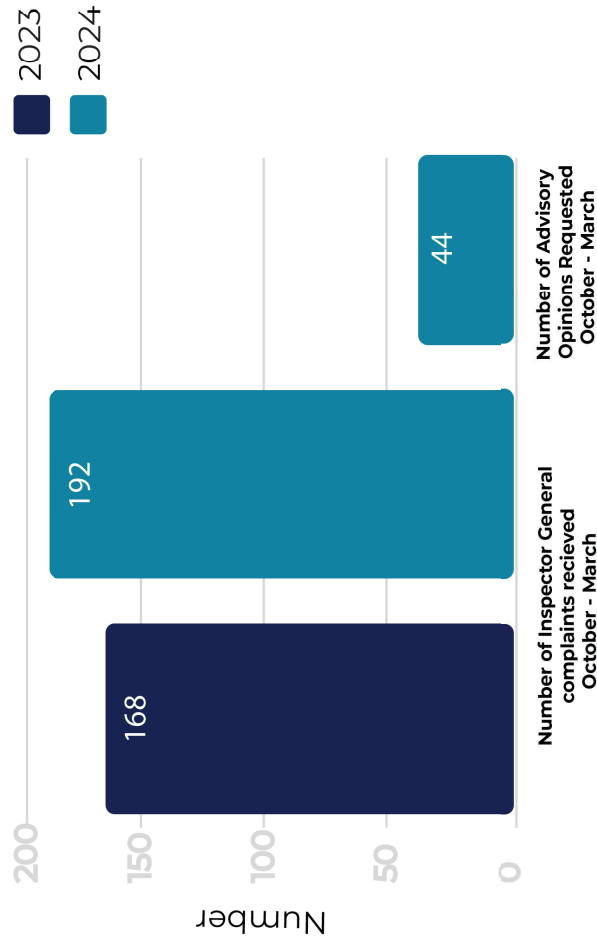


# Inspector General Division

- The Inspector General Division (IGD), established by the City Council in December 2021, is an independent investigative authority that assumes the primary responsibility of identifying, investigating, and resolving ethical issues within the city (including those related to fraud, waste, abuse, public corruption, and official misconduct).
- The IGD receives, investigates, and prosecutes complaints and makes initial determinations regarding complaints received through the fraud, waste, and abuse hotline, and any other medium.
- The IGD also issues confidential advisory opinions to city officials and employees and general advisory opinions that are available to all city officials and employees. Additionally, the IGD provides training and information related to the Code of Ethics to city officials, employees, and others doing business with the city.
- The IGD reports its progress by issuing quarterly reports to the Ethics Advisory Commission (EAC), the City Council, the city auditor, and the city manager.



# Inspector General Priorities/ Workload/ Employees



Total Number of Full Time Employees 13

# Total Budget – All Funds

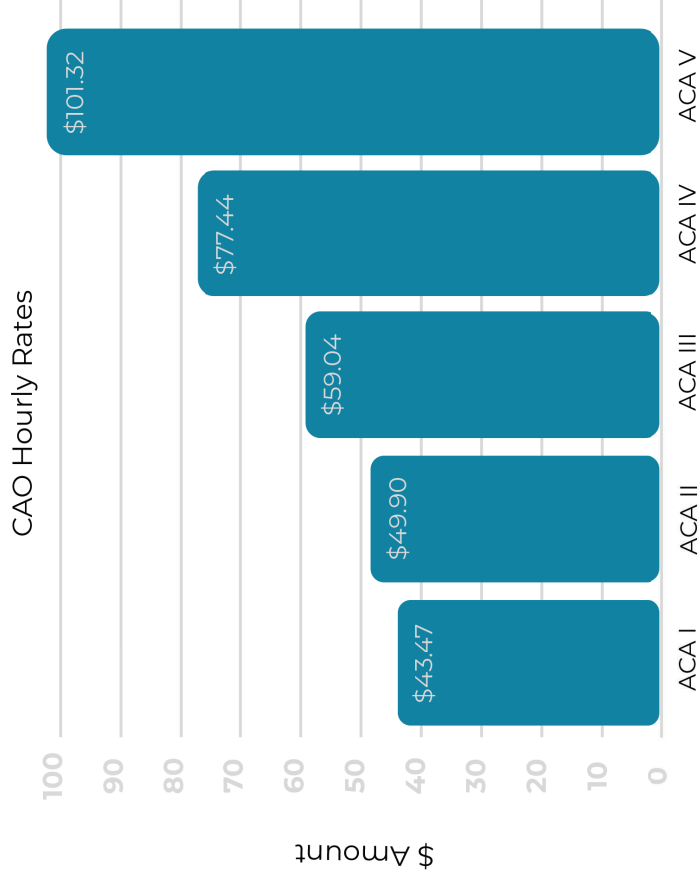


Service	FY 2023-24 Budget	FY 2024-25 Planned
General Fund	\$ 23,799,058	\$24,489,955
*Grant Funds	\$736,545	\$736,545
Trust & Other Funds	0	0
<b>Total</b>	<b>\$24,535,603</b>	<b>\$25,226,500</b>

\*The FY 2024-25 grant budget reflects the planned budget as developed in the summer of 2023. City Council approved the transfer of Community Courts from the Community Development Block Grant (CDBG) to the General Fund in FY 2024-25. This change will be reflected in the city manager's recommended budget that will be presented to city council on August 13, 2024.



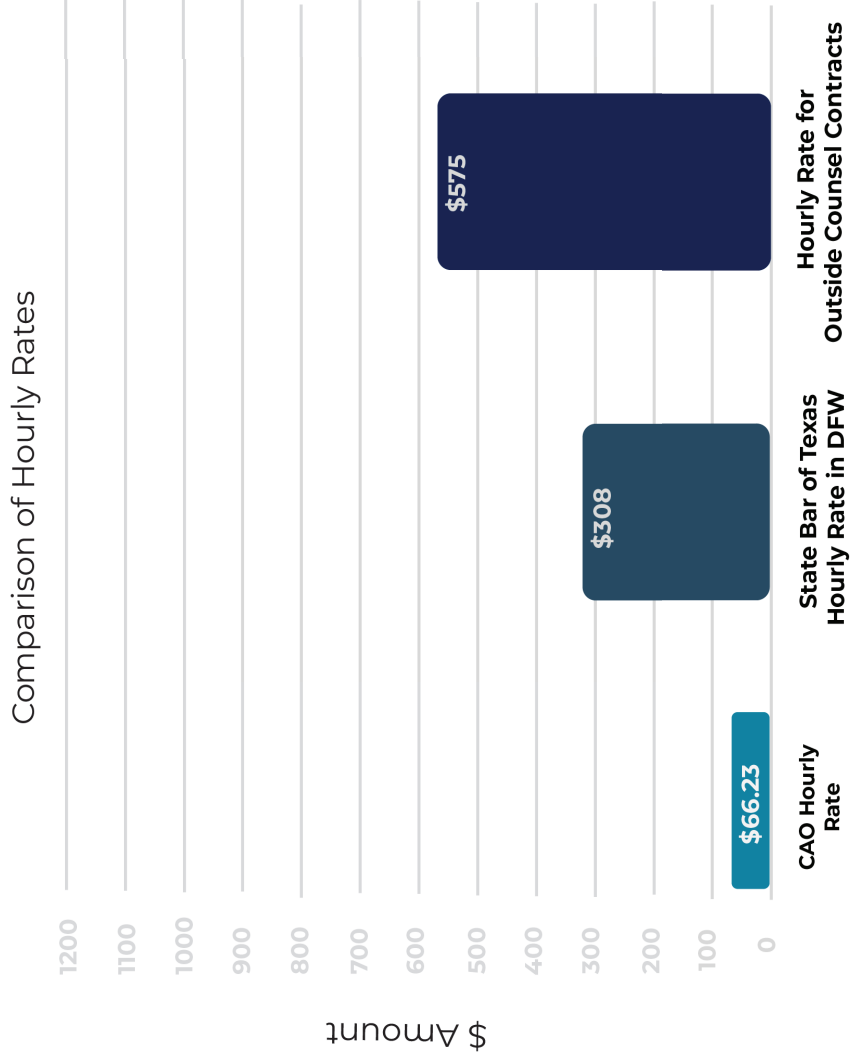
# Hourly Rates for Legal Services



\*Hourly rates are based on years of experience or increased responsibilities for a deputy section chief or section chief.  
ACA I - ACA V are City of Dallas position classifications.



# Average Hourly Rates for Legal Services





# Position Overview



Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
General Fund	175	175	0
Grant, Trust, and Other Funds	14	14	0
Total	189	189	0

- We are not requesting any additional positions.
- We regularly evaluate our resources and workloads based on our internal data, city council priorities, and feedback from city management.
- During our evaluations, we consider whether we need additional funding for a position or whether we can reallocate current resources to better address the city's needs.



# Budget Summary by Services



Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Administrative Support	\$1,870,458	\$2,171,665	\$2,285,381	\$2,455,272
Community Courts	\$633,802	\$882,599	\$942,679	\$894,275
Community Prosecution	\$2,453,044	\$3,117,943	\$3,532,602	\$3,127,943
DFW Airport	\$1,116,010	\$466,739	\$466,739	\$466,739
Inspector General	\$1,130,478	\$1,715,275	\$1,907,047	\$1,731,899
General Counsel	\$5,106,027	\$5,947,984	\$4,802,379	\$6,126,368
Litigation	\$6,184,097	\$6,420,490	\$6,396,359	\$6,533,248
Municipal Prosecution	\$1,844,745	\$2,205,633	\$2,513,752	\$2,273,481
Police Legal Liaison	\$773,058	\$870,730	\$867,298	\$880,730
<b>Expense Total</b>	<b>\$21,111,719</b>	<b>\$23,799,058</b>	<b>\$23,714,236</b>	<b>\$24,489,955</b>



# Operating Expense, Civil Penalties, Collections



Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	\$18,853,582	\$21,181,033	\$21,031,380	\$21,761,333
Supplies - Materials	\$149,048	\$ 165,657	\$164,534	\$166,087
Contractual – Other Services	\$2,109,090	\$2,452,368	\$2,454,242	\$2,562,535
Capital Outlay				
Reimbursements				
Department Expense Total	\$21,111,719	\$23,799,058	\$23,650,155	\$24,489,955
<b>Civil Penalties and Other Awards</b>	<b>\$622,459</b>	<b>\$850,239</b>	<b>\$962,974</b>	<b>\$850,239</b>
<b>Collections for Other Departments</b>	<b>\$13,367,499</b>	<b>\$2,550,000</b>	<b>\$10,919,084</b>	<b>\$2,550,000</b>



**City Attorney's Office**  
**FY24-25 Budget Proposal**

**Government Performance and  
Financial Management Committee**  
**June 24, 2024**

Tammy L. Palomino  
City Attorney



**City of Dallas**



# APPENDIX



# Performance Measures



Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Number of citations handled by municipal prosecution	90,340	160,000	100,946	N/A
Number of cases resolved by community prosecution	936	450	792	N/A
Number of citations handled by community courts	2,281	25,000	4,295	N/A
Number of open records requests reviewed	1,114	1,000	1,000	1,000
Number of ordinances, resolutions, and legal opinions drafted	1,820	1,500	1,647	1,500
Number of civil forfeitures resolved	37	50	74	NA
Number of contracts/agreements/AAs prepared	3,441	1,750	2,726	1,750
Amount collected by litigation	\$13,367,499.35	\$2.55M	\$10,919,084	\$2.55M
Number of claims and lawsuits handled	210	180	190	N/A
*Percentage of low to moderate-income persons served in community courts program	88.7%	60.0%	74%	60%



# Revised Performance Measures

Measure	FY 2024-25 Proposed	FY 2025-26 Planned
Percentage of cases resolved through municipal prosecution	85%	85%
Percentage of matters closed by community prosecution	95%	95%
Number of open records requests reviewed	1,000	1,000
Number of ordinances, resolutions, and legal opinions drafted	1,500	1,500
Number of contracts/agreements/AAs prepared	1,750	1,750
Amount collected by litigation	\$2.55M	\$2.55M
Number of active claims, lawsuits, and third-party subpoenas, and administrative hearings	900	900
Number of training and advisory opinions completed, and number of complaints closed	360	360
*Percentage of low to moderate-income persons served in community courts program	60.0%	60.0%



# Budget & Management Services

Government Performance and  
Financial Management  
June 24, 2024

Janette Weedon, Director  
Budget & Management Services



# City of Dallas



# Purpose

- Provide an overview of the Department of the Office of Budget & Management Services
- Highlight department program, services, and activities

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



## Mission

- Protect the City's financial resources through fiscally responsible forecasting, allocation of resources, monitoring of revenues and expenditures, and compliance with applicable rules and laws to ensure the goals and objectives of the City are met



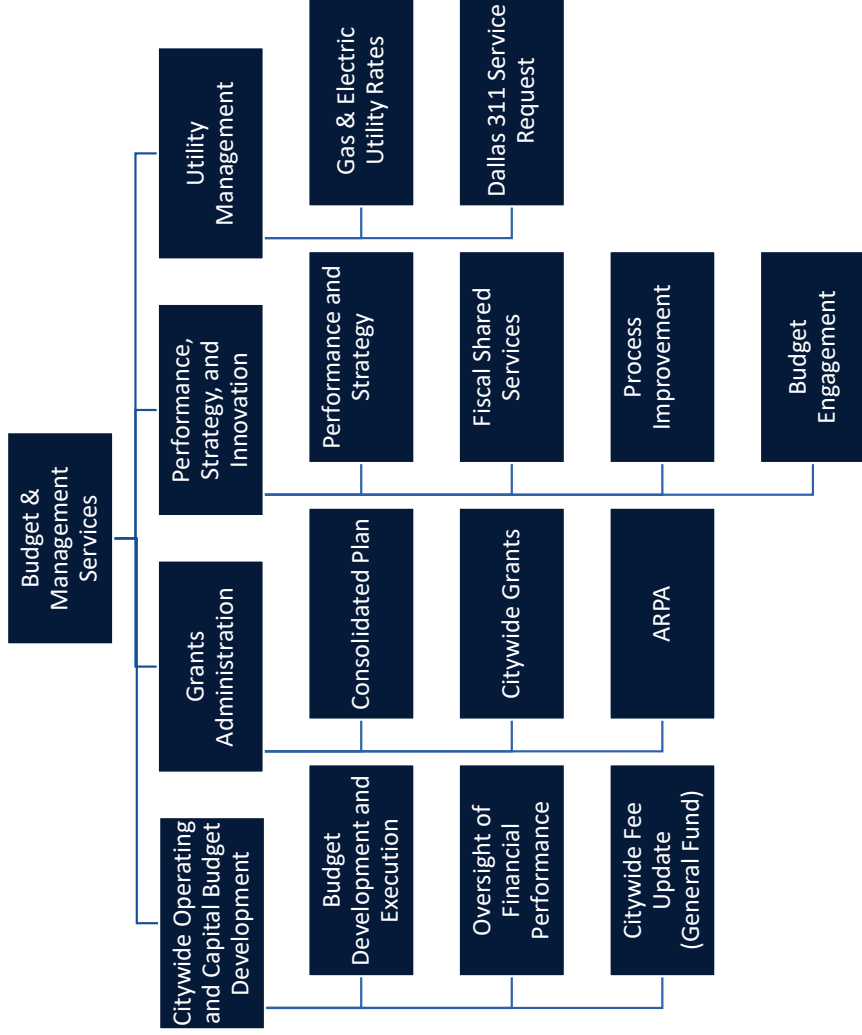
# Role of the Budget & Management Services



- Develop and present to the City Council an annual citywide budget that is balanced
- Comply with grant regulations by ensuring grant funds are expended by grantor-established deadlines and by ensuring no disallowed costs
- Enhance data and performance initiatives to better align data to budgetary resources
- Continue budget engagement and outreach to educate, and increase transparency and awareness of the City's financial resources
- Collaborate with departments to ensure that continuous improvement is an intrinsic part of daily operations



# Organizational Chart



# Total Budget – All Funds



Service	FY 2023-24 Budget	FY 2024-25 Planned
General Fund	\$4,420,110	\$4,562,562
Grant Funds	1,408,489	1,408,489
Total	\$5,828,599	\$5,971,051

- The FY25 planned budget reflects adjustments for costs such as employee health benefits, employee retirement adjustments, merit pay adjustments, and internal service charges.



# Position Overview



Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
General Fund	38	38	0
Grant, Trust, and Other Funds	20	20	0
Total	58	58	0



# Budget Summary by Service

Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Operating and Capital	\$1,795,082	\$2,149,743	\$2,141,512	\$2,219,314
Grants Administration	1,249,097	1,045,179	1,134,174	1,083,818
Performance, Innovation and Strategy	815,055	958,960	837,945	985,983
Utility Management	207,304	266,228	266,575	273,447
Expense Total	\$4,066,652	\$4,420,110	\$4,380,205	\$4,562,562

\* January 2024 Forecast



# Operating Expense and Revenue



Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	\$3,447,767	\$3,872,536	\$3,676,151	\$3,988,682
Supplies - Materials	34,550	26,344	28,122	26,349
Contractual – Other Services	695,721	604,230	758,932	633,531
Capital Outlay	0	0	0	0
Reimbursements	(111,500)	(83,000)	(83,000)	(86,000)
Department Expense Total	\$4,066,652	\$4,420,110	\$4,380,205	\$4,562,562
Department Revenue Total	\$1,505,874,330	\$1,613,639,698	\$1,613,624,569	\$1,693,405,979

\* January 2024 Forecast





# Revenue Overview

- Revenue forecast and collected by Budget & Management Services includes:
  - Property Tax
  - Sales Tax
  - Franchise Fees



# Performance Measures



Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Percentage of residents reporting grant-related presentations as helpful and informative	97%	90%	95%	92%
General Fund revenue variance as percent of estimate	N/A	5%	0%	3%
Percentage increase of financial transparency website visitors**	TBD	10%	35%	10%
Percentage of departments with equity-focused performance measures	77%	85%	77%	90%

\*FY 2023-24 – 1 Qtr Report

\*\*Reviewing FY23 data





# Summary of Services, Programs and Activities

## Summary of Services, Programs, and Activities



- Citywide Operating and Capital Budget Development
  - Prepare and monitor operating and capital budgets
  - Provide city departments with fiscal planning and analysis
  - Prepare the monthly Budget Accountability Report, Five-Year Forecast, and Annual Operating and Capital Budgets
  - Monitor the implementation of programs and initiatives approved in the annual budget
  - Received the Government Performance and Financial Management (GFOA) Distinguished Budget Presentation Award for the 25<sup>th</sup> year in a row



# Summary of Services, Programs, and Activities



- Grants Administration
  - Prepare and monitor budgets citywide for the Consolidated Plan Funds (CDBG, Home Investment Partnership Grant, Emergency Solutions Grant, and Housing Opportunities for Persons with AIDS Grant) received from the U.S. Department of Housing and Urban Development (HUD)
  - Ensure HUD grant funds are administered efficiently, effectively, and in compliance with applicable laws
  - Serve as the city's liaison to various federal agencies from whom the city receives grant funding
  - Provide assistance for grant setup and grant compliance citywide
  - Received the John Sasso Award in 2023



# Summary of Services, Programs, and Activities



- Utility Management
  - Monitor utility and cable franchise agreements granted by the city for compliance
  - Review gas and electric utility rate change requests
  - Monitor and forecast right-of-way franchise fees
- Strategy, Performance and Innovation
  - Provide fiscal shared services for a portfolio of departments
  - Develop and track performance measures citywide
  - Facilitate process improvement initiatives to achieve operational efficiencies and effectiveness



# Budget & Management Services

Government Performance and  
Financial Management  
June 24, 2024

Janette Weedon, Director  
Budget & Management Services



# City of Dallas

# City Manager's Office

## Government Performance & Financial Management June 24, 2024

Kimberly Bizzor Tolbert, City Manager (I)  
Elizabeth Saab, Chief of Strategy,  
Engagement, and Alignment (I)  
City Manager's Office



# City of Dallas



# Purpose

- Provide an overview of the Department of City Manager's Office
- Highlight department program, services, and activities

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

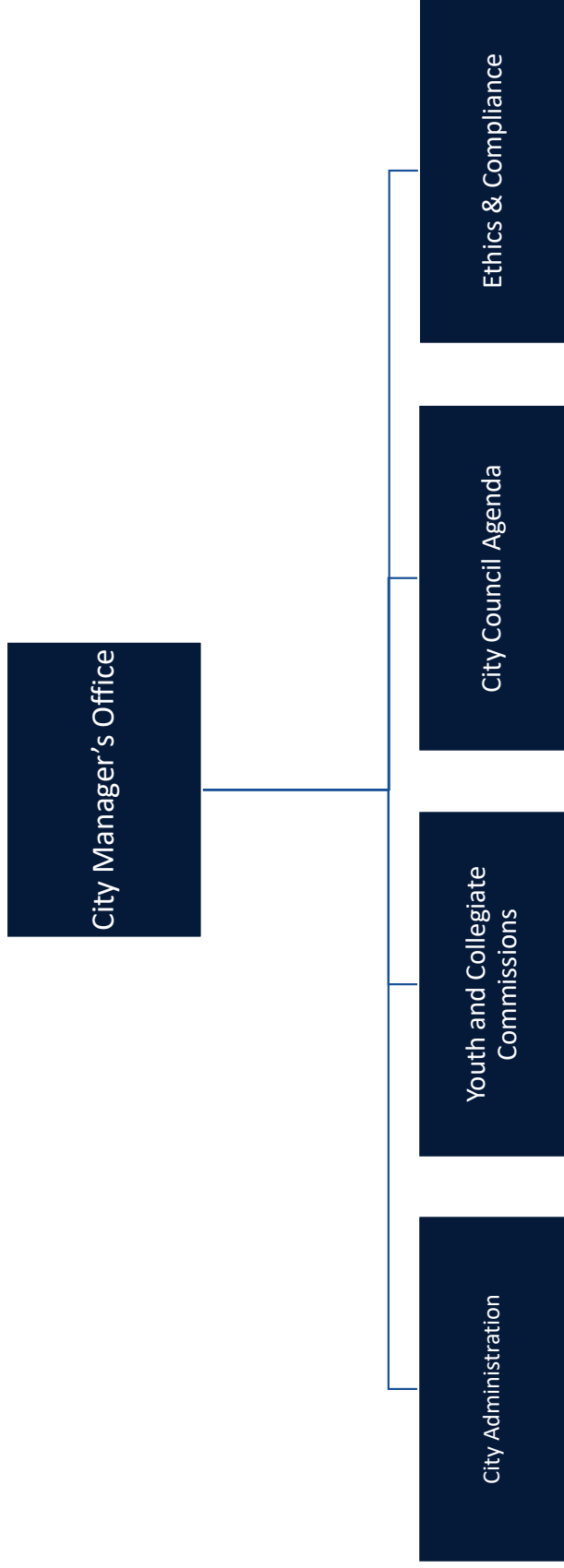


# Role of the Department / Fact Sheet

- **Mission:** Provide leadership and direction to City departments to effectively implement policies as adopted by the Dallas Mayor and City Council. The office promotes a culture of integrity reducing risks by maintaining empathetic and equitable policies and procedures to align with the City's strategic priorities to effectively lead change.
- **Department Goals:**
  - Provide centralized direction and leadership and effectively manage the efficient delivery of City services
  - Support the goals of the Mayor and City Council by researching innovative financial opportunities and meeting the challenges facing the City
  - Align resources appropriately through the annual budget process
  - Promote and reinforce ethics as the 2nd core value of the City of Dallas and operationalize ethics across city departments through the promotion of the Ethics Hub, accessible resources, advancing employee education, promoting a speak-up culture, and proactive risk mitigation
  - Collaborate with advisory groups regarding issues impacting youth and collegiate residents
  - Support City Manager's 5th Value of Service of Engagement by increasing community engagement in enhancements, reductions, and overall budget development focused on addressing systemic issues in ways that are Responsible, Equitable, Accountable, and Legitimate



# Organizational Chart



# Total Budget – All Funds



Service	FY 2023-24 Budget	FY 2024-25 Planned
General Fund	\$3,389,700	\$3,437,607
Total	\$3,389,700	\$3,437,607



# Position Overview



Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
General Fund	18	18	0
Total	18	18	0



# Budget Summary by Service

Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
City Administration	\$2,843,738	\$2,800,089	\$3,291,921	\$2,870,808
City Agenda Process	\$213,438	\$277,446	\$266,809	\$277,446
Ethics & Compliance Division	\$114,625	\$220,664	\$177,635	\$207,852
Youth & Collegiate Commissions	\$81,501	\$91,501	\$99,240	\$81,501
Expense Total	\$3,253,302	\$3,389,700	\$3,835,605	\$3,437,607

\* January 2024 Forecast



# Operating Expense and Revenue



Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	\$2,806,762	\$2,926,972	\$3,375,295	\$2,959,159
Supplies - Materials	\$13,744	\$29,493	\$29,492	\$19,493
Contractual – Other Services	\$432,795	\$433,235	\$430,819	\$458,955
Department Expense Total	\$3,253,302	\$3,389,700	\$3,835,605	\$3,437,607

\*January 2024 Forecast



# Performance Measures



Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Overall Quality of Life Satisfaction Rating (Survey)	55%	70%	70%	70%
Percentage of Strategic Priority Goals completed	24.3%	100%	N/A**	N/A**
Percentage of City Council Agendas posted on-time and without correction	96.5%	95%	95%	95%

\*FY 2023-24 – 1 Qtr Report

\*\* Strategic Priority Goals for 2024 were not collected. N/A due to no data being available for the reporting period.







# Summary of Services, Programs and Activities

# Summary of Services, Programs, and Activities



- City Administration
  - Oversees budget of more than \$4B (Operating & Capital)
  - Focused on transparency
    - Public decision-making process
    - Uses data to drive resource allocation
  - Approaches historical and complex problems with innovative solutions
  - Focuses on problem solving with equity in mind



## Summary of Services, Programs, and Activities



- City Agenda Process
  - Provides administrative support in the development of the Dallas City Council's meeting agenda process
  - Coordinates and provides administrative support and liaison with departments for meeting agenda process
    - Ensures all departments present voting and briefing items to the City Council, residents, and concerned parties in an accurate, uniform and consistent manner.
  - Communicates with council members and maintain board agenda calendars



# Summary of Services, Programs, and Activities



- Ethics & Compliance Division
  - The Ethics Office operationalizes ethics across city departments, develops and establishes an Ethics Hub at the heart of the Dallas City Manager's Office.
  - Collaborates with city leadership to advance core values
  - Supports and advances employee resource groups
  - Utilizes data analytics to identify priorities and performance measurement
  - Serves as liaison between City Attorney's Office and approximately 16,000 employees



# Summary of Services, Programs, and Activities



- Youth & Collegiate Commissions
  - Aims to inspire Dallas youth and collegiate residents to serve in an advisory board to the Dallas City Council and City Manager's Office
  - Advises on issues impacting youth and collegiate residents
- The Youth Commission is governed by a talented fifteen-member board consisting of high school students
- The College Advisory Commission is comprised of students attending colleges and universities in Dallas County





**City of Dallas**

# **City Manager's Office**

**Government Performance &  
Financial Management  
June 24, 2024**

Kimberly Bizzor Tolbert, City Manager (I)  
Elizabeth Saab, Chief of Strategy,  
Engagement, and Alignment (I)  
City Manager's Office



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-2086

**Item #:** D

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Budget Accountability Report as of May 31, 2024  
[Budget and Management Services]

# Memorandum



CITY OF DALLAS

DATE June 21, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – April 2024**

Please find attached the March Budget Accountability Report (BAR) based on information through April 30, 2024. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides a financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

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

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

Jack Ireland  
Chief Financial Officer

[Attachment]

c: Kimberly Bizer Tolbert, City Manager (I)  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)  
Majed A. Al-Ghafry, Assistant City Manager

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



# BUDGET ACCOUNTABILITY REPORT FY 2023-24

As of April 30, 2024



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



**Budget & Management  
Services**

# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	✓	✓
Development Services	8% under budget	✓
Municipal Radio	28% over budget	13% under budget
Sanitation Services	6% over budget	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	✓
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Information Technology	✓	5% under budget
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 22  
On Target

! 7  
Near Target

✗ 6  
Not on Target

#### Year-End Forecast

✓ 26  
On Target

! 5  
Near Target

✗ 4  
Not on Target

### Budget Initiative Tracker

● 6  
Complete

⏸ 1  
On Hold

✓ 25  
On Track

! 3  
At Risk

✗ 0  
Canceled



# FINANCIAL FORECAST REPORT

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

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

## General Fund Overview

The General Fund overview provides a summary of financial activity through April 30, 2024.

	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$323,159,062	\$323,159,062		\$345,178,891	\$22,019,829
Revenues	1,837,576,470	1,840,372,470	1,420,831,856	1,840,884,269	511,799
Expenditures	1,837,576,470	1,840,372,470	996,986,304	1,839,080,620	(1,291,850)
Ending Fund Balance	\$323,159,062	\$323,159,062		\$346,982,540	\$23,823,478

**Fund Balance.** As of April 30, 2024, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2022-23 audited unassigned ending fund balance and includes FY 2022-23 YE savings.

**Revenues.** Through April 30, 2024, General Fund revenues are projected to be \$512,000 over budget due to increased intergovernmental revenue, interest earnings, and charges for service, partially offset by reduced property tax, sales tax, and miscellaneous revenues.

**Expenditures.** Through April 30, 2024, General Fund expenditures are projected to be \$1,292,000 under budget due to salary savings from vacant uniform and non-uniform positions across General Fund departments, partially offset by uniform and non-uniform overtime expenditures and increased supplies related to Dallas Fire-Rescue fleet maintenance and repair, Fair Park utility costs, and street light maintenance.

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

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

## FY 2023-24 Financial Forecast Report

**GENERAL FUND REVENUE**

Revenue Category		FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$1,047,595,636	\$1,047,595,636	\$1,020,615,376	\$1,046,173,537	(\$1,422,099)
2	Sales Tax	451,745,839	451,745,839	222,178,997	446,222,810	(5,523,029)
3	Franchise and Other	126,633,664	126,633,664	55,029,524	124,764,840	(1,868,824)
4	Charges for Services	117,236,140	117,236,140	69,569,371	119,988,256	2,752,116
5	Fines and Forfeitures	20,117,759	20,117,759	10,985,504	18,941,382	(1,176,377)
6	Operating Transfers In	28,086,049	30,882,049	8,842,156	30,882,049	0
7	Intergovernmental	16,177,900	16,177,900	16,352,900	21,052,734	4,874,834
8	Miscellaneous	9,882,543	9,882,543	3,608,418	9,022,837	(859,706)
9	Licenses and Permits	6,100,940	6,100,940	4,308,386	6,835,824	734,884
10	Interest	14,000,000	14,000,000	9,341,225	17,000,000	3,000,000
	<b>Total Revenue</b>	<b>\$1,837,576,470</b>	<b>\$1,840,372,470</b>	<b>\$1,420,831,856</b>	<b>\$1,840,884,269</b>	<b>\$511,799</b>

**VARIANCE NOTES**

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

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

**4 Charges for Services.** Charges for Services revenue is projected to be \$2,752,000 over budget due to increased traffic control permits and increased revenue associated with State Fair patrol and emergency services, partially offset by lower-than-budgeted income from leasing City-owned property, reduced activity for the DPD Expanded Neighborhood Patrol (ENP) program, and reduced use of City of Dallas metered parking.

**5 Fines and Forfeitures.** Fines and Forfeitures revenue is projected to be \$1,176,000 under budget due to a decrease in auto pound storage fee collections and declines in citations filed with Dallas Municipal Court. Year-to-date revenue for citations is averaging 10 percent higher than the same reporting period last year, however a 6 percent decline in citations issued, primarily for non-traffic violations, is causing revenue projections to be \$598,000 under budget for FY 2023-24.

**6 Operating Transfers In.** City Council increased Operating Transfers In revenue by \$2,796,000 on May 8, 2024 by ordinance #32723 for Fair Park maintenance, Old City Park programming, and real estate appraisals and brokerage services.

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

**8 Miscellaneous.** Miscellaneous revenue is projected to be \$860,000 under budget due to a delay in implementing various traffic-related developer review fees and a delay in the online application and payment system for convenience store registration due to Payment Card Industry (PCI) compliance issues. Additionally, a court injunction halts enforcement and registration for the CCS short-term rental program resulting in reduced projected revenues.

## 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.

**9 Licenses and Permits.** Licenses and Permits revenue is projected to be \$735,000 over budget due to increased collections for Real Estate division license fees.

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

## FY 2023-24 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

	Expenditure Category	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$298,421,415	\$298,873,702	\$163,817,145	\$289,184,953	(\$9,684,749)
	Non-uniform Overtime	7,963,253	7,963,253	8,111,572	13,546,494	5,579,241
	Non-uniform Pension	42,275,230	42,245,830	24,080,876	41,681,493	(564,337)
	Uniform Pay	544,271,659	544,271,664	295,694,343	528,632,235	(15,639,429)
	Uniform Overtime	72,658,144	81,158,144	55,553,463	98,578,576	17,420,432
	Uniform Pension	187,861,142	187,857,480	101,492,802	185,904,282	(1,953,198)
	Health Benefits	97,632,432	97,632,434	33,621,438	97,632,434	0
	Workers Comp	13,051,299	13,051,300	13,051,300	13,051,300	0
	Other Personnel Services	14,204,686	14,205,250	7,725,209	14,279,511	74,261
<b>1</b>	<b>Total Personnel Services</b>	<b>\$1,278,339,260</b>	<b>\$1,287,259,057</b>	<b>\$703,148,148</b>	<b>\$1,282,491,277</b>	<b>(\$4,767,780)</b>
<b>2</b>	<b>Supplies</b>	<b>92,646,763</b>	<b>92,975,589</b>	<b>52,641,202</b>	<b>99,113,892</b>	<b>6,222,225</b>
<b>3</b>	<b>Contractual Services</b>	<b>531,126,582</b>	<b>691,816,997</b>	<b>265,605,596</b>	<b>695,207,291</b>	<b>3,017,210</b>
<b>4</b>	<b>Capital Outlay</b>	<b>25,239,244</b>	<b>25,911,965</b>	<b>13,618,474</b>	<b>26,135,140</b>	<b>512,338</b>
<b>5</b>	<b>Reimbursements</b>	<b>(89,775,379)</b>	<b>(257,591,138)</b>	<b>(38,027,117)</b>	<b>(263,866,980)</b>	<b>(6,275,842)</b>
	<b>Total Expenditures</b>	<b>1,837,576,470</b>	<b>\$1,840,372,470</b>	<b>\$996,986,304</b>	<b>\$1,839,080,620</b>	<b>(\$1,291,850)</b>

**VARIANCE NOTES**

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

**1 Personnel Services.** Personnel Services are projected to be \$4,768,000 under budget due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, partially offset by uniform overtime expenses in Dallas Police Department (\$13,215,000), Dallas Fire-Rescue (\$4,206,000), and non-uniform overtime expenses.

**2 Supplies.** Supplies are projected to be \$6,222,000 over budget due to Dallas Fire-Rescue expenses for fleet maintenance and repair, increased costs for office reconstruction in Park and Recreation, reimbursed utility costs associated with Fair Park First, street light maintenance and signage, and increased building material costs in Building Services.

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

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

## FY 2023-24 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

#	Expenditure by Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,420,110	\$4,420,110	\$2,120,990	\$4,396,180	(\$23,930)
2	Building Services	31,078,791	31,078,791	19,769,388	31,078,791	0
3	City Attorney's Office	23,799,058	23,799,058	12,398,892	23,486,001	(313,057)
4	City Auditor's Office	3,266,138	3,266,138	1,744,026	3,143,985	(122,153)
5	City Controller's Office	9,162,430	9,162,430	5,312,583	9,086,940	(75,490)
6	Independent Audit	767,071	767,071	757,500	767,071	0
7	City Manager's Office	3,389,700	3,809,497	1,822,120	3,939,384	129,887
8	City Marshal's Office	21,905,930	21,905,930	12,165,830	21,764,977	(140,953)
9	Jail Contract	8,594,776	8,594,776	3,581,157	8,594,776	0
10	City Secretary's Office	3,509,388	3,509,388	1,974,849	3,536,060	26,672
11	Elections	1,946,292	1,946,292	783,568	1,917,835	(28,457)
12	Civil Service	2,762,162	2,762,162	1,582,654	2,953,365	191,203
13	Code Compliance	45,562,455	45,562,455	22,538,629	44,992,555	(569,900)
14	Dallas Animal Services	19,180,051	19,180,051	12,921,951	19,486,020	305,969
15	Dallas Fire-Rescue	413,381,222	413,381,222	234,366,522	414,375,829	994,607
16	Dallas Municipal Court	8,370,958	8,370,958	4,342,102	8,029,145	(341,813)
17	Dallas Police Department	656,936,353	656,936,353	360,425,690	658,697,944	1,761,591
18	Data Analytics & Business Intelligence	6,108,162	6,108,162	3,027,284	6,108,162	0
19	Housing & Neighborhood Revitalization	6,920,100	6,920,100	2,570,988	6,806,113	(113,987)
20	Human Resources	9,186,760	9,186,760	5,768,609	9,102,988	(83,772)
21*	Judiciary	4,397,241	4,397,241	2,442,384	4,505,755	108,514
22	Library	43,489,755	43,489,755	22,787,603	43,445,005	(44,750)
	Management Services					
23	311 Customer Service Center	6,331,204	6,331,204	3,466,071	5,803,924	(527,280)
24*	Communications, Outreach, & Marketing	3,777,588	3,777,588	1,786,973	3,432,898	(344,690)
25	Office of Community Care	10,114,699	10,114,699	3,911,545	10,082,151	(32,548)
26	Office of Community Development	754,620	754,620	228,110	635,969	(118,651)
27	Office of Community Police Oversight	784,565	784,565	324,230	709,198	(75,367)
28	Office of Emergency Management	1,251,963	1,251,963	668,478	1,312,133	60,170
29	Office of Environmental Quality and Sustainability	6,244,743	6,244,743	4,457,908	5,792,563	(452,180)
30	Office of Equity and Inclusion	3,785,554	3,785,554	1,994,705	3,759,091	(26,463)
31	Office of Government Affairs	1,112,725	1,112,725	602,746	1,033,419	(79,306)
32	Office of Homeless Solutions	17,850,149	17,850,149	13,976,934	17,850,149	0
33	Office of Integrated Public Safety Solutions	5,822,887	5,822,887	2,098,873	5,822,887	0
34	Small Business Center	4,354,640	4,354,640	1,319,849	4,349,271	(5,369)
35	Mayor & City Council	7,399,447	7,399,447	3,530,349	7,277,574	(121,873)
36	Non-Departmental	128,443,112	128,443,112	21,932,958	128,443,112	0
37	Office of Arts & Culture	23,180,773	23,180,773	21,216,948	23,154,875	(25,898)
38	Office of Economic Development	3,679,042	3,679,042	2,745,717	3,573,160	(105,882)
39	Park & Recreation	120,076,933	122,236,933	76,344,144	122,228,032	(8,901)
40	Planning & Urban Design	8,024,033	8,024,033	3,352,648	7,438,077	(585,956)
41	Procurement Services	3,500,823	3,500,823	1,529,474	3,268,427	(232,396)
42	Public Works	88,552,090	89,188,090	61,219,159	89,188,090	0
43	Transportation	59,125,541	59,125,541	31,685,224	58,856,101	(269,440)
	<b>Total Departments</b>	<b>\$1,832,302,034</b>	<b>\$1,835,517,831</b>	<b>\$993,598,363</b>	<b>\$1,834,225,981</b>	<b>(\$1,291,850)</b>
44	Financial Reserves		0	0	0	0
45	Liability/Claims Fund Transfer	3,387,941	3,387,941	3,387,941	3,387,941	0
46	Salary & Benefit Stabilization	1,886,495	1,466,698	0	1,466,698	0
	<b>Total Expenditures</b>	<b>\$1,837,576,470</b>	<b>\$1,840,372,470</b>	<b>\$996,986,304</b>	<b>\$1,839,080,620</b>	<b>(\$1,291,850)</b>

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



## VARIANCE NOTES

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

**7 City Manager's Office.** City Council increased CMO's budget by \$420,000 on May 8, 2024 by ordinance #32723 for anticipated termination payouts for the City Manager. CMO is projected to be \$130,000 over budget due to salary expenses related to position classification actions to better meet department operations and executive support functions, partially offset by salary savings associated with two vacant positions.

**10 City Secretary's Office.** SEC is projected to be \$27,000 over budget due to termination payouts for retiring employees, partially offset by salary savings associated with two vacant positions.

**12 Civil Service.** CVS is projected to be \$191,000 over budget due to salary expenses associated with prior year elimination of funding for vacant positions, one of which was already filled.

**14 Dallas Animal Services.** DAS is projected to be \$306,000 over budget due to animal food, security services, day labor, and professional service expenditures as a result of shelters being over capacity, partially offset by salary savings associated with 31 vacant positions.

**15 Dallas Fire-Rescue.** DFR is projected to be \$995,000 over budget due to uniform overtime expenses, civilian overtime expenses due to shortages in fleet maintenance division, the high cost of repairs to fire engines damaged in accidents, and costs of parts and labor for routine maintenance expenses.

**17 Dallas Police Department.** DPD is projected to be \$1,762,000 over budget due to uniform overtime expenses related to increased Priority 1 calls and salary expenses related to a decrease in forecasted attrition.

**21 Judiciary.** CTJ is projected to be \$109,000 over budget due to salary expenses associated with five positions transferred from DPD with anticipated start dates in June 2024 and July 2024.

**23 311 Customer Service Center.** 311 is projected to be \$527,000 under budget due to salary savings from 36 vacant positions.

**24 Communications, Outreach, & Marketing.** COM is projected to be \$345,000 under budget due to salary savings associated with seven vacant positions.

**26 Office of Community Development.** CDV is projected to be \$119,000 under budget due to salary savings associated with three vacant positions.

**27 Office of Community Police Oversight.** OCPO is projected to be \$75,000 under budget due to salary savings associated with one vacant position.

**28 Office of Emergency Management.** OEM is projected to be \$60,000 over budget due to termination payouts for two retiring employees, partially offset by salary savings associated with two vacant positions.

**29 Office of Environmental Quality and Sustainability.** OEQS is projected to be \$452,000 under budget due to salary savings associated with 15 vacant positions and increased reimbursements to offset vehicle purchases.

**31 Office of Government Affairs.** OGA is projected to be \$79,000 under budget due to salary savings associated with two vacant positions.



## VARIANCE NOTES

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

**35 Mayor & City Council.** MCC is projected to be \$122,000 under budget due to salary savings associated with 10 vacant position, partially offset by expenses related to the relocation of a community district office and the City Council lunch catering contract.

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

**40 Planning & Urban Design.** PNV is projected to be \$586,000 under budget due to salary savings associated with 17 vacant positions.

**41 Procurement Services.** OPS is projected to be \$232,000 under budget due to salary savings associated with 16 vacant positions.

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

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

FY 2023-24 Financial Forecast Report

# ENTERPRISE FUNDS

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
------------	---------------------------	---------------------------	------------	-------------	----------

**1 AVIATION**

Beginning Fund Balance	\$87,104,190	\$87,104,190		\$108,814,479	\$21,710,289
Total Revenues	182,592,444	182,592,444	113,023,825	185,488,986	2,896,542
Total Expenditures	184,832,684	184,832,684	106,463,347	184,832,684	0
Ending Fund Balance	\$84,863,950	\$84,863,950		\$109,470,781	\$24,606,831

**2 CONVENTION & EVENT SERVICES**

Beginning Fund Balance	\$56,656,767	\$56,656,767		\$69,854,331	\$13,197,564
Total Revenues	137,145,998	137,145,998	68,393,140	\$141,025,015	3,879,017
Total Expenditures	137,145,998	152,931,223	54,450,289	\$152,931,223	0
Ending Fund Balance	\$56,656,767	\$40,871,542		\$57,948,123	\$17,076,581

**3 DEVELOPMENT SERVICES**

Beginning Fund Balance	\$20,815,859	\$20,815,859		\$19,390,635	(\$1,425,224)
Total Revenues	45,465,884	45,465,884	19,780,320	41,989,431	(3,476,453)
Total Expenditures	53,952,347	53,952,347	28,373,287	53,626,229	(326,118)
Ending Fund Balance	\$12,329,396	\$12,329,396		\$7,753,836	(\$4,575,560)

**4 MUNICIPAL RADIO**

Beginning Fund Balance	\$337,211	\$337,211		\$176,692	(\$160,519)
Total Revenues	636,398	636,398	279,480	816,355	179,957
Total Expenditures	636,398	636,398	415,682	556,129	(80,269)
Ending Fund Balance	\$337,211	\$337,211		\$436,918	\$99,707

**5 SANITATION SERVICES**

Beginning Fund Balance	\$23,377,689	\$23,377,689		\$20,910,931	(\$2,466,758)
Total Revenues	152,709,535	152,709,535	96,769,333	162,146,885	9,437,350
Total Expenditures	153,689,531	153,689,531	71,466,383	153,689,531	0
Ending Fund Balance	\$22,397,693	\$22,397,693		\$29,368,285	\$6,970,592

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

Beginning Fund Balance	\$9,962,402	\$9,962,402		\$21,744,930	\$11,782,528
Total Revenues	80,093,972	80,093,972	46,267,962	80,093,972	0
Total Expenditures	80,093,972	89,089,948	41,421,910	95,085,924	0
Ending Fund Balance	\$9,962,402	\$966,426		\$6,752,978	\$11,782,528

**7 WATER UTILITIES**

Beginning Fund Balance	\$97,247,412	\$97,247,412		\$157,544,609	\$60,297,197
Total Revenues	791,276,133	791,276,133	452,960,906	800,298,038	9,021,905
Total Expenditures	791,275,376	865,275,376	421,158,698	865,275,376	0
Ending Fund Balance	\$97,248,169	\$23,248,169		\$92,567,271	\$69,319,102



## FY 2023-24 Financial Forecast Report

**INTERNAL SERVICE FUNDS**

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
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**8 BOND & CONSTRUCTION MANAGEMENT**

Beginning Fund Balance	\$64,982	\$64,982		(\$243,843)	(\$308,825)
Total Revenues	22,043,477	22,043,477	4,994,727	21,204,057	(839,420)
Total Expenditures	22,043,477	22,043,477	11,327,788	20,960,214	(1,083,263)
Ending Fund Balance	\$64,982	\$64,982		\$0	(\$64,982)

**9 EQUIPMENT & FLEET MANAGEMENT**

Beginning Fund Balance	\$6,399,526	\$6,399,526		\$5,511,197	(\$888,329)
Total Revenues	68,778,781	71,089,693	25,624,572	71,089,693	0
Total Expenditures	71,794,210	74,105,122	38,833,959	73,936,100	(169,022)
Ending Fund Balance	\$3,384,097	\$3,384,097		\$2,664,790	(\$719,307)

**10 EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$7,212,164	\$7,212,164		\$6,268,575	(\$943,589)
Total Revenues	2,868,790	2,868,790	1,405,805	2,994,562	125,772
Total Expenditures	2,152,280	2,152,280	993,908	2,187,330	35,050
Ending Fund Balance	\$7,928,674	\$7,928,674		\$7,075,807	(\$852,867)

**11 INFORMATION TECHNOLOGY**

Beginning Fund Balance	\$19,328,923	\$19,328,923		\$21,691,826	\$2,362,903
Total Revenues	121,639,867	121,639,867	58,666,441	121,782,945	143,078
Total Expenditures	131,784,124	131,784,124	86,545,381	125,124,462	(6,659,662)
Ending Fund Balance	\$9,184,666	\$9,184,666		\$18,350,308	\$9,165,642

**12 RADIO SERVICES**

Beginning Fund Balance	\$2,825,954	\$2,825,954		\$6,283,792	\$3,457,838
Total Revenues	22,264,018	22,264,018	12,033,196	22,476,017	211,999
Total Expenditures	18,873,781	18,873,781	7,925,573	18,227,219	(646,562)
Ending Fund Balance	\$6,216,191	\$6,216,191		\$10,532,590	\$4,316,399

## FY 2023-24 Financial Forecast Report

**OTHER FUNDS**

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
------------	------------------------------	------------------------------	------------	-------------	----------

**13 9-1-1 SYSTEM OPERATIONS**

Beginning Fund Balance	\$4,811,495	\$4,811,495		\$9,451,258	\$4,639,763
Total Revenues	12,897,076	12,897,076	5,821,068	13,187,294	290,218
Total Expenditures	12,866,761	12,866,761	6,575,623	12,370,575	(496,186)
Ending Fund Balance	\$4,841,810	\$4,841,810		\$10,267,977	\$5,426,167

**14 DEBT SERVICE**

Beginning Fund Balance	\$114,061,997	\$114,061,997		\$100,972,008	(\$13,089,989)
Total Revenues	443,871,742	443,871,742	413,421,792	446,301,290	2,429,548
Total Expenditures	420,687,511	420,687,511	289,614,102	403,341,437	(17,346,075)
Ending Fund Balance	\$137,246,228	\$137,246,228		\$143,931,862	\$6,685,634

**15 EMPLOYEE BENEFITS**

City Contributions	\$134,878,640	\$134,878,640	\$47,313,669	\$134,947,865	\$69,225
Employee Contributions	46,665,178	46,665,178	28,149,792	46,665,178	0
Retiree	25,583,019	25,583,019	11,504,150	25,583,019	0
Other	0	0	36,209	36,209	36,209
Total Revenues	207,126,836	207,126,836	87,003,819	207,232,271	105,435
Total Expenditures	\$205,942,598	\$205,942,598	\$117,086,359	\$213,055,372	\$7,112,774

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

**16 RISK MANAGEMENT**

Worker's Compensation	\$18,362,599	\$18,362,599	\$19,126,158	\$19,126,158	\$763,559
Third Party Liability	10,033,670	10,033,670	10,227,492	10,227,492	193,822
Purchased Insurance	18,139,030	18,139,030	18,128,146	18,128,146	(10,884)
Interest and Other	0	0	556,028	556,028	556,028
Total Revenues	46,535,299	46,535,299	48,037,825	48,037,825	1,502,526
Total Expenditures	\$60,094,967	\$60,094,967	\$33,219,863	\$58,125,779	(\$1,969,188)

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

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of April 30, 2024, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2022-23 audited unassigned ending fund balance and includes FY 2022-23 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

**1 Aviation.** AVI revenues are projected to be \$2,897,000 over budget due to greater-than-forecasted enplanements which has driven higher garage parking, concessions, terminal rental, and landing fee revenues.

**2 Convention & Event Services.** City Council increased CCT's expense budget by \$15,785,000 on May 8, 2024 by ordinance #32723 for a capital construction transfer. CCT revenues are projected to be \$3,879,000 over budget due to increased tourism related revenues, specifically Hotel Occupancy Tax (HOT) and Alcohol Beverage Tax (ABT).

**3 Development Services.** DEV revenues are projected to be \$3,476,000 under budget due to delayed implementation of the 2023 fee recommendations. City Council approved the fee updates on March 27, 2024; the new fees will go into effect on May 1, 2024.

**4 Municipal Radio.** WRR revenues are projected to be \$180,000 over budget due to the inclusion of revenues not accounted for in FY 2022-23, but now recognized in FY 2023-24. WRR expenses are projected to be \$80,000 under budget due to Pension Obligation Bond Debt Service costs lower than initially budgeted to reflect updated staffing.

**5 Sanitation Services.** SAN revenues are projected to be \$9,437,000 over budget due to higher volume of disposal business from commercial haulers.

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

**7 Water Utilities.** City Council increased DWU's expense budget by \$74,000,000 on May 8, 2024 by ordinance #32723 for a transfer to capital construction. DWU revenues are projected to be \$9,022,000 over budget due to higher water consumption.

**8 Bond & Construction Management.** BCM revenues are projected to be \$839,000 under budget due to lower expenses. BCM expenses are projected to be \$1,083,000 under budget due to salary savings associated with 47 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

**9 Equipment and Fleet Management.** City Council increased EFM's expense budget by \$2,311,000 on May 8, 2024 by ordinance #32723 for vehicle parts and outside labor.

**10 Express Business Center.** EBC revenues are projected to be \$126,000 over budget due to interest earnings and surplus revenues from retail items, copies, and notary services. EBC expenses are projected to be \$35,000 over budget due to temporary staffing costs to cover vacant positions.

**11 Information Technology.** ITS revenues are projected to be \$143,000 over budget due to interest earnings. ITS expenses are projected to be \$6,660,000 under budget due to a delay in the Master Lease program.

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of April 30, 2024, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2022-23 audited unassigned ending fund balance and includes FY 2022-23 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

**12 Radio Services.** Radio Services revenues are projected to be \$212,000 over budget due to interest earnings. Radio Services expenses are projected to be \$647,000 under budget due to a delay in the Master Lease program.

**13 9-1-1 System Operations.** 9-1-1 System Operations revenues are projected to be \$290,000 over budget due to increased 9-1-1 fee collections for residential and commercial wireline services based on year-to-date receipts.

**14 Debt Service.** Debt Service revenues are projected to be \$2,430,000 over budget due to higher interest earnings, partially offset by reduced property tax revenues. Debt Service expenses are projected to be \$17,346,000 below budget primarily due to the postponement of a Master Lease program, the refunding of the General Obligation Refunding and Improvement Bonds, Series 2013A and Series 2014, as well as a more advantageous debt structure for a litigation judgement, and General Obligation Refunding Bonds Series 2024A.

**15 Employee Benefits.** Employee Benefits revenues are projected to be \$105,000 over budget due to interest earnings and City Contributions based on forecast usage. Employee Benefits expenses are projected to be \$7,113,000 over budget due to the increased cost of inpatient and outpatient medical and pharmacy claims from October 2023 to April 2024. The 2024 health plan enrollment also increased by 434 participants. The resulting effect is an estimated 3.7 percent increase in the enrollment in comparison to last fiscal year.

**16 Risk Management.** Risk Management revenues are projected to be \$1,503,000 over budget due to interest earnings and higher-than-budgeted Worker's Compensation subrogation recovery. Risk Management expenses are projected to be \$1,969,000 under budget due to lower-than-budgeted insurance claims and a delay in anticipated claims that have been moved from FY 2023-24 to FY 2024-25.

## FY 2023-24 Financial Forecast Report

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

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$533,981,000	\$355,339,323	\$127,411,838	\$51,229,838
B*	Park and Recreation Facilities	\$261,807,000	255,807,000	\$183,491,592	\$11,864,908	\$60,450,500
C	Fair Park	\$50,000,000	50,000,000	\$42,940,674	\$1,502,954	\$5,556,372
D	Flood Protection and Storm Drainage	\$48,750,000	48,750,000	\$21,669,347	\$14,728,487	\$12,352,167
E	Library Facilities	\$15,589,000	15,589,000	\$14,918,344	\$159,552	\$511,104
F	Cultural and Performing Arts Facilities	\$14,235,000	14,235,000	\$13,224,706	\$340,836	\$669,459
G	Public Safety Facilities	\$32,081,000	32,081,000	\$27,385,175	\$134,171	\$4,561,654
H	City Facilities	\$18,157,000	18,157,000	\$3,760,503	\$713,636	\$13,682,861
I	Economic Development	\$55,400,000	55,400,000	\$22,689,927	\$9,460,131	\$23,249,942
J	Homeless Assistance Facilities	\$20,000,000	20,000,000	\$17,428,025	\$58,115	\$2,513,860
<b>Total</b>		<b>\$1,050,000,000</b>	<b>\$1,044,000,000</b>	<b>\$702,847,615</b>	<b>\$166,374,628</b>	<b>\$174,777,757</b>

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

**2012 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$266,938,887	\$260,945,744	\$2,983,183	\$3,009,960
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	256,795,705	58,262,560	11,316,734
3	Economic Development	55,000,000	55,000,000	39,111,855	5,025,181	10,862,964
<b>Total</b>		<b>\$642,000,000</b>	<b>\$648,313,887</b>	<b>\$556,853,303</b>	<b>\$66,270,925</b>	<b>\$25,189,659</b>

**2006 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$393,841,426	\$9,257,310	\$3,391,818
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	307,068,397	9,441,046	26,247,723
3	Park and Recreation Facilities	343,230,000	353,343,060	350,126,091	1,103,682	2,113,288
4	Library Facilities	46,200,000	52,148,600	47,679,684	96,927	4,371,989
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	46,127	623,831
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	33,313,960	314,104	2,588,414
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	42,735,357	2,075,221	249,475
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	0	349,741
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,818,529	22,150	10,886,772
11	Court Facilities	7,945,000	8,146,606	7,869,762	0	276,844
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,385,969	411,256	275,714
<b>Total</b>		<b>\$1,353,520,000</b>	<b>\$1,405,218,107</b>	<b>\$1,331,048,846</b>	<b>\$22,767,822</b>	<b>\$51,401,438</b>

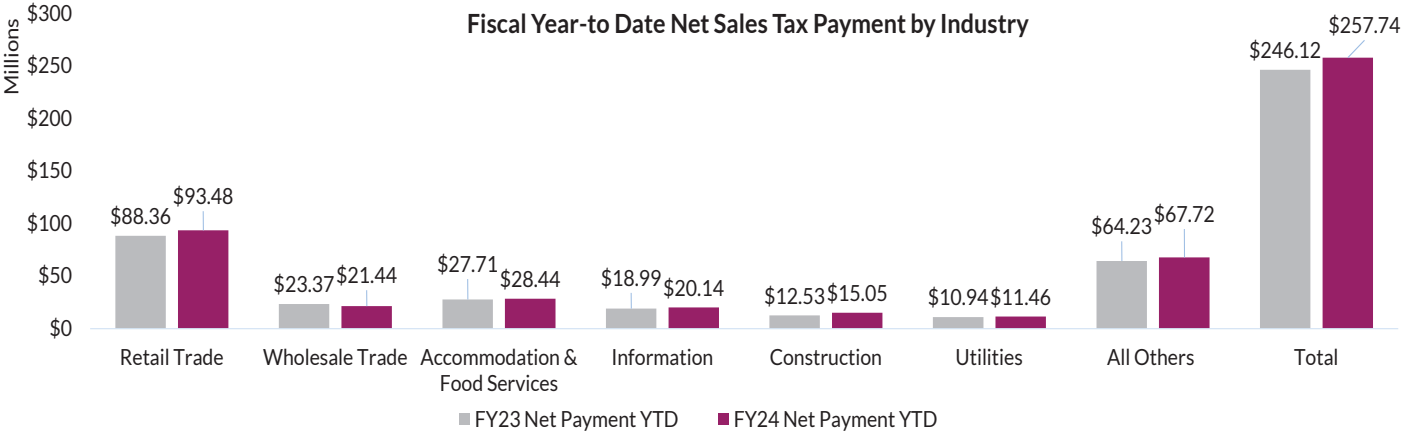
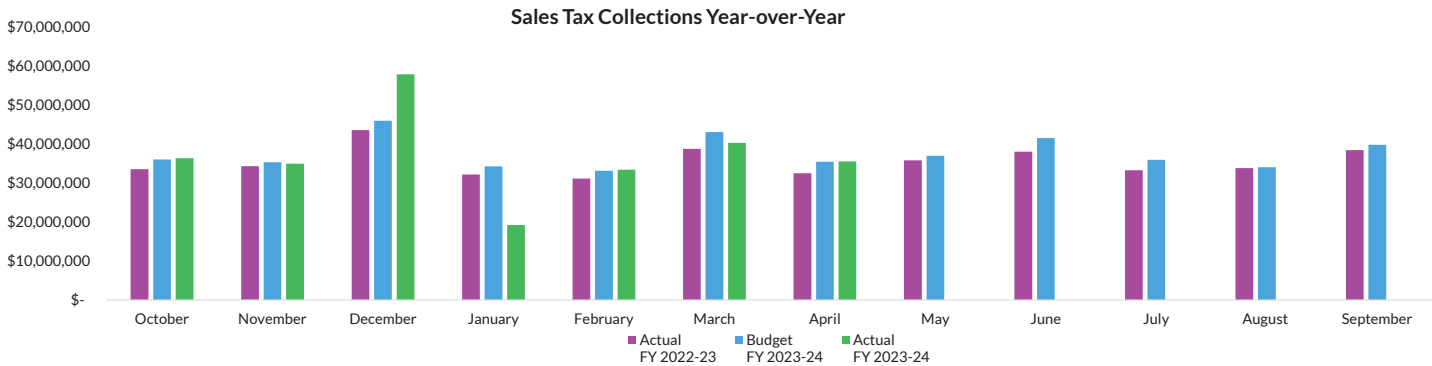
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.



# ECONOMIC INDICATORS

## Sales Tax

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





## FY 2023-24 Financial Forecast Report

**ECONOMIC INDICATORS**

Year-over-Year Change in Sales Tax Collections		
Industry	April FY24 over April FY23	FYTD24 over FYTD23
Retail Trade	9%	6%
Wholesale Trade	0%	-8%
Accommodation and Food Services	10%	3%
Information	18%	6%
Construction	8%	20%
Utilities	15%	5%
All Others	10%	5%
Total Collections	9%	5%

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

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

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

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

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

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

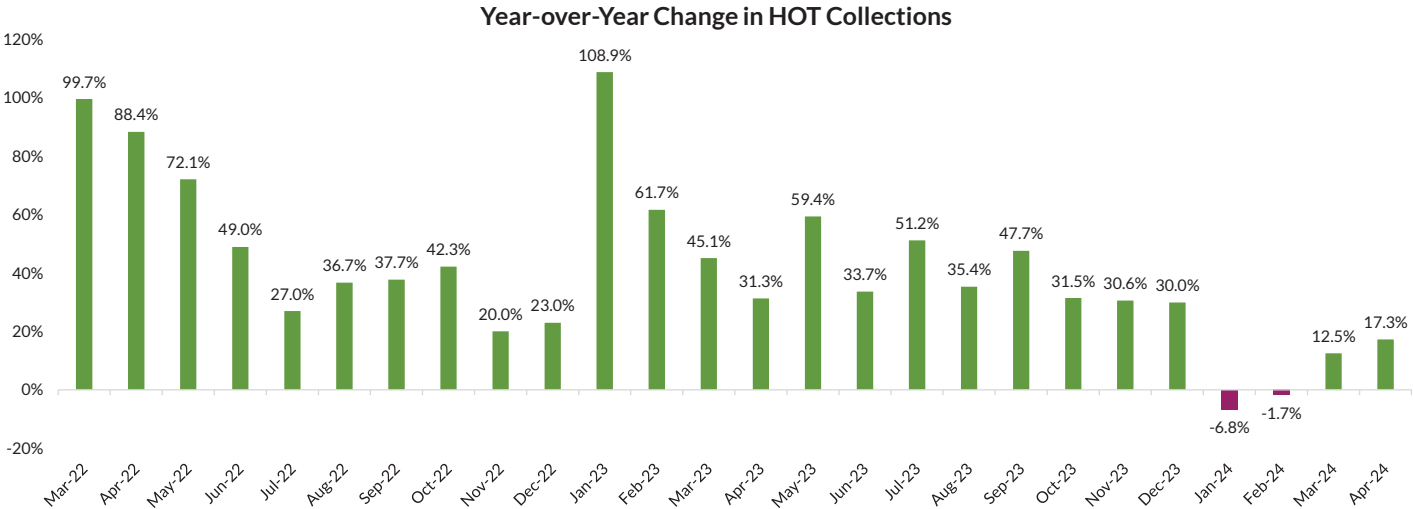
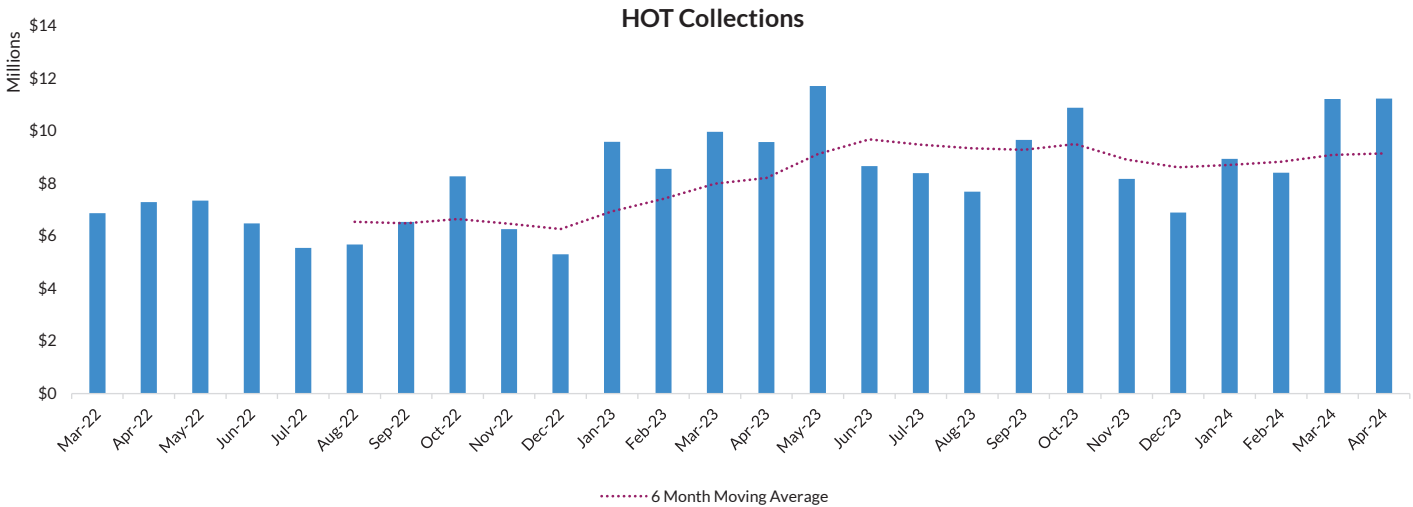
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

## Hotel Occupancy Tax

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



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

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



FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

## Convention Center Event Bookings

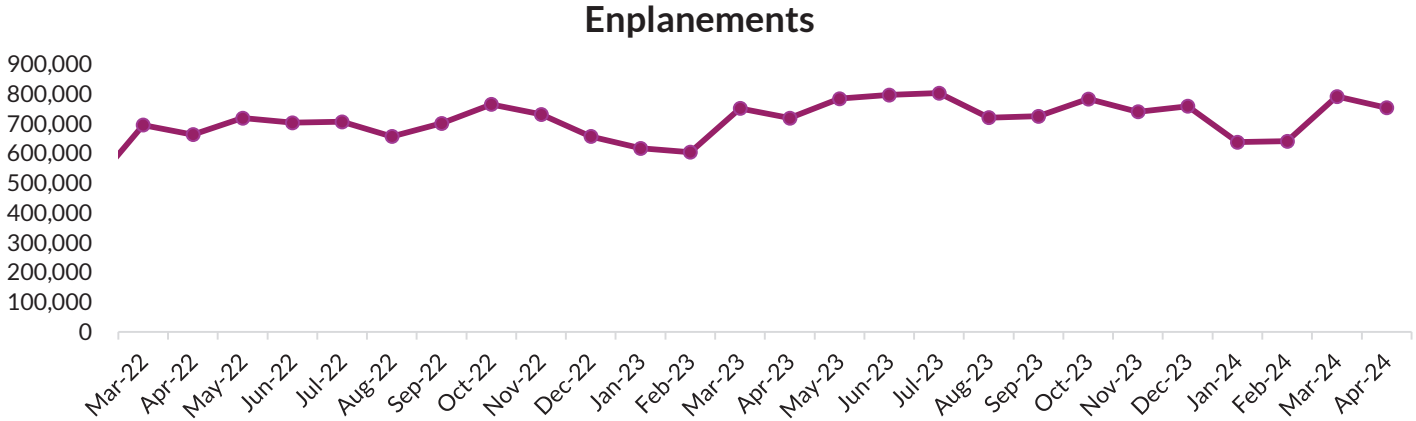
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

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

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

## Love Field Enplanements

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



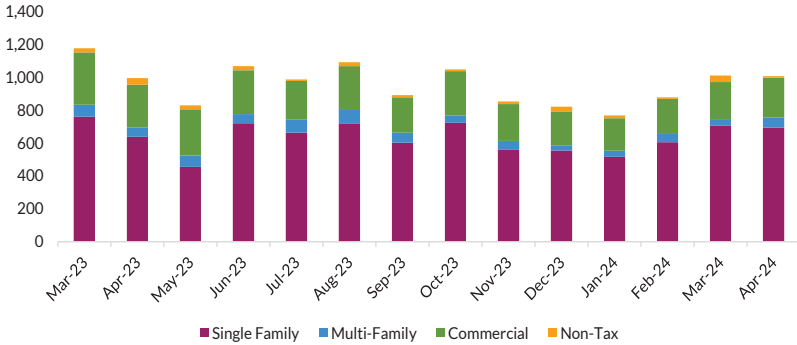
FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

## Building Permits

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

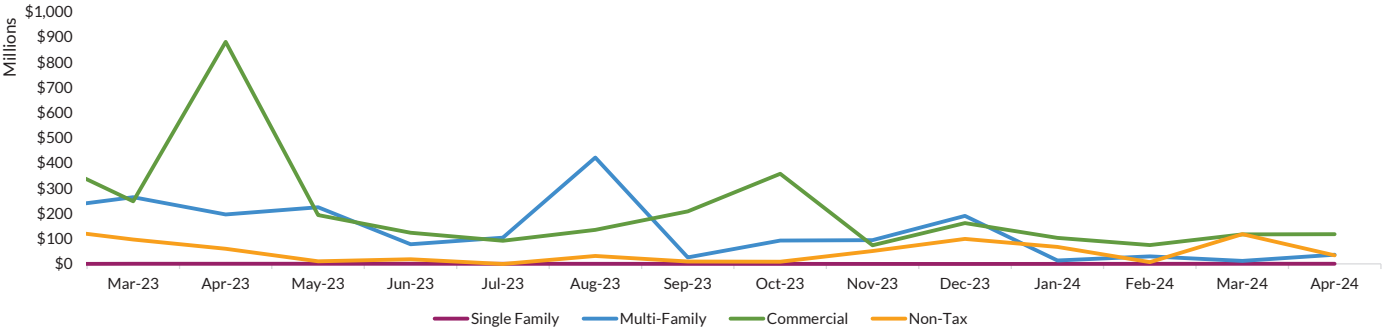
Number of Submitted Building Permits



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

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

Submitted Building Permit Valuations



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

\*Single-family home valuations are estimations only.

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



# DALLAS 365

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

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

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



#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Economic Development</b>						
1*	Average number of business days to complete first review of residential permit application (Development Services)	8	10	1	10	8
2*	Average number of business days to complete first review of commercial permit application (Development Services)	2	15	10	15	15
3	Percentage of attracted private investment documented by contract that occurs in Target Areas (Office of Economic Development)	N/A	40.0%	100.0%	40.0%	48.0%
4	Percentage spent with local businesses (Small Business Center)	59.0%	40.0%	39.8%	40.0%	40.0%
5	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	80.9%	70.0%	75.0%	70.0%	75.0%
<b>Government Performance &amp; Financial Management</b>						
6	Percentage of invoices paid within 30 days (City Controller's Office)	79.7%	85.0%	81.9%	85.0%	82.6%
7	Percentage of vehicles receiving preventive maintenance on schedule (Compliance I) (Equipment & Fleet Management)	N/A	65.0%	72.3%	65.0%	65.0%
8	Percentage of customers satisfied with call experience (311 Customer Service Center)	89.1%	88.0%	92.4%	88.0%	92.4%

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



## FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
9	Completion rate for informal solicitations (Procurement Services)	22.2%	80.0%	93.0%	80.0%	93.0%
<b>Housing &amp; Homelessness Solutions</b>						
10	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	89.7%	60.0%	80.8%	60.0%	60.0%
11	Percentage of service requests resolved within 21 days (Office of Homeless Solutions)	87.0%	85.0%	93.5%	85.0%	93.5%
12	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	100.0%	90.0%	137.1%	90.0%	137.1%
<b>Parks, Trails, &amp; the Environment</b>						
13	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	75.3%	75.3%	72.2%	75.3%	77.3%
14	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	3,269	2,300	3,795	2,300	3,795
15	Residential recycling diversion rate (Sanitation Services)	18.2%	20.5%	17.6%	20.5%	17.8%
16	Percentage of garbage and recycling routes completed on time (Sanitation Services)	99.9%	95.0%	99.8%	95.0%	99.8%
<b>Public Safety</b>						
17	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.4%	90.0%	85.2%	90.0%	85.2%
18	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.0%	90.0%	89.4%	90.0%	89.4%
19*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	1,936	1,147	1,104	2,000	1,104
20	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	61.5%	60.0%	51.6%	60.0%	51.6%
21	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	93.3%	90.0%	93.7%	90.0%	93.7%
22	Monthly complaint resolution rate (DPD and OCPO) (Office of Community Police Oversight)	78.3%	70.0%	84.6%	70.0%	84.6%
23	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	59.8%	60.0%	54.5%	60.0%	53.4%

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

## FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Quality of Life, Arts, &amp; Culture</b>						
24	Number of cases resolved by community prosecution (City Attorney's Office)	211	266	444	450	450
25	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	98.4%	85.0%	94.7%	85.0%	94.7%
26	Percentage increase in dogs and cats transferred to rescue partners (Dallas Animal Services)	41.9%	5.0%	12.0%	5.0%	12.0%
27	Satisfaction rate with library programs (Library)	98.1%	95.0%	100.0%	95.0%	98.3%
28	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	32.8%	35.0%	34.4%	35.0%	34.4%
<b>Transportation &amp; Infrastructure</b>						
29	Planned lane miles improved (792 of 11,770 miles) (Public Works)	98.4%	40.0%	67.0%	100.0%	100.0%
30	Percentage of planned sidewalk projects completed (Public Works)	N/A	44.0%	50.0%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	97.7%	98.0%	97.3%	98.0%	97.3%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	90.4%	80.0%	79.8%	80.0%	79.8%
33	Percentage of long line pavement marking miles restriped (611 of 1,223 miles) (Transportation)	50.0%	23.6%	20.1%	50.0%	50.0%
<b>Workforce, Education, &amp; Equity</b>						
34	Percentage of users who reported learning a new skill through adult learning or career development programs (Library)	94.0%	92.0%	85.8%	92.0%	92.0%
35	Percentage of annual Racial Equity Plan department progress measures completed (Office of Equity & Inclusion)	N/A	40.0%	62.7%	75.0%	75.0%

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

## FY 2023-24 Dallas 365

**VARIANCE NOTES**

**15** While Recycling tonnage remains consistent each month at 17 to 18 percent, collection depends on residents' behavior and participation in the program. The Sanitation Outreach Team is actively educating and informing the public about the City's recycling program to encourage the program. As of April 2024, the Sanitation Outreach Team hosted 110 events across various Sanitation and Council districts.

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

**20** DPD continues to emphasize hiring to increase the percentage of calls answered within eight minutes. This fiscal year, DPD's hiring goal is 250 police officers, with 93 hired as of April 2024. Additionally, DPD is working to create a referral incentive program to further accelerate future hiring. An increase in police personnel will provide more resources to call response and result in better response times.

**23** There has been continued improvement in the number of incoming behavioral health calls responded to by RIGHT Care. The proportion of calls initially dispatched as non-behavioral health-related but later handled by the unit has remained high, primarily due to increased patrol requests for assistance. The continued use of partner response teams is assisting with the increased rate of response to behavioral health calls, and we are addressing recent staffing and vehicle limitations within the RIGHT Care Unit to improve response rates. Despite these challenges, the unit is on pace to answer more than 12,000 calls for service in FY 2023-24 and is on pace to meet the annual target.

**33** TRN is under target due to rain delays in April 2024. Performance is expected to increase during the summer months and 50 percent is still an accurate forecast for the fiscal year.

**34** LIB is under target due to the recent expansion of the Career Launchpad program to all full-service library locations. Due to the novelty of the program, staff and customers are still adjusting to its requirements. Performance is expected to increase as program training for staff continues. The YTD Actual anticipates improvement by June 2024.



# BUDGET INITIATIVE TRACKER

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



## In the Spotlight

### Keep Dallas Beautiful



The Department of Code Compliance (CCS) developed the Keep Dallas Beautiful program to align with Keep Texas Beautiful and Keep America Beautiful in focusing on litter prevention, recycling initiatives, and beautification efforts. Keep Dallas Beautiful is aimed to reduce blight and foster clean, healthy, and safe communities through ongoing investments and engagement. Keep Dallas Beautiful features

purposeful projects and campaigns such as: Love Your Block, encouraging residents to take pride in their neighborhoods by engaging in activities such as planting flowers, mowing lawns, and picking up litter; Adopt-A-Spot, working with residents to maintain selected areas in Dallas for up to one year making sure the location is litter-free; and Community Clean Trash-Off, CCS hosted free cleanup event with residents to discard bulk trash, hazardous waste, and shredding of documents resulting in thousands of pounds of debris being removed throughout the City of Dallas.

## FY 2023-24 Budget Initiative Tracker

**ECONOMIC DEVELOPMENT****1 Augmentation of Planning and Zoning** ✓

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

**STATUS** The expansion and update of the contract with existing provider was presented to City Council for approval on April 10, 2024. PNV staff has commenced discussions with Freese and Nichols to explore integrating their expertise into other projects.

**2 Community Development Team** ✓

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

**STATUS** As of April 2024, OCD has attended introductory meetings with 14 departments, participated in 31 collaborative community and public engagements, and has initiated notable catalytic projects (such as the Martin Luther King Jr. Dart Station Project) to fulfill the department mission in partnering with stakeholders, local emerging developers, and business owners to advance real estate projects in priority areas.

**3 Infrastructure Investment Fund** ✓

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

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

**4 Development Services** ●

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

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

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

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

**STATUS** The Request for Qualifications (RFQ) for Component 1 Architecture / Engineering Design (AED) closes on June 14, 2024. Convention and Event Services (CCT) will issue the corresponding Request for Proposals (RFP) for AED shortly thereafter. CCT anticipates awarding the AED contract at the first council meeting August 2024. A two-step RFQ/RFP process to procure a Construction Manager at Risk (CMaR) is also underway; CCT anticipates awarding the AED contract in August 2024.

## FY 2023-24 Budget Initiative Tracker

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## 6 Modernize Key Software Applications

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

**STATUS** As of April 2024, ITS has invested \$2,995,000 for infrastructure optimization towards diverse network resilience initiatives.

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

ITS has completed the rehosting of 911 Computer Aided Dispatch system (CAD) and call recording servers while updates continue for DPD's body-worn camera infrastructure. The implementation of Software Defined Wide Area Networking (SD-WAN) for 29 DPD facilities is ongoing to improve operations. The Code Compliance Inventory project went live April 2024.

## 7 Procurement Services - Enhanced Services

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

**STATUS** As of April 2024, OPS has onboarded three of the four Procurement Specialists and one Procurement Manager. The remaining Procurement Specialist vacancy is expected to hire by summer 2024. Through staffing and process improvements, OPS is actively working to track and monitor the decrease to contract development by 45 days.

FY 2023-24 Budget Initiative Tracker

# HOUSING & HOMELESSNESS SOLUTIONS

## 8 Addressing Homelessness - Rebranded RTR

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

**STATUS** From October 2021 to April 2024, the Real Time Rehousing Initiative housed 10,775 individuals. Of those housed, 46 percent consisted of adults with children and 49 percent were of adults only. OHS is partnering with Housing Forward to continue encampment decommissioning effort to offer individuals in established encampment housing solutions.

## 9 Minor Home Repair Program

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

**STATUS** As of April 2024, HOU has consolidated multiple home repair programs into one streamlined initiative, investing \$1,700,000 in the Minor Home Repair Program. The proposal was adopted by City Council on March 27, 2024. HOU is working on qualifying residents for the program, but no cases have been approved.

FY 2023-24 Budget Initiative Tracker

# PARKS, TRAILS, & THE ENVIRONMENT

## 10 Strengthen Park Security Presence

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

**STATUS** The City Marshal’s Office is currently recruiting and interviewing for the eight City Marshal positions with three positions expected to be sent to PKR after training. For park security, 20 cameras are currently pending installation in 17 different parks, trails, and tennis court locations. Light installations are completed in West Trinity and Northhaven with more scheduled for various parks around the city. Weather has delayed the installation of lights for the five remaining parks. Camera trailers have been delivered to MSH and ITS is currently working with the vendor to connect to servers.

## 11 Urban Agriculture Infrastructure Grant Program

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

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

## 12 Composting Site

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

**STATUS** City Council authorized the acceptance of a grant and execution of a grant agreement from the North Central Texas Council of Governments (NCTCOG) to fund a feasibility study on April 10, 2024. Upon contract execution on April 30, 2024, and receipt of notice to proceed from NCTCOG, SAN is in the process of securing the services of a solid waste engineering firm to conduct this study and finalize a composting site location. SAN anticipates completion by grant period ending August 2025.

## 13 Solar Installation

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

**STATUS** A portion of the \$500,000 allocated in FY 2023-24 for solar energy initiatives will be used for maintenance and repair of existing failed solar equipment installed at City facilities. An RFP solicitation for providing maintenance and repair for Solar Power Equipment was submitted to the Office of Procurement Services in May 2024. Once the contract is awarded and an exact amount for repairs and maintenance is known, any remaining funds will be used to expand the City’s solar PV system infrastructure to additional City facilities.



## FY 2023-24 Budget Initiative Tracker

**PUBLIC SAFETY****14 Police Response Times** 

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

**STATUS** As of April 2024, DPD has hired 93 personnel, which includes laterals, rehires, and trainees. Two classes remain with a target of 50 officers graduating per class for an end of year total of 237 recruits. Current trends show that DPD is unlikely to hit the target headcount due to higher attrition in FY 2022-23 causing the starting headcount to be 3,058, which is lower than FY 2023-24 budgeted headcount of 3,069.

**16 Single Function Paramedic Program** 


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

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

**18 Dallas Police Department Forensic Lab** 

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

**STATUS** The Police Technology unit has finalized Standard Operating Procedures (SOP), equipment details, and working to maintain accreditation standards. DPD is currently working with HR to reclassify the five positions identified.

**15 Right Size the Fire Department** 

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

**STATUS** As of April 2024, DFR has hired 207 personnel, which includes laterals, rehires, trainees, and Single Function Paramedics. An additional academy class is scheduled for July of 2024. Current trends show that DFR is likely to hit the target ending headcount of 2,187 for FY 2023-24.

**17 Dallas Police Department Technology** 

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

**STATUS** DPD has integrated the ALPR Technology into the dash cams in all marked squad cars. The mobile and portable radio project is complete with 3,900 radios being issued and the remainder are being stored for new staff or replacements. Taser 7 is currently being issued during training academy, with about 2,400 devices deployed. ITS and DPD are migrating the existing Records Management System (RMS) system to update servers to address Criminal Justice Information Services (CJIS) compliance issues."

**19 Investigations and Operations** 

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


**STATUS** DPD reassigned 20 non-uniform positions to investigations and operations from other areas in DPD while DPD completes recruitment efforts in March 2024. There are 16 positions that have been filled. Of the remaining four positions, two candidates have been selected and interviews are currently being coordinated for the remaining two positions.

## FY 2023-24 Budget Initiative Tracker

**QUALITY OF LIFE, ARTS, & CULTURE****20 Short-Term Rental Registration Program** 

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

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

**22 Beautification Program** 

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

**STATUS** The Keep Dallas Beautiful program has filled two out of the three positions and the third is awaiting applicants. As of April 2024, the Volunteer Community Clean-Up program has completed 65 community cleanups and anticipates completing an additional 10 by September 2024. Additionally, the Community Clean Trash-Off program has completed 14 events and anticipates another five to be completed by September 2024.

**24 Expanding Library Access** 


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

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

**21 Reduce Blight** 

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

**STATUS** In January 2024, City Council approved a demolition vendor agreement. As of April 2024, demolition has been completed at 17 properties and six properties are in queue to be demolished expecting court orders to be received in summer 2024.

**23 Night Entertainment Team** 

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

**STATUS** CCS has filled all five positions and are currently being onboarded. CCS staff are operating the designated overnight shift and addressing entertainment venues-related ordinance.

**25 Spay and Neuter Program** 

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

**STATUS** As of April 2024, DAS has completed 642 surgeries. DAS will host spay and neuter events each month averaging 170 low-cost surgeries in targeted areas with the additional funding. These additional surgeries will help reduce the animal population, increase the spay/neuter capacity, increase compliance with violations and citations, and reduce the loose animal population in Dallas.

## FY 2023-24 Budget Initiative Tracker

**TRANSPORTATION & INFRASTRUCTURE****26 Sidewalk Master Plan** ✓

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

**STATUS** As of April 2024, PBW has spent \$2,848,000 to continue work on sidewalk improvements for the Sidewalk Master Plan FY 2023-24. PBW is on track to complete nine sidewalk projects which equates to approximately 7.3 miles of sidewalk improvements by September 2024.

**27 Street Maintenance** ✓

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

**STATUS** As of April 2024, PBW completed 212.4 lane miles of street maintenance work and spent \$58,174,000 in funding.

**28 Parking Management** ✓

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

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

**29 Public Safety Street Light Program** ✓

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

**STATUS** TRN streetlight team has completed its review of lighting options for corridor lighting along Walton Walker/Loop 12. TRN has sent a project extent map of streetlights to TxDOT for review. TRN has issued a Request for Proposals for the streetlight analysis and design with bids due by April 26, 2024. The design award will be presented to City Council for approval August 14, 2024.

**30 Drainage Improvements** ✓

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

**STATUS** As of April 2024, SDM has spent \$11,812,000 citywide on the completion of one project, one project under construction, eight projects in design, and 21 that are in development.



## FY 2023-24 Budget Initiative Tracker

**WORKFORCE, EDUCATION, & EQUITY****31 Small Business Center**

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

**STATUS** As of April 2024, the Business & Community Leaders of Texas (BCL) started its Accelerator program on April 23, 2024. Black Chamber of Commerce, Hispanic Chamber of Commerce, and BCL have begun program operations with the training of 45 participants. SBC has advertised for a second program cohort which has been extended until May 7, 2024 for all three program operators, with an additional 40 participants expected to attend.

**33 Expand Green Job Skills Program**

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

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

**35 Fair Housing Equity Plan**

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

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

**32 Day Labor Program**

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

**STATUS** SBC has been working closely with Real Estate on site assessment and selection for SBC Labor Center location(s). The feasibility study of the proposed site will include an overview of risk factors and is expected to be brought to City Council at the end of May 2024 with a mobile workstation to be completed July 2024.

**34 Senior Services**

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

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

## FY 2023-24 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES**

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

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

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

**STATUS** The EDC board met in January 2024 and approved the website, logo, and branding. CEO candidate is slated to begin July 2024, once the CEO is onboarded a 3-year work plan and budget will be developed.

**13 Affordable Housing Units**

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

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

**14 Preservation of Affordable Housing**

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

**STATUS** In December 2021, City Council approved \$11,250,000 in ARPA for home repair and infrastructure improvements within specified qualified neighborhoods in Dallas. As of April 2024, \$2,900,000 has been spent or encumbered for 13 homes under construction and 18 that have been completed. By summer 2024, \$4,500,000 will be encumbered for infrastructure improvements including water, wastewater, and sewer utilities.

**27 Wi-Fi at Park Facilities**

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

**STATUS** The cabling installation of 14 high-priority sites was completed in December 2022, four in February 2024, and five in April 2024 for a total of 23 sites. The remaining 40 Wi-Fi sites have received Access Point equipment and scheduling with the cable companies has begun.

## FY 2023-24 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES****29 Traffic Signals** 

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

**STATUS** Traffic signal replacement will be a multi-year effort and is delayed due to the extended TxDOT approval process. This initiative includes both design and construction/replacement components for 100 traffic signals. This multi-year initiative to devote \$14,000,000 over three years will be completed in FY 2024-25. As of April 2024, TRN has spent and encumbered \$10,400,000 on the design of 65 signals and construction of 75 signals associated with both FY 2021-22 and FY 2022-23 initiatives.

**32 Bike Lanes** 

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

**STATUS** TRN presented the bike plan update to City Council on November 1, 2023. The bike lane update included recommended future bike lane locations and facility types, updated design standards, and prioritized a phased implementation plan. As of April 2024, TRN has spent \$2,000,000 of the \$4,500,000 in available funding on design, study, or completion of 15.9 lane miles and the installation of 1.0 mile of bike lanes for the Akard Street Bike Lane is complete. TRN is presenting a bike lane engineering contract to City Council for approval on June 26, 2024.

**34 Accessibility** 

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

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

**35 Water/Wastewater Service** 

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

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

## FY 2023-24 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES****FY 2022-23****2 City Development Code** ✓

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

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

**5 Water Conservation Five-Year Work Plan** ✓

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

**STATUS** The Long Range Water Supply and associated Water Conservation Plan updates were awarded in fall 2022. A kick-off meeting was held in February 2023 between consultants and the City to review the current plan, analyze conservation strategies, and update and index the plan against customer cities, including the southwest cities. The City delivered the data to the consultant and the drafted plan was approved by City Council in May and submitted to the state in compliance with the Water Conservation and Drought Contingency regulatory requirements.

**17 Innovative Equipment and Technology** ✓

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

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

**20 City Facility Security Assessment** ✓

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

**STATUS** As of April 2024, Dallas Municipal Court (DMC) and City Marshal's Office (MSH) have initiated over 103 projects and completed 32 of them. Currently, 66 of these projects are in the installation/construction phase. The remaining projects are in the design/pre-construction phase pending City Council approval of the new Master Agreement scheduled for April 2024. The completed projects include park lighting surveillance systems, access controls, window treatments, radios, and garage doors. DMC and MSH have spent \$4,600,000 of the total \$6,400,000 ARPA allocations. There were no new encumbrances of ARPA funds for FY 2023-24 due to the expiration of the Master Agreement, which was renewed by the Council on May 8, 2024. CTS is collaborating with the Dallas Public Library on a \$1,200,000 project to upgrade surveillance and door badge access controls.

FY 2023-24 Budget Initiative Tracker

# MULTI-YEAR INITIATIVES

**25 Sidewalk Master Plan**

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

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

**30 School Zone Flashing Beacons**

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

**STATUS** As of April 2024, TRN has spent or encumbered \$2,600,000 of \$5,000,000 allocated in FY 2021-22 through FY 2023-24, with 449 flashing beacons installed. Due to supply chain issues, the manufacturer was unable to deliver school zone flashing beacon equipment as planned which impacted installation. The manufacturer has resumed shipping new equipment as of September 2023. Replacement of the school zone flashing beacons will be conducted when the flashers are inactive. The remaining 51 school zone flashing beacons will be updated FY 2023-24.


# PROCESS IMPROVEMENT

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




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

**Project Status**



**3**

Complete




**2**

On Track





**0**

Delayed



**0**

Pre-Kickoff

#	Project	Status	Timeline	Measure	Baseline
1	<p><b><u>DPD Workload Optimization</u></b></p> <p>Assess current operational demands to identify process improvement opportunities for workload management</p>		<p>January 2022 - December 2023</p>	<p>% Accurately Reported Hours</p>	<p>Unknown</p>
		<p><b>Status Update:</b> <i>The review protocols, dashboard, and reports that will trigger leadership action have been identified. The project is complete and the technology option implemented.</i></p>			
2	<p><b><u>DWU/DEV/DFR</u></b></p> <p>Map water and wastewater permitting process, from start to finish including installation of items. Cross training and provide understanding of entire process for stake holders</p>		<p>April 2023 - November 2023</p>	<p>Reduce Errors, Breakdown Silos, Improving Communication</p>	<p>N/A</p>
		<p><b>Status Update:</b> <i>The four main improvement items are as follows: 1) Prioritizing New Fire Hydrants with DWU, a joint memo from DFR and DWU addressing the issue was released in March 2024 detailing an implementation outline in the next few months; 2) Transitioning the City to Utilize 811 for DWU utility line locations; 3) Eliminating the "City" option to purchase utility connections; 4) Creating a permitting team within DWU and incorporating the inspection process with Building Inspection. Items 2, 3, and 4 are currently being addressed and will be adopted within the FY 2024-25 budget. This project is complete from a Process Improvement Team (PIT) standpoint; however, the PIT continues to support the implementation of improvements.</i></p>			



#	Project	Status	Timeline	Measure	Baseline
3	<b><u>Low Sterrett Prisoner Intake</u></b> Reduce the amount of time DPD officers spend processing prisoners at Low Sterrett		July 2023 - January 2024	Cycle Time/Arrest	228 mins/ arrest
			<b>Status Update:</b> The project was relaunched in July 2023, initially connected with the 'Low Sterrett Officer Turn Around Process' project. An Executive Report-Out was completed in January 2024. Customized report writing approval from ITS occurred in February 2024. Enhancements implemented include establishing a Single Arrest Line and transitioning an existing Parkland nurse from night to day shift. Detailed reporting requirements for warrants were given to ITS in March 2024. Driving While Intoxicated (DWI) reports will be sent to ITS in May 2024, and assaults with a family violence component report will be sent to ITS in June 2024. Once implemented, these customized reports are expected to save DPD officers 19,000 labor hours annually. The Process Improvement team continues to collaborate with the Dallas County Sheriff's Department to adjust group transfers from other cities to balance volume throughout the working day. While the project is complete from a Process Improvement Team (PIT) standpoint, the PIT continues to support the implementation of improvements.		
4	<b><u>DPD Sworn Hiring Process</u></b> Reduce unnecessary attrition and decrease the number of days it takes to hire an applicant.		February 2024 - April 2024	Calendar days between application and hire	134
			<b>Status Update:</b> The Executive Report-Out was held in April 2024, including four recommendations for Civil Service and seven recommendations for DPD. These recommendations could reduce the hiring process from 11.5 weeks to 7.8 weeks.		
5	<b><u>311/Water Customer Service</u></b> Increase speed-of-answer, and reduce abandonment rate.		April 2024- October 2024	Speed-of-Answer (SoA) and Abandonment Rate (AR)	SoA = 15:30 AR = 30%
			<b>Status Update:</b> The project kicked off in April 2024 intending to improve speed-of-answer and reduce the abandonment rate. However, the project quickly converted to a Kaizen Blitz, to help address the DallasGo issues experienced by City customers, 311, and DWU. The team is currently identifying quick-win opportunities within DWU and Paymetrics websites to be implemented in May 2024.		







# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-2087

**Item #:** E

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Technology Accountability Report as of May 31, 2024  
[Information & Technology Services]

# Memorandum



CITY OF DALLAS

DATE June 14, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – May 2024**

Please find attached the Technology Accountability Report (TAR) based on information through May 31, 2024. The TAR is a progress report reflecting the performance and operational status of the city in purchasing, implementing, operating, and securing technology to achieve the city's priorities and service objectives.

If you have any questions, please contact Dr. Brian Gardner, Chief Information Officer (I) and Director of Information & Technology Services.

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

**Donzell Gipson**  
Assistant City Manager (I)

c: Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)  
Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager

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

# Technology Accountability Report (TAR)



City of Dallas

**As of May 31, 2024**

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**Prepared by Information & Technology Services**

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

**214-671-9868**

# Executive Summary

The highlight of accomplishments achieved in May 2024 include:

- Section 1: IT Programs & Projects – Since the April 2024 TAR report, one major project was completed and removed from the report:
  - The **Asset Management System** project was implemented for Code Compliance to manage several different of assets to include ballistic vests, uniform items (pants, belts, reflective vests, shirts, jackets) issued to officers, and other equipment deployed to their staff to perform their duties. *(Previously Project #6 on April TAR Report)*
  
- Section 1: IT Programs & Projects – Since the May 2024 TAR report, three new major projects have been approved by the ITS Governance Board:
  - **Online Grant Management and Reporting Software – ARPA**  
An online system to automate the receipt of grant reports (financial, supporting documents, target analysis, performance metrics and demographics), as well as reminders to providers for report submissions that will save significant time.
  
  - **External WIC Website Design Proposal**  
The Office of Community Care (OCC) wants to implement a resource website that is designed/ built to provide our WIC Clients a resource center for education and services to improve their quality of life.

Executive Summary *continued*

- **Chesnut Health Systems - GAINS Online Tool**

- SaaS (Software As Service) solution for the City Attorney Office to automate bio-psychosocial screening, appraisal, intervention scheduling and referral, clinical assessment, and monitoring of individual needs within the legal domain.

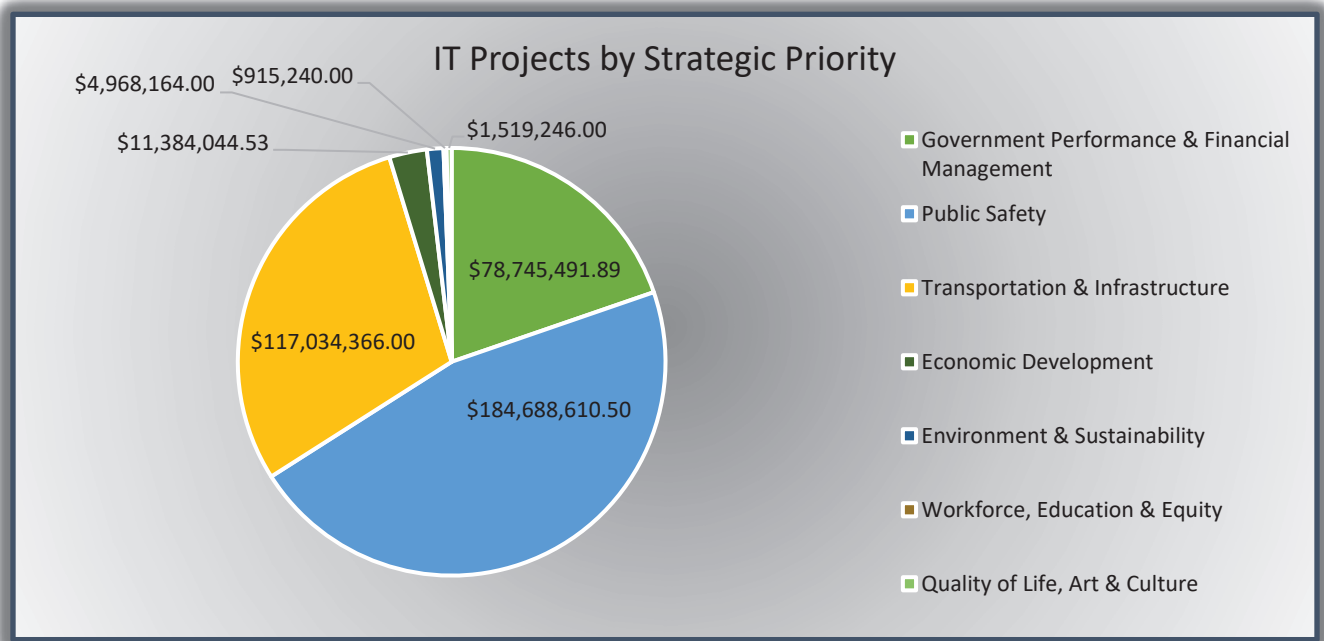
- Section 2: IT Operations – adds a new Subsection C that provides metrics for the fuel status and run time at each of the City’s Radio Site Generators. The ITS Radio/Mobile Technology team maintains twenty-nine (29) tower sites in operation of the P25 radio system that provides coverage for the City and several surrounding agencies for Public Safety and the City’s Public Works departments.
- The May storms presented several challenges to the ITS department. The new P25 radio system was tested in operations as multiple towers failed over to backup power in the aftermath of the storm. The systems performed well, with emphasis placed on ensuring all fuel reserves continue to be maintained, ensuring a high readiness state for that system. ITS worked with the radio system vendor support to ensure any issues were addressed and the system brought to a high level of operations for public safety.

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# Section 1: IT Programs & Projects

## A. Project Pipeline

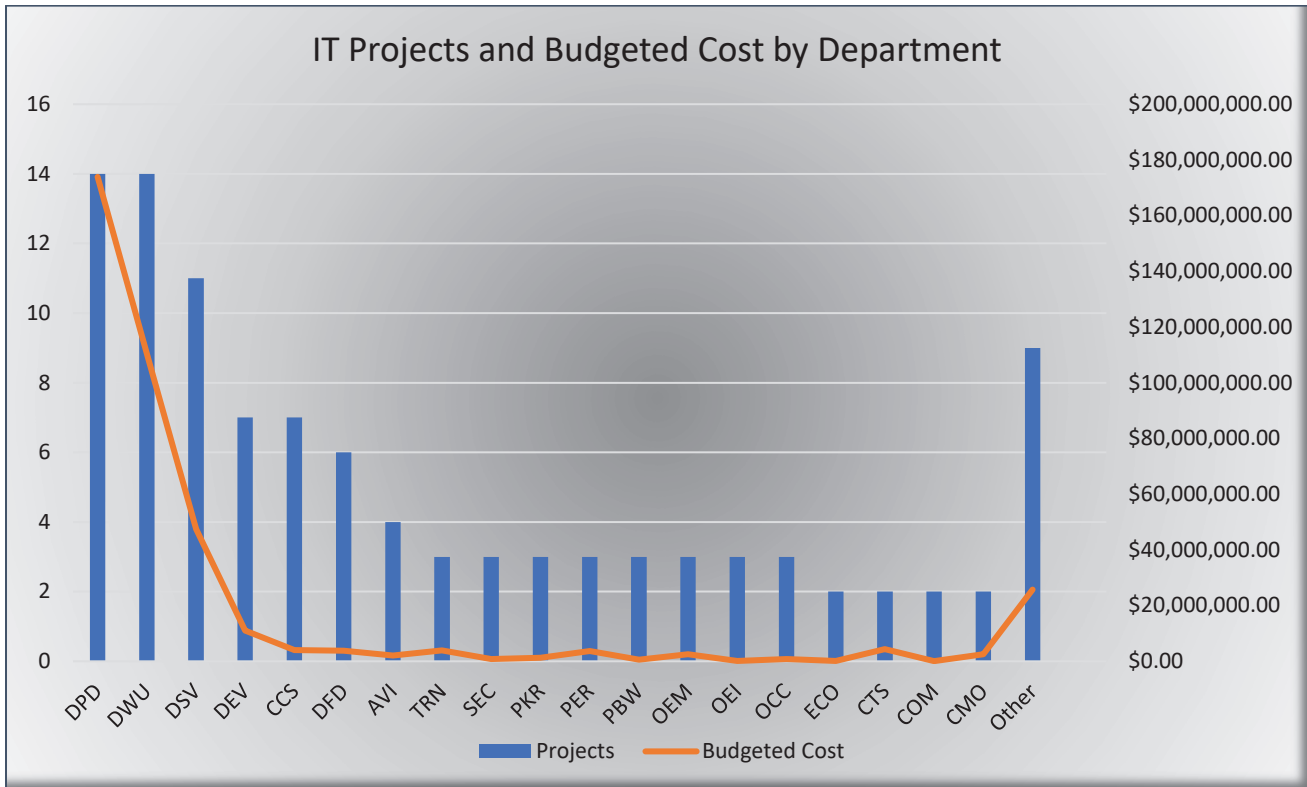
### 1. IT Projects by Strategic Priority



#### NOTES:

1. As of 05/31/2024, ITS has 105 approved IT projects in the pipeline.
2. The total budgeted costs for the 105 projects are \$399,255,162.
3. Project pipeline includes at least one project in 7 of the identified 8 strategic priorities.
4. The highest number of active IT projects are aligned to the Public Safety Strategic Priority with 25 projects at a total budgeted cost of \$184.7M, and Governance Performance Financial Management with a total of 27 projects at a total budgeted cost of \$78.7M, and followed by Transport & Infrastructure with 24 projects at a total budgeted cost of \$117.03M, and Environment & Sustain with 9 projects at a total budgeted cost of \$4.9M.

2. IT Projects and Budgeted Cost by City Department

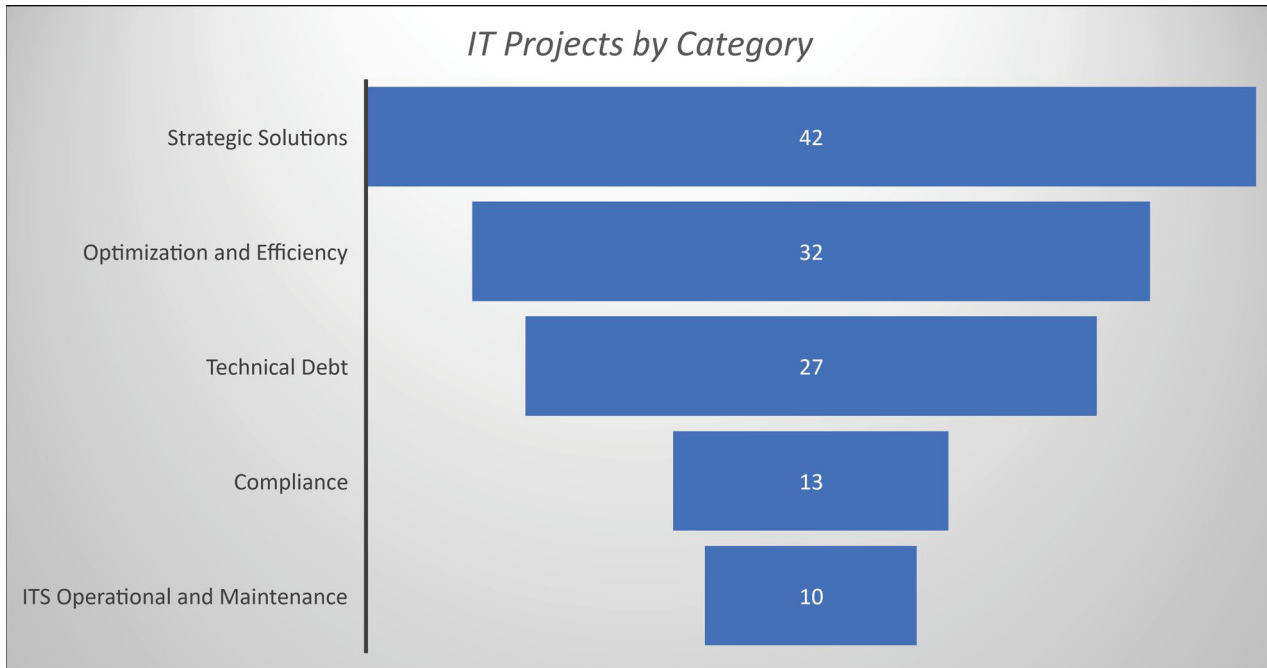


**NOTES:**

1. Twenty-nine City Departments are represented across the 105 approved IT projects in the pipeline.
2. Dallas Police Department has 14 active projects at a total budgeted cost of \$173.9M, followed by Dallas Water Utilities with 14 active projects at a total budgeted cost of \$110.4M, Information & Technology Services with 11 projects at a total budgeted cost of \$47.5M, Code Compliance with 7 projects at a total budgeted cost of \$4.01M, and Development Services with 7 active projects at a total budgeted cost of \$10.9M and Dallas Fire and Rescue with 6 active projects at a total budgeted cost of \$3.8M.
3. Nine Departments have 1 active project each, making up the Other (OTH) group in figure 2 above.



### 3. IT Projects and Budgeted Cost by Category



**NOTES:**

1. Forty-two projects implement Strategic Solutions of new products or services with a budgeted cost of \$68.02M.
2. Thirty-two projects aim to increase Optimization and Efficiency of City processes and systems with a budgeted cost of \$274.13M.
3. Twenty-seven projects focus on reducing Technical Debt with a budgeted cost of \$109.95M.
4. Thirteen projects address Compliance Standards to meet industry regulations, government policies, or security frameworks with a budgeted cost of \$98.98M.
5. Ten projects are internal Operations and Maintenance projects with a budgeted cost of \$1.05M.

\*The number of projects spread among these categories total to more than 105 due to some projects falling into more than one category.


## B. Major Project Status

**\*\*LEGEND:**




- **Cancelled:** The project has not finished, and work on the project will not continue.
- **Completed:** Work on the project has finished, and all deliverables/tasks have been completed.
- **Delayed:** The project is still active, but we have passed the initial estimated completion date.
- **In Process:** The project is currently being worked on by the project team.
- **On Hold:** The project has not finished, and work on the project has been suspended.
- **Ongoing:** The project consists of multiple phases or is an operational project. Some portions have been completed, but the project has not fully reached fruition.




-  : Addresses Technical Debt


-  : PCI project


#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
1.	Enterprise Contact Center (ECC) Solution	The Enterprise Contact Center application within the City of Dallas is a secure, reliable, and scalable call platform to meet the high call volumes and growth to meet the needs of city residents. The ECC includes Natural Language Processing (NLP), Knowledge Base, Workforce Management, Interactive Voice Response (IVR), Courtesy Call Back, and other core call center capabilities to support multiple departments across the city. <b>(\$2,134,245)</b>	GPFM	311	Planning	In Process	
2.	Department of Aviation INDMEX AirBOSS Vehicle Tracking	This system provides the airport staff with a user friendly, browser-based means to track vehicle, aircraft movements, increase operational safety, and create a common operational picture. The Vehicle Tracking technology in this system allows the airport staff to track ground vehicles, driver positions while the Runway Incursion Warning System (RIWS) will alert vehicle operators in advance of a possible incident on runways. <b>(TBD)</b>	Transport & Infra	AVI	Planning	In Process	
3.	Veoci Dallas Airport System Phase 2 Implementation	This system provides the airport staff with a multifunctional platform providing emergency, safety management systems. This system allows users to create, share and manage all information related to unlimited number of emergencies, incidents, events and facilitates emergency mass communications to internal and external stakeholders of Dallas Love Field Airport. <b>(TBD)</b>	Transport & Infra	AVI	Jun-24	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
4.	AdvantageDallas Financial Upgrade	The CGI Advantage 3 system is utilized by all departments within the City for processing and recording of all budgets, procurement, and financial accounting transactions and interfaces with many enterprise business applications. This major upgrade will move the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML) to improve the quality and speed of financial transactions. <b>(\$22,095,745)</b>	GPFM	CCO	Oct-24	In Process	
5.	Consumer Protection Online Salesforce Application/ Permitting system	This system will allow the department to implement online permit process for seven applications (wood vendor, motor vehicle repairs, Credit access, electronic repairs, home repair, scrap tire). Will allow business owners to access, complete, submit, and track their business permit applications online. <b>(\$318,050)</b>	Environment & Sustain	CCS	Planning	In Process	
6.	Body Worn Cameras for Code Personnel (CCS)	Code Compliance is implementing body-worn cameras to enhance citizen interactions, officer safety, and provide investigatory evidence for field inspections. The department has completed a pilot with limited staff and will move forward with a phased rollout.	Environment & Sustain	CCS	Planning	In Process	
7.	Envision Connect Replacement	This project will replace the current Restaurant Inspection System - Envision Connect. Envision Connect is at the end of life for support. The vendor is requesting to move to a newer application for restaurant inspections. <b>(\$482,611)</b>	Environment & Sustain	CCS	Planning	In Process	
8.	Vacant Property Registration Salesforce Platform	This project will develop a registration platform and process for identifying and tracking vacant properties. This City-wide process will be managed by the Code Compliance Department. It will also enable citizens to access an online platform to register and pay for vacant properties they own. <b>(TBD)</b>	Environment & Sustain	CCS	May-24	On Hold	
9.	Electronic Citation (eCitation) System	This project will implement an electronic citation system to support the Code Compliance department's operations. On an annual basis, the department issues over 69,000 Notices of Violation and over 10,000 citations. This system will improve operational efficiency by reducing the amount of time officers spend on-site, reducing paper waste, as well as data entry mistakes from hand-written citations. <b>(TBD)</b>	Environment & Sustain	CCS	Aug-24	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
10.	Safety Tracking, and Hazardous Identification and Inspections	This electronic system monitors training records and certifications. It permits the sharing of policies and procedures with a confirmation acknowledgement, conducts hazard identification inspections, audits, checklists, and conduct job safety hazard analysis. (TBD)	Environment & Sustain	CCS	Aug-24	In Process	
11.	Convention and Event Svcs - Office of Special Events - Customer Relation Mgmt System	Convention and Event Services Customer Relation Management System is currently operational but is not accepting Credit Card payments. This project implements PCI requirements to allow the system to eventually accept credit card payments. (TBD)	ECO	CCT	Planning	In Process	
12.	Enterprise Community and Employee Engagement Solution	This solution streamlines the city's ability to inform the public, solicit opinions, and conduct surveys to better support the citizens. It facilitates city authorities' active communication with residents and will help to better inform residents about service changes. (TBD)	GPFM	CMO	Sep-24	In Process	
13.	RFCSF for Court Case Management System	The current Court Case Management System (Tyler Technologies) contract will expire June 2024. CTS wishes to conduct market research and conduct a competitive procurement to ensure the best solution is selected to upgrade and improve Court Case Management. (\$4,371,720)	Public Safety	CTS	Planning	In Process	
14.	Development Services Training Simulator	The building permitting and inspection process involves several different components operating independently on separate software platforms. The purpose of this project is to develop a training simulator that allows for cross-collaboration across city divisions to improve quality and efficiency of processes. (\$50,000)	ECO	DEV	Planning	On Hold	
15.	Customer Queuing Software	Customers currently walking into the permit center need to be able to "sign in" and set appointments remotely. DEV needs to be able to offer this service to their customers to better track the data associated with their customers' experiences; volume, wait times, types of service...etc. This project will identify, procure, and implement a customer queue management solution for Development Services. (\$60,000)	ECO	DEV	Planning	In Process	
16.	Expand OnBase to the Entire SDC Department	The OnBase content management system was originally implemented only for the Building Inspection division within the Development Services Department (DEV). Purpose of this project is to implement the content management system to all divisions within DEV. (\$180,712)	ECO	DEV	Dec-24	On Hold	



#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
17.	iNovah Upgrade	This project upgrades existing software to the most recent version and provide new hardware for iNovah, the Point of Sale/cashiering system for Sustainable Development. (\$56,365)	ECO	DEV	Dec-24	In Process	
18.	DallasNow	The city's current permitting system has reached end of life, cannot interact with the new geospatial technology standards, and is difficult to change to support new business requirements, and workflows. This project will deploy a new system to replace the existing system and to add efficiencies in the permitting process. (\$9,746,780)	ECO	DEV	Sep-25	In Process	
19.	Smart Device/ Technology Behavioral Health App for DFR Members	This project will provide a Peer Support Contact App for Dallas Fire-Rescue (DFR) personnel. At Dallas Fire-Rescue (DFR), the City is promoting whole-person wellness. This new application will supplement existing mental health support services available to the City's DFR members. (\$170,000)	Public Safety	DFD	Planning	In Process	
20.	Telestaff-Workday Integration Phase 2	Telestaff automated scheduling and staffing system for City of Dallas Fire Department 24-hr employees' integration with Workday Payroll System. (\$731,238)	Public Safety	DFD	Jun-24	In Process	
21.	Dispatch/ Communications Video Wall	This video system will be a "video wall" solution to display relevant information regarding Fire and EMS dispatches. It will include Traffic Camera inputs, weather information, and other information to enhance DFR's dispatchers as they work Fire and EMS teams in real-time. (TBD)	Public Safety	DFD	Sep-24	In Process	
22.	Fire Station Alerting System	Dallas Fire Rescue dispatches resources from 58 fire stations strategically deployed throughout the City. To avoid response delays, DFR relies on a station Alerting System that integrates with our Computer Aided Dispatch (CAD) system to advise firefighter/paramedics of assistance calls. The current station alerting system is end of life, difficult to maintain, and lacks the full range of functionality more modern solutions provide. This project will conduct market research, procure, and implement a new modern station alerting system for Dallas Fire Rescue. (\$1,860,000)	Public Safety	DFD	Oct-24	In Process	
23.	IT Infrastructures for New Fire Stations 19, 21, 36, 41, 46, 58 & 59	Total of 8 new and rebuild Dallas Fire Stations are being constructed in scope Sta. 46, 36, 59, 41 Temp, 41 Replacement, 19, 58 and 21 FS/AVI Center. All new IT infrastructures including cabling, network, workstations, printers, radio alerting system equipment, etc., will be activated in line with facility openings. (\$131,688)	Public Safety	DFD	May-25	In Process	




#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
24.	DPD Gun Range Software	This system supports the Firearms Training Center (FTC). It will provide tracking of weapons training and weapons qualifications for rifle, pistol and shotgun training. It will also need to keep track of weapons maintenance and other information related to officer's firearm training. (TBD)	Public Safety	DPD	Planning	In Process	
25.	County CAD Collaboration	Upgrade and expand the city's Computer-Aided Dispatch (CAD), extending it to the County to improve collaborate on emergency 911 call center responses. This project is also required to fully implement the upgrade of the 911 call center's telecommunications infrastructure. (\$0)	Public Safety	DPD	Planning	In Process	
26.	WEB-RMS	This project will migrate DPD's current law enforcement Records Management System (RMS) case management system from the current onsite solution to an upgraded Web-based system. The upgraded RMS will give the department needed functionality that is not available to the department currently in the on-premises solution. Current limitations require process workarounds creating potential errors and inefficiencies which will be resolved with the upgrade. (\$1,010,000)	Public Safety	DPD	Planning	In Process	
27.	Ricoh-Fortis Document Management System Replacement	The DPD Fortis document management system is at end of life and no longer supported. This project will replace and upgrade the DPD document management system. (\$217,633)	Public Safety	DPD	Planning	In Process	
28.	Fusus Devices Implementation for DPD	The Fusus product suite will provide a video and data collaboration platform to expedite intelligence gathering and efficiency of response to situations as they unfold throughout the community. Further, providing a tool for identifying the location of cameras in proximity that may provide valuable information to aid in the response and/or subsequent investigation. (\$478,589)	Public Safety	DPD	July-24	In Process	
29.	Off-Duty Job Application	This system will manage all elements of off duty jobs for DPD employees including tracking of personnel off-duty jobs, and number of hours worked. It will handle payments to employees for off-duty work and payments to the City for the use of any City assets. (TBD)	Public Safety	DPD	Nov-24	In Process	
30.	Use of Force – Police Strategies LLC	This project will provide a data analytics platform which produces analytic dashboards which provides comparative analysis by extracting data from incident reports, officer narratives, analyzes the data using established algorithms, and produces written summary reports used by DPD leadership in focusing resources. (\$1,383,800)	Public Safety	DPD	Jul-26	Ongoing	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
31.	Surveillance Cameras and Real Time Crime Center	This project will provide a “Real Time Crime Center” capability within Jack Evans police station. It will include: 1) building a new command center video room (Real Time Crime Center), 2) building camera installations, 3) video camera software, video storage, and surveillance camera installations at intersections, and 4) trailer camera installations. (\$20,409,944)	Public Safety	DPD	Sep-26	In Process	
32.	CAD & RMS Universal Replacement	This project will replace the current Computer Aided Dispatch (CAD) system and the Records Management System (RMS) with a holistic, universal solution to support the Dallas Police Department, Dallas Fire-Rescue, and the Dallas Marshal’s office. The goal of this project is a solution utilizing industry best practices, while also providing uniformity across both platforms. This will support better tracking of incidents from initiation through investigations to final resolution. (TBD)	Public Safety	DPD	Oct-26	In Process	
33.	In Car Video Body Worn Camera Interview Room	There is a Federal Requirement to video record public safety stops. In car systems involve video in patrol cars. Body worn cameras involve wearable video camera systems for officers and replacing video equipment in Public Safety interview rooms. (\$146,855,764)	Public Safety	DPD	Planning	In Process	
34.	Relocate Development Services to New Facility	In September 2022, the City of Dallas purchased a new facility at 7800 N. Stemmons Freeway which will serve as the offices and storefront for the Development Services Department (DEV). This project will provide all new IT infrastructure including cabling, network, workstations, printers, radio equipment, etc. in line with the facility opening. (\$5,000,000)	GPFM	DSV	Planning	In Process	
35.	Network Unified Communications Upgrade	The City’s current collaboration suite is at end of life and requires an update to maintain functionality and reduce risk. This project will upgrade the Unified Communications Management (UCM) to the latest version available. (\$618,180)	GPFM	DSV	Aug-24	On Hold	
36.	PCI DSS Requirements Validation Project	This project focuses on protecting Cardholder Data (CHD) and the Cardholder Data Environment (CDE) by utilizing PCI Data Security Standards. The goal of Payment Card Information Data Security Standards (PCI DSS) is to ensure the protection (privacy) of cardholder data and sensitive authentication data wherever it is processed, stored or transmitted. This project initially focuses on current active projects with PCI components and will expand to cover other projects and systems, as necessary. (TBD)	GPFM	DSV	Oct-24	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
37.	IT Project and Portfolio Management Tool	This project will implement a new Project and Portfolio Platform (PPM) tool suite to provide a centralized and automated project management portfolio, assist with project intake, and improve the tracking and management of IT projects. (\$300,134)	GPFM	DSV	Nov-24	In Process	
38.	ServiceNow Phase 2	ServiceNow Phase 2 comprises 4 major tasks or subprojects – “IT Software and Hardware Asset Management”, “ServiceNow Stabilization and Workflow Improvement”, “ServiceNow Fedramphotell Cloud Migration”, and “ServiceNow Version Upgrade to San Diego Q1 2022”. (\$1,305,890)	GPFM	DSV	Dec-24	In Process	
39.	Digital Equity Infrastructure	This project seeks to meet the City’s vision of ensuring that all Dallas households will have high-speed, reliable internet and access to devices in their homes by seeking commercial telecommunication service providers to develop and implement digital equity infrastructure which addresses established gaps in targeted communities. (\$40,000,000)	GPFM	DSV	Dec-26	In Process	
40.	Unsupported Software Remediation	Identify servers and databases running unsupported versions of software and applications that will require modifications to bring up to supported software levels. As well as develop a plan to upgrade in a sequenced fashion. (\$0)	GPFM	DSV	Dec-26	Ongoing	
41.	Enterprise Capital Project Management System (ECPMS) Phase 2	Phase 2 Implementation of the Enterprise Capital Project Management System (ECPMS), IBM Tririga, to support the DWU Capital Projects division. Also, includes the delivery of reporting enhancements and efficiencies to the Phase 1 implementation. (\$2,169,090)	Transport & Infra	DWU	Planning	In Process	
42.	LIMS Acquisition and Implementation Phase 3	DWU is implementing a Laboratory Information Management System (LIMS) for one Analytical Lab, five treatment plants, the Water Quality Division and the Watershed-Reservoir Division to increase regulatory compliance, productivity, efficiency and effectiveness. (TBD)	Transport & Infra	DWU	Sep-24	In Process	
43.	Enterprise Work Order and Asset Management (EWAMS) Phase 2	Implementation of an Enterprise Work Order and Asset Management System (EWAMS), that can be utilized as the standard for the City of Dallas. The Phase 2 effort of this Enterprise platform implementation will manage Work Orders and Maintenance. (\$4,901,864)	Transport & Infra	DWU	Sep-25	In Process	
44.	Enterprise Work Order and Asset Management (EWAMS) Phase 3	This professional service contract allows for continuous consultant services for the expansion of the Enterprise Work Order and Asset Management System (EWAMS). Phase 3 will oversee the implementation of Dallas Water Utilities (DWU) Meter Services division. (\$12,989,751)	Transport & Infra	DWU	May-28	In Process	



#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
45.	Library Website Update	The library's website needs to be updated to meet the current and future needs of the library including being able to support additional online content, online programs, and education. (TBD)	QOL	LIB	Dec-25	In Process	
46.	Neighborhood Expansion Fair Housing	The purpose of the software is to complete the Fair Housing assessment of housing projects. This ensures we affirmatively further fair housing in the City as required by the Fair Housing Act and HUD. (\$25,700)	WEE	OEI	Planning	Delayed	
47.	Stormwater Compliance Information Management System	OEQ staff currently manage mission-critical and legally sensitive environmental management consent decree (EMCD) /permit-required tasks through a 20-year-old "homemade" information system built on MS Access 2002 and InfoPath. This project will procure and implement a new, modern system which provides timely information through dashboards and reports. (\$49,900)	Environment & Sustain	OEQ	Jul-24	In Process	
48.	Real Estate Case Management System	This project will streamline the leasing of properties and the utilization of right-of-way by introducing an online application process. It will also give applicants the ability to track progress of their application in real time. (TBD)	Transport & Infra	PBW	Planning	In Process	
49.	Snow & Ice Response	This project supports emergency response during snow and ice events. It will streamline the City's emergency response capability and will allow the Public Works department to quickly provide updated sanding information to other departments, to include Public Affairs Outreach Dept., Office of Emergency Management, Dallas Fire and Rescue, and Dallas Water Utilities. (TBD)	Transport & Infra	PBW	Oct-24	In Process	
50.	Document and Automate COD Worker On-Offboarding Process(es)	This project will document and improve city Onboarding and Offboarding processes and system interactions. (TBD)	GPFM	PER	Nov-24	In Process	
51.	Historical Data Repository Solution for Select HR System Data	This project will provide an approved data warehouse solution for HR data being migrated from offboarding applications. This project will define data governance rules and enable compliant retention of City data from numerous current Human Resources (HR) systems. It will provide for an approved Data Warehouse for operational support, reporting and regulatory (data retention) compliance. The final solution will integrate with the HR Workday (WD) system. (\$1,961,406)	GPFM	PER	Feb-25	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
52.	Replace Human Capital Management System Ph 2	This initiative involves the strategic implementation of HR modules for Performance and Talent Management, Recruiting and Onboarding, Learning Management System, Benefits Administration, and Advanced Compensation. In addition, we are orchestrating a meticulous Data Migration process, ensuring a seamless transition from legacy applications. <b>(\$3,016,700)</b>	GPFM	PER	Feb-25	In Process	
53.	Installation of Lighting and Security Cameras on the Runyon Creek Trail	This project will install cameras and lighting along the Runyon Creek Trail. It will enhance safety for the 2.7-mile Runyon Creek Trail in southern Dallas. <b>(\$186,464)</b>	QOL	PKR	Planning	In Process	
54.	PKR Asset Inventory, Amenity, and Maintenance Management System	This project will implement an integrated park asset, work order, operations and maintenance, along with resource management for the Park and Recreation Department. <b>(TBD)</b>	QOL	PKR	Nov-24	In Process	
55.	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. <b>(\$15,000,000)</b>	Transport & Infra	SAP	Planning	In Process	
56.	DWU Billing CIS and Customer Portal Replacement	DWU’s current CIS system, SAP, will reach its end of life in 2025. DWU must replace SAP by 2025 to ensure continuity for billing. <b>(\$0)</b>	Transport & Infra	SAP	July-28	In Process	
57.	Build an Ethics Financial Reporting Solution	The purpose of this system is to promote and support ethical financial compliance. <b>(\$15,000)</b>	GPFM	SEC	Planning	On Hold	
58.	SEC Records Inventory Management Solution	Replace the current obsolete and unsupported FoxPro database with a state-of-the-art software application (preferably SaaS) that provides full functionality for operating a records center. Replacing this application will improve the management of the 70,000+ <b>(\$231,440)</b>	GPFM	SEC	July-24	In Process	
59.	Electronic Document Management (EDMS)	Project provides Electronic Document Management and Document Archive System for the City Secretary’s Office. <b>(\$336,562)</b>	GPFM	SEC	Dec-24	On Hold	

**NOTES:**

1. **Enterprise Contact Center (ECC) Solution.** Project is still in process. Anticipate approximately 3 – 6 months' work to implement Single Sign On. The final phase of procurement was finalized 11/20/2023. Estimated Completion Date will be updated after phase planning is complete.
2. **Department of Aviation INDMEX AirBOSS Vehicle Tracking.** This project is in the initiation phase. End date will be adjusted once planning phase is complete.
3. **Veoci Dallas Airport System Phase 2 Implementation.** This project is in the planning stage. Completion date will be updated, as necessary, upon completion of planning phase.
4. **Advantage Dallas Financial Upgrade.** This project has been renamed from "Core Financial Systems Upgrade" to "ADVANTAGE Dallas Financial Upgrade".
13. **RFCSP for Court Case Management System.** The RFCSP is pending and expected to be released by Procurement by April 2024.
14. **Development Services Training Simulator.** This project is on hold due to competing priorities.
17. **iNovah Upgrade.** The iNovah project reconvened with the goal of upgrading the application to the newest software version of 2.70 from the 2.64 version. During the process the team will also upgrade all cashiering stations with the latest cashiering devices.
19. **Smart Device/Technology Behavioral Health App for DFR members.** Project has moved to procurement phase.
20. **Telestaff-Workday Integration Phase 2.** Telestaff-Workday Integration(s) Phase 2 - Fire and CCO-Payroll started Parallel Payroll testing March 2024 - June 2024. TS-WD Integration(s) for Fire uniform anticipated Go-live in Production June 2024.
23. **IT Infrastructures for New Fire Stations 19, 21, 36, 41, 46, 58 & 59.** Project is being implemented in an agile fashion. Fire Stations complete to date include Sta. 46, 36, 41, 58, 59 and 19. Remaining FS 21/AVI Center, the contract is being developed.
24. **DPD Gun Range Software.** This project is beginning the procurement process. Completion date will be provided when available.
26. **WEB-RMS. Procurement Process has been completed,** Project Meetings have been started both internal and external meeting cadence established. Vendor will be on site the week of 15 for Internal Meetings.

- 27. **Ricoh-Fortis Document Management System Replacement.** This project is in the planning stages. New timeline is being developed. New date will be provided when available.
- 29. **Off-Duty Job Application.** This project is beginning the procurement process. Completion date will be provided when available.
- 30. **Use of Force - Police Strategies LLC. All initial project tasks have been completed.** End date of project is 2026 because Dallas will continue to provide data on a quarterly basis until the end of the contract.
- 41. **Enterprise Capital Project Management System (ECPMS) Phase 2.** Additional GIS enhancements have been documented and approved by the Business Unit and vendor before adding additional scope to the project. Purchasing request in progress.
- 52. **Replace Human Capital Management System Ph 2.** The Workday Modules Implementation will be done in three phases. Recruiting-Onboarding and Talent-Performance is Now Live in Production. Benefits anticipated Go-live is January 2025. Advanced Comp and LMS (Learning Mgmt. System) anticipated Go-live March 2025.
- 57. **Build an Ethics Financial Reporting Solution.** Project date will be updated after this project has completed the procurement process.
- 58. **SEC Records Inventory Management Solution.** Project is on schedule per our project plan. Team is currently moving into UAT and training phases. Documents for PCI Compliance have been requested from the vendor.
- 59. **Electronic Document Management - EDMS.** The EDMS project is part of a group of projects relying on the Hyland Software System, which are being developed serially. We are currently re- validating project budget, scope, and participating department and will then re-work the schedule.

## C. Changes to Major Project Status List

1. Major Projects implemented or closed since last report.
  - a. Asset Management System – Project #6 on April 2024 report
  
2. New Projects approved by the IT Governance Board.
  - a. Online Grant Management and Reporting Software – ARPA
  - b. External WIC Website Design Proposal
  - c. Chesnut Health Systems - GAINS Online Tool

# Section 2: IT Operations

## A. Outage Report

### 1. Monthly Service Desk Report

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

#### Service Desk Call Metrics

Category	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Total Calls	5528	5698	8195	6344	6228	5836	3034	3719	4108	5720	6419	6621
Answered	5005	5513	7941	6056	6143	5759	3006	3693	4070	5628	6315	6480
Abandoned	523	185	254	288	85	77	28	26	38	92	104	141
Abandoned (<10sec)	175	71	103	122	55	57	12	19	18	52	23	22
Abandoned %(<10sec)	3.5	1.3	1.3	2.0	1	1	1	1	0	1	1	1

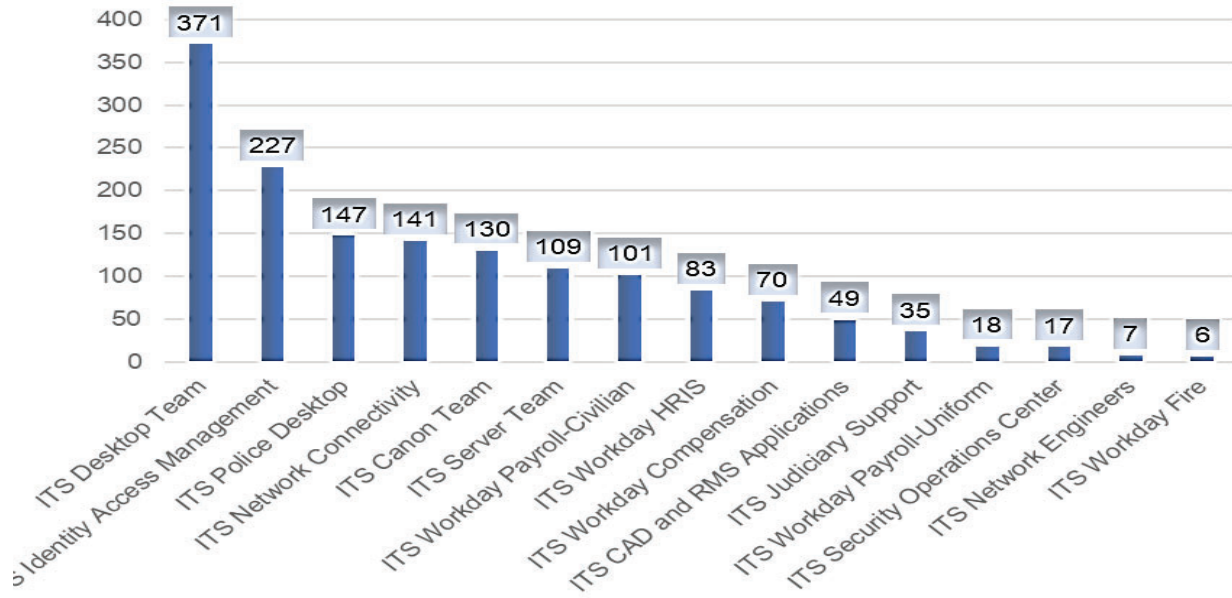
Metric	Metric	Current Month	Trend								
Average Speed to Answer – Voice	Average Speed to Answer - Voice	00:18									
Password Related Incidents	Password Related Incidents	74%	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Mar</td><td>69.3%</td></tr> <tr><td>Apr</td><td>71.1%</td></tr> <tr><td>May</td><td>73.8%</td></tr> </table>	Month	Value	Mar	69.3%	Apr	71.1%	May	73.8%
Month	Value										
Mar	69.3%										
Apr	71.1%										
May	73.8%										
First Contact Resolution - Incident	First Contact Resolution - Incident	92.06%	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Mar</td><td>86%</td></tr> <tr><td>Apr</td><td>91%</td></tr> <tr><td>May</td><td>92%</td></tr> </table>	Month	Value	Mar	86%	Apr	91%	May	92%
Month	Value										
Mar	86%										
Apr	91%										
May	92%										
Average Duration – Service Desk	Average Duration - Service Desk	0.22 Days* 323 Minutes	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Mar</td><td>300</td></tr> <tr><td>Apr</td><td>361</td></tr> <tr><td>May</td><td>323</td></tr> </table>	Month	Value	Mar	300	Apr	361	May	323
Month	Value										
Mar	300										
Apr	361										
May	323										
Average Duration – Field Services	Average Duration - Field Services	1.73 Days 2505 Minutes	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Mar</td><td>3365</td></tr> <tr><td>Apr</td><td>4172</td></tr> <tr><td>May</td><td>2505</td></tr> </table>	Month	Value	Mar	3365	Apr	4172	May	2505
Month	Value										
Mar	3365										
Apr	4172										
May	2505										
Average Duration - PD Field Services	Average Duration - PD Field Services	2.05 Days 2955 Minutes	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Mar</td><td>2851</td></tr> <tr><td>Apr</td><td>3455</td></tr> <tr><td>May</td><td>2955</td></tr> </table>	Month	Value	Mar	2851	Apr	3455	May	2955
Month	Value										
Mar	2851										
Apr	3455										
May	2955										

**NOTES:**

1. In May 2024, the IT Helpdesk received 6621 calls for support. This is an increase of 202 calls over April 2024 which saw 6419 calls, and significantly above the rolling yearly average of ~5620 per month.
2. First Contact Resolution (Incidents) improved to 92.6% in May, compared to April, at 90.8% and above the rolling year average of 83%.
3. Field Services (excluding DPD) average service duration of 1.73 days in May is a significant improvement over April which was 2.35 March.
4. Field Services for DPD average service duration improved to 2.05 days in May compared to 2.4 days in April.

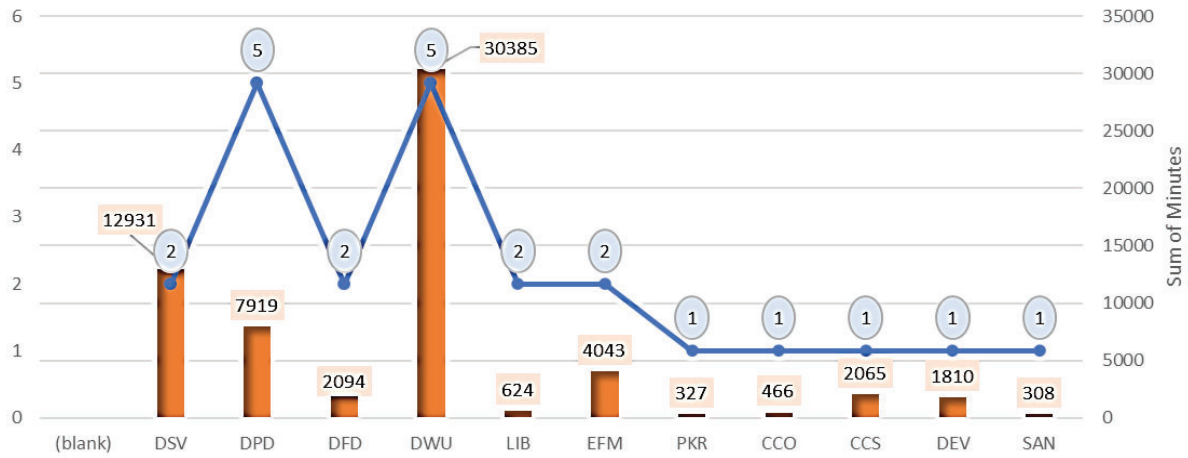
2. Monthly Incident Report (Break/Fix “My Computer Doesn’t Work”)

Top 15 Assignment Groups  
Incidents May 2024

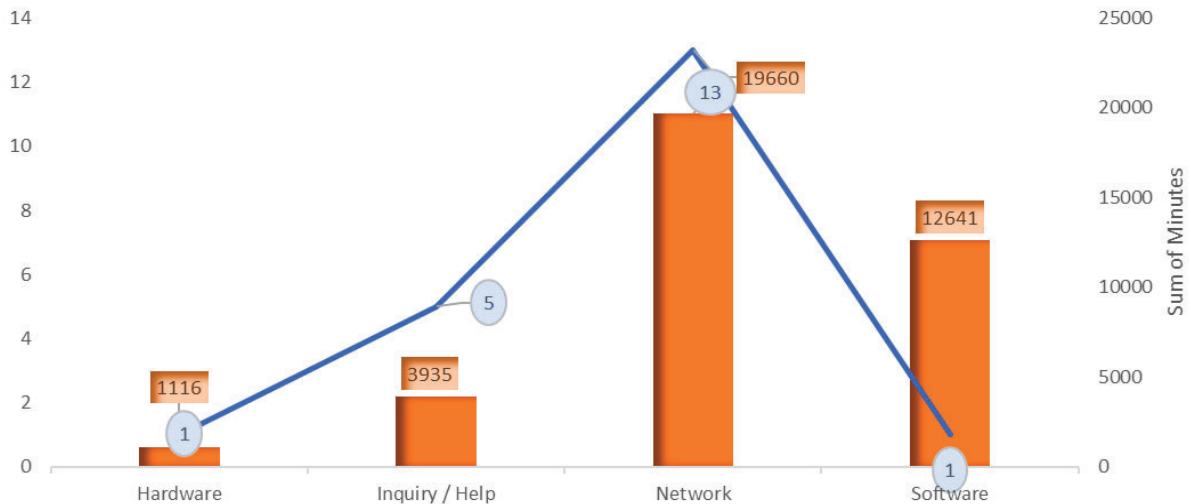




Impact Minutes by Department  
Severity 1 and Severity 2

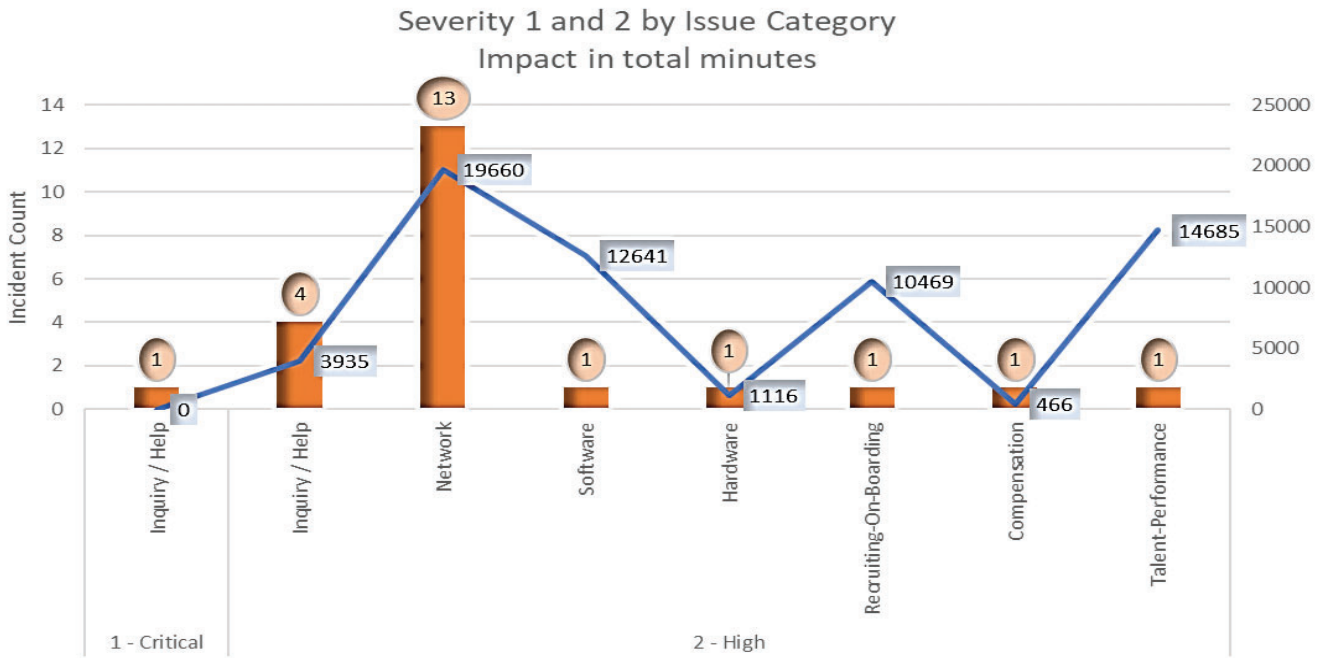


Impact Minutes by Issue Category  
Severity 1 and Severity 2



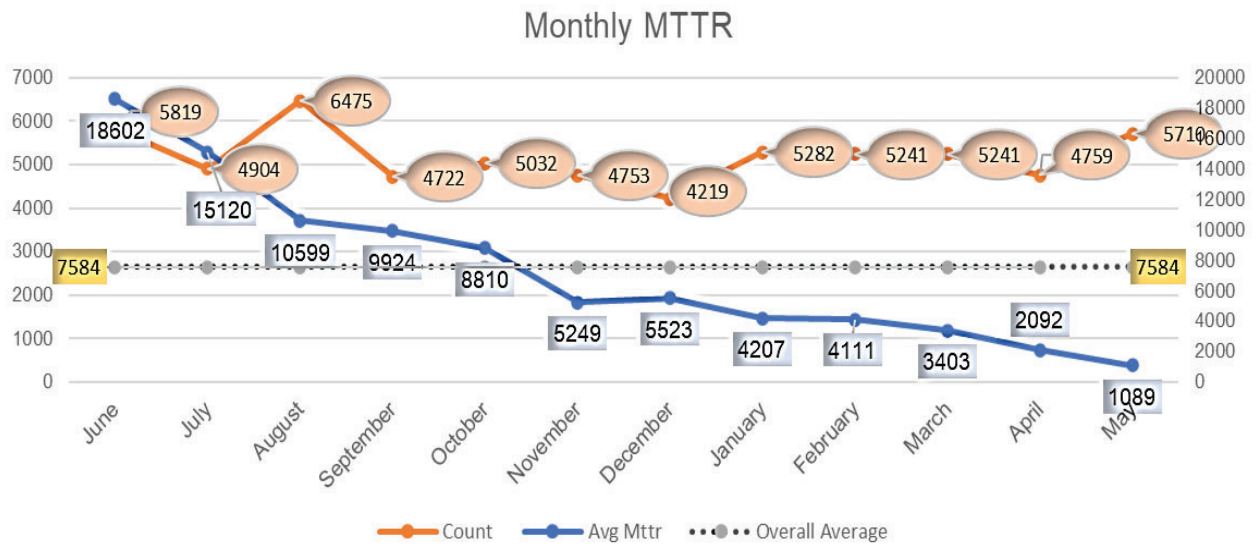
**NOTES:**

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



**NOTES:**

1. This chart provides the distribution of major incidents and impact minutes over specific services and delineated by Critical and High severity.
2. Payroll issues are all treated as Critical in nature. Payroll issues are not considered IT related issues.



**NOTES:**

1. This chart provides the trendline for the average mean time to repair (MTTR), an industry standard for tracking the timeliness of resolution on reported incidents.
2. Mean Time to Repair, in these reports, is calculated as the total time from Report of Incident to the Resolution of the Incident.
3. May numbers do not include 481 tickets which remain “in-progress” and as of the reporting date not yet resolved.
4. Previous months MTTR figures have been adjusted to reflect 33 incidents from previous months that were closed in this reporting cycle.
5. Previous months MTTR numbers updated to reflect post reporting month closure validation. May numbers will be updated in June reporting cycle to reflect tickets closed post data compilation.

### 3. Monthly Major Outage Report

Priority	Description	Department	Primary	Assignment Group	Hours
1 - Critical	Error entering shift pay changes for multiple DPD employees	DPD	Inquiry / Help	ITS Workday Compensation	Status Active
2 - High	DFR/DPD Off Site Stations - Not on City Network	CCO	Compensation	ITS Workday HR Apps	7.8
2 - High	Canon Printers   Secure Print not printing	DPD	Hardware	ITS Canon Team	18.6
2 - High	Workday   issue with trying to hire -----for PMxxxx	DWU	Talent-Performance	ITS Workday HRIS	244.8
2 - High	Workday   promotion gives an error message	DWU	Recruiting-On-B	ITS Workday HRIS	174.5
2 - High	Network   Network is unresponsive	CCS	Network	ITS Network Connectivity	34.4
2 - High	Network Unresponsive   Network unresponsive	EFM	Network	ITS Network Connectivity	34.3
2 - High	Network Unresponsive	DWU	Network	ITS Network Connectivity	34.3
2 - High	Network Outage	EFM	Network	ITS Network Connectivity	33.1
2 - High	Network   Network unresponsive	DWU	Network	ITS Network Connectivity	4.0
2 - High	UPGRADE   RMS/FBR SERVERS TO WINDOWS 2016 SERVER	DSV	Software	ITS Server Team	210.7
2 - High	Network  Network Unresponsive	PKR	Network	ITS Network Connectivity	5.5
2 - High	Onbase Electronic Document Management System (Hyland)   Not allowing them to open up documents	DEV	Inquiry / Help	ITS Posse Apps	30.2
2 - High	Vesta   Vesta and Cisco phone lines are not able to dial long-distance numbers	DPD	Inquiry / Help	ITS AT&T Managed Services	25.9
2 - High	Network  Server Reboot	SAN	Inquiry / Help	ITS Server Team	5.1
2 - High	Network   Facility's network is unresponsive	DWU	Network	ITS Network Engineers	49.0
2 - High	P25   Microwave interconnectivity	DSV	Network	ITS Network Radio	4.8
2 - High	Network   Network has become unresponsive	DPD	Network	ITS Network Connectivity	53.6
2 - High	Network   Network Unresponsive	DFD	Network	ITS Network Connectivity	30.2
2 - High	Network   (Network and Phones) Unresponsive	LIB	Inquiry / Help	ITS Network Connectivity	4.4
2 - High	Network   Network unresponsive (Network and phones )	LIB	Network	ITS Network Connectivity	6.0
2 - High	Network   Network unresponsive	DFD	Network	ITS Network Connectivity	4.7
2 - High	Network  network unresponsive	DPD	Network	ITS Network Connectivity	33.9

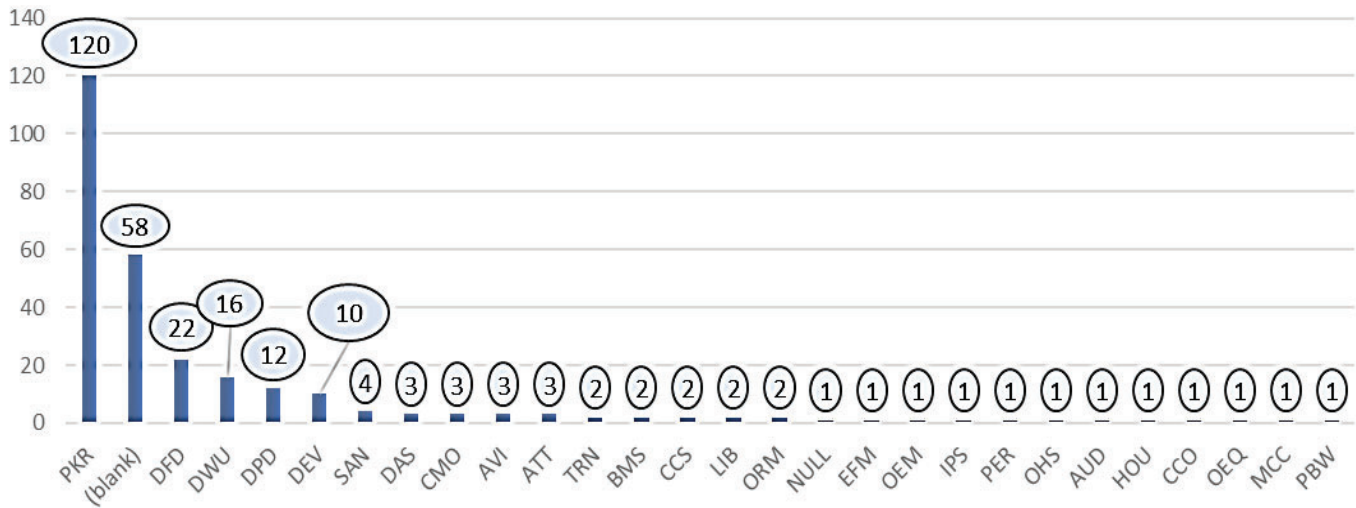
**NOTES:**

1. Major incidents are identified as Severity 1 and Severity 2 that have significant impact to City services or Department’s ability to perform critical functions and last over 4 hours in duration. Major incidents are measured by duration of impact, degraded or full outage of services.
2. May saw an increase in both the average time to repair and total impact time for Major Incidents compared to April. May average MTTR of 47.7 hours compared to 44.4 hours in April. May total impact 1049.5 hours compared to April which had 976.6 hours.
3. Twenty-three major incidents in the month of May, 1 critical and 21 high. An increase of 1 over April of 1 critical and 21 high.
4. The severe storm of May 28<sup>th</sup> accounts for 8 network related high incidents and 186.6 hours of impact.

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

### 1. New Hire Report

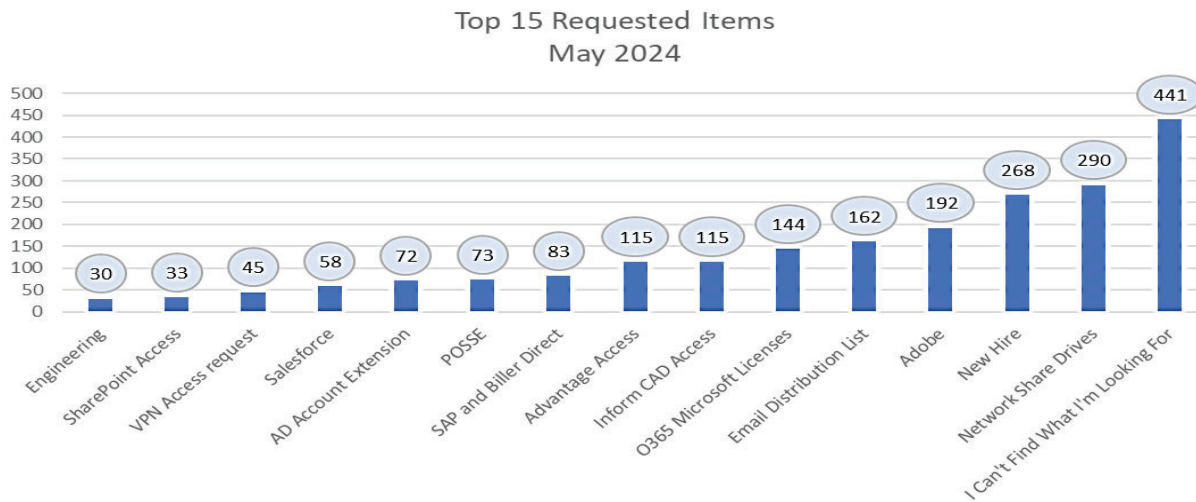
New Hire Requests by Department  
May Total New Hires Requests 276



#### NOTES:

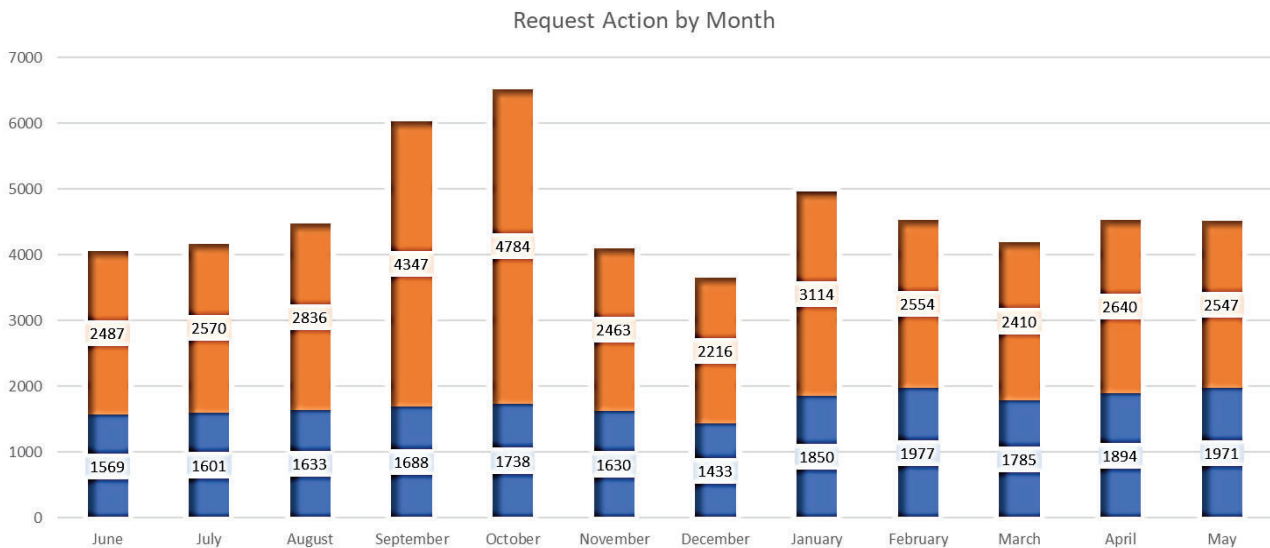
1. In the month of May, a total of 276 request tickets were generated for new employees.
2. PKR, DFD, and DWU were the top 3 New Hire Request departments. \*Excluding blanks
3. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

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



### NOTES:

1. May Service Requests totaled 2547, a decrease of ~100 over April which totaled 2640. 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.



### NOTES:

This chart illustrates that 1971 Requested Tickets generated 2547 Requested Actions. Frequently, one request generates multiple actions to be completed by one or more teams to fulfill the ask.

### C. Radio Site – Generator Status

The ITS Radio/Mobile Technology team maintains twenty-nine (29) tower sites in operation of the P25 radio system. The P25 system provides radio coverage for the City and several surrounding agencies for Public Safety and the City’s Public Works departments. To maintain constant and emergency availability of the radio network, many of the tower locations are supported by generators. The table below provides information pertaining to each location’s fuel status and estimated run time (in days) based on current capacity. Items with an \* indicates fuel has been requested.

Site Name	Type	LPG %	Tank size	Estimated Run Time
Broadway	Site	80%	1000 Gal	7-8 days
Cedar Hill	Site	65%	1000 Gal	5-6 days
Cedardale	Site	71%	1000 Gal	6-7 days
Crowley Courts	Building & Dispatch	Dallas County Building		
Crown Park	Site	80%	1000 Gal	7-8 days
Desoto	Site	80%	1000 Gal	7-8 days
Dolphin	Site	80%	1000 Gal	7-8 days
Evelyn	Site	80%	500 Gal	7-8 days
Fire Station 37/Greenville	Site	Information Pending		
Florina	Site	80%	1000 Gal	7-8 days
Forest	Site	80%	1000 Gal	7-8 days
Garland/Costa Mesa	Site	No Generator at this site		
Gun Range	Site	67%	1000 Gal	5-6 days
Highland	Site	55%	1000/300	5 days
Holcomb	Site	70%	1000 Gal	6-7 days
Illinois	Site	45%	1000 Gal	4-5 days
Irving Civic Center	Site	Irving Owned Facility		
Irving Northwest	Site	78%	1000 Gal	7-8 days
McKenzie	Site	78%	Diesel	7-8 days
Mesquite Service Center	Site	68%	Diesel	7-8 days
Northwest/Harry Hines	Site	80%	1000 Gal	7-8 days
Oak Lane	Site	75%	1000 Gal	7-8 days
Parkland Hospital	Building & Dispatch	Parkland Owned Facility		
Rosehill	Site	80%	1000 Gal	7-8 days
Sachse	Site	36%	1000 Gal	2 days
Southeast	Site	80%	1000 Gal	7-8 days
Southside	Site	80%	1000/300	7-8 days
TI	Site	Texas Instruments owned Facility		
Wilmer	Site	74%	1000 Gal	6-7 days
Dawson Radio Shop	Radio Shop	50%	500 Gal	4 days

## D. IT Applications Availability

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

For the month of May, Dallas Police Department's Record Management System (RMS) experienced one hour of downtime during its normal monthly maintenance window. The RMS system was upgraded to a 2016 operating system to meet CJIS requirements.



Application	Support Team	PS/NonPS	Target	April Hours	April Uptime	May Hours	May Uptime
Computer Aided Dispatch (CAD)	ITS CAD and RMS Applications	Public Safety	99.999%	716	100.00%	739	100.00%
Fire Station Alerting System (Locution)	ITS DFR Applications	Public Safety	99.999%	716	100.00%	739	100.00%
inPursuit Records Management System (RMS)	ITS CAD and RMS Applications	Public Safety	99.999%	716	100.00%	739	100.00%
POSSE	ITS Land and Permit Applications	Non-Public Safety	99.980%	716	100.00%	739	100.00%
Salesforce CRMS	ITS 311 Applications Salesforce CRMS	Non-Public Safety	99.980%	716	100.00%	739	100.00%
CGI/AMS Advantage Financial	ITS Financial App	Non-Public Safety	99.999%	716	100.00%	739	100.00%

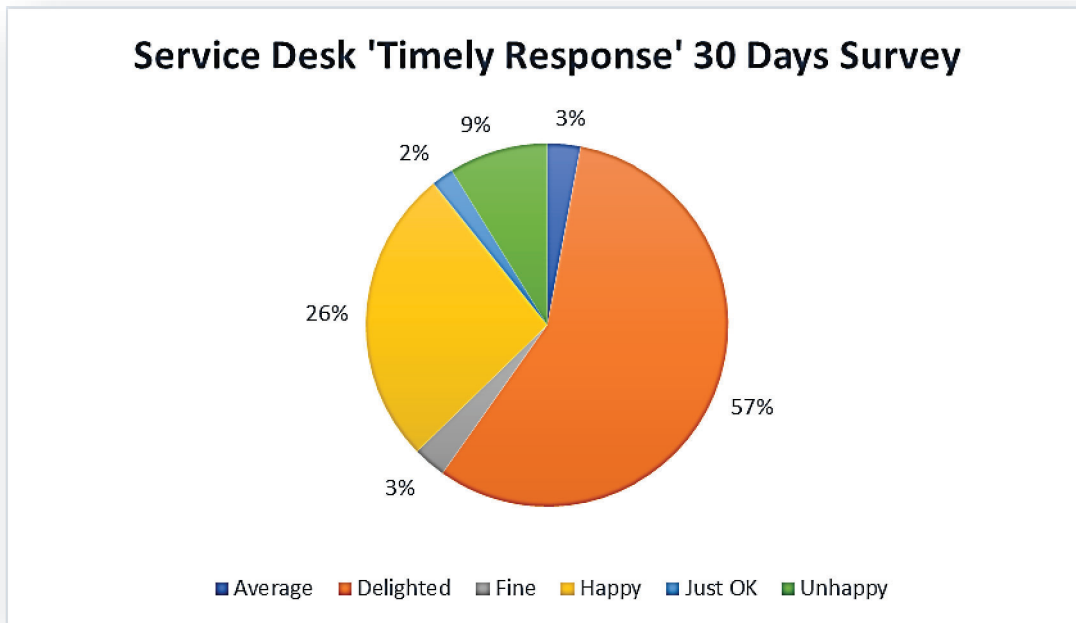
**NOTES:**

1. The table lists the top six Tier 1 applications and the performance indicators for the month of May.
2. The table will be expanded to include the top ten (10) applications and show performance over a period of six (6) months.
3. Target is the expected availability expressed as a percentage, or uptime of the application for the reporting period. Reporting period (month) hours are determined by the number of hours in a reporting period, minus the number of standard maintenance hours an application is allocated in the reporting period. For example, if a reporting period has 720 hours and an application has 4 maintenance hours allocated in the reporting period, the reporting period hours are 739.
4. Reporting period availability is determined by the number of hours, not including the allocated maintenance hours that the application was not available as percentage of the reporting period hours.

## E. IT Service Desk Satisfaction Surveys

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

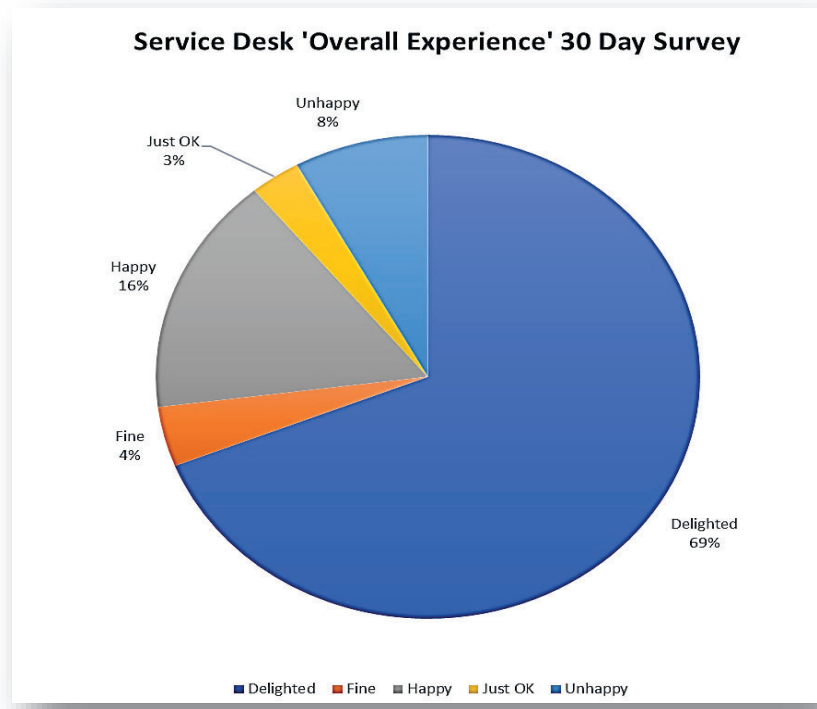
1. IT Service Desk Timeliness Report



**NOTES:**

1. This chart illustrates the overall survey responses to the question of Service Desk timeliness for requests submitted in May 2024.
2. While each IT Service Desk ticket submitted results in a survey request to the submitter, not all survey requests receive a response, and these data represent the results from those responding to the survey.
3. The survey requests employees that have submitted an incident report or service request to the IT Service Desk to rate the timeliness of the service delivery on a scale along five points; Unhappy, Just OK, Average, Fine, Happy, and Delighted.
4. For the May 2024 survey, 86% of respondents rated their perception of timeliness of the service to be either Fine, Happy, or Delighted.

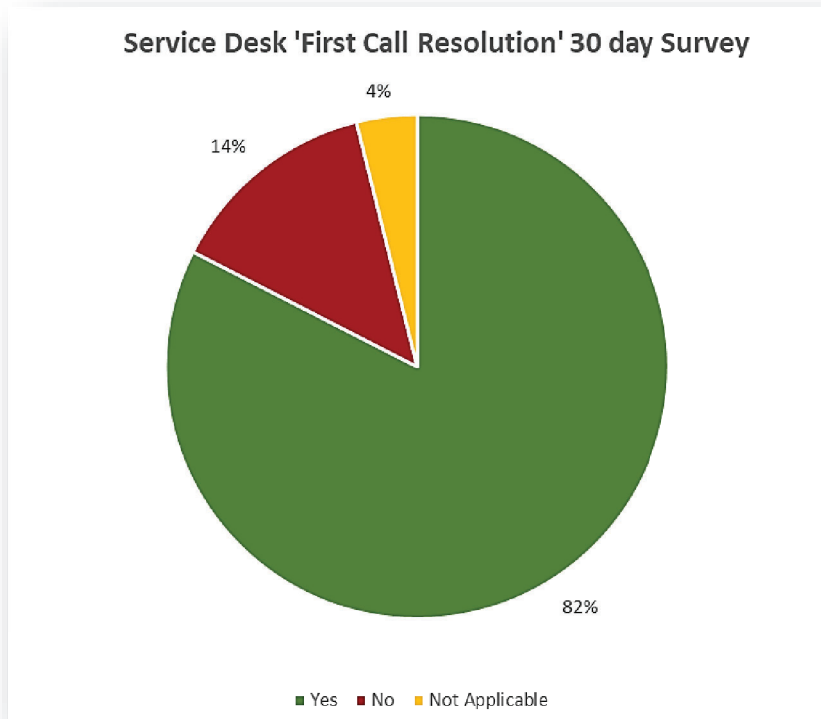
2. IT Service Desk Overall Experience Report



**NOTES:**

1. This chart illustrates the overall survey responses to the question of Service Desk experience for requests submitted in May 2024.
2. While each IT Service Desk ticket submitted results in a survey request to the submitter, not all survey requests receive a response, and these data represent the results from those responding to the survey.
3. The survey requests employees that have submitted an incident report or service request to the IT Service Desk to rate their overall experience of the service delivery on a scale along five points; Unhappy, Just OK, Average, Fine, Happy, and Delighted.
4. For the May 2024 survey, 89% of respondents rated their overall experience with the IT Service Desk to be either Fine, Happy, or Delighted.

3. IT Service Desk First Call Resolution Report



**NOTES:**

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

## Section 3: IT Budget Execution

IT Budget Execution provides information on the execution of the IT budget, the management of technology procurements, and the management of IT Human Capital.

### A. Contract/Procurement Management

#### Upcoming/Recent Contracts Requiring Council Approval

##### Items Approved on May 22 Agenda

**Next Generation (NG) 9-1-1 Service** - Authorize the acceptance of a statutory distribution from the Next Generation (NG) 9-1-1 Service Fund to the City of Dallas emergency communication district.

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

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

- Contract amount - \$949,747, from \$873,105 to \$1,822,852

##### Items on June 26 Agenda

**Mark III** – Authorize a cooperative purchasing agreement for hardware support and maintenance for the City's existing data aggregation platform (Big Data).

- 2-year agreement through GSA (hardware only)
- \$257,504.58

**GTS Technology Solutions, Inc.** – Extend existing cooperative purchasing agreement for cradle point network routers.

- 5-year agreement through DIR
- Contract Amount - \$726,688.70

**GovOS, Inc.** - Exercise renewal option to service contract for licenses, training, maintenance and support for the City's hotel occupancy tax and short-term rental online portal.

- 1-year agreement
- Contract Amount - \$108,000.00

**IBM Corporations** – Increase the service contract to purchase their Cloud Pak for data solution.

- Contract Amount - \$745,305.00

Open Solicitations

**Network Cabling**

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

**Broadband and Digital Divide**

- Eight-year initial contract with four (4) three-year (3) renewal options for Digital Equity Infrastructure and Last Mile Connectivity. The City is looking to select one or multiple solution/service providers qualified to design, build, deliver, and manage scalable fiber infrastructure to connect City facilities and high-priority unserved Census Tracts.
- Selection committee is evaluating the proposals.

**Network Managed Services**

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

**Enterprise Data Repository**

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

**EMS Inventory Management System**

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



### **Court Case Management System**

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

B. Budget Performance & Execution – April 2024

**Fund 0191 – 9-1-1 System Operations  
April 2024**

Expenditure Category	FY 2032-24 Adopted Budget	FY 2032-24 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	661,024	661,024	349,751	612,715	(48,309)
Pension	95,983	95,983	54,785	95,983	-
Health Benefits	67,550	67,550	26,050	66,050	(1,500)
Worker's Compensation	1,712	1,712	1,712	1,712	-
Other Personnel Services	14,899	14,899	34,513	38,103	23,204
<b>Total Personnel Services</b>	<b>841,168</b>	<b>841,168</b>	<b>466,811</b>	<b>814,563</b>	<b>(26,605)</b>
Supplies	201,464	201,464	20,858	201,464	-
Contractual Services	11,824,129	11,824,129	6,087,955	11,353,048	(471,081)
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>12,866,761</b>	<b>12,866,761</b>	<b>6,575,623</b>	<b>12,369,075</b>	<b>(497,686)</b>

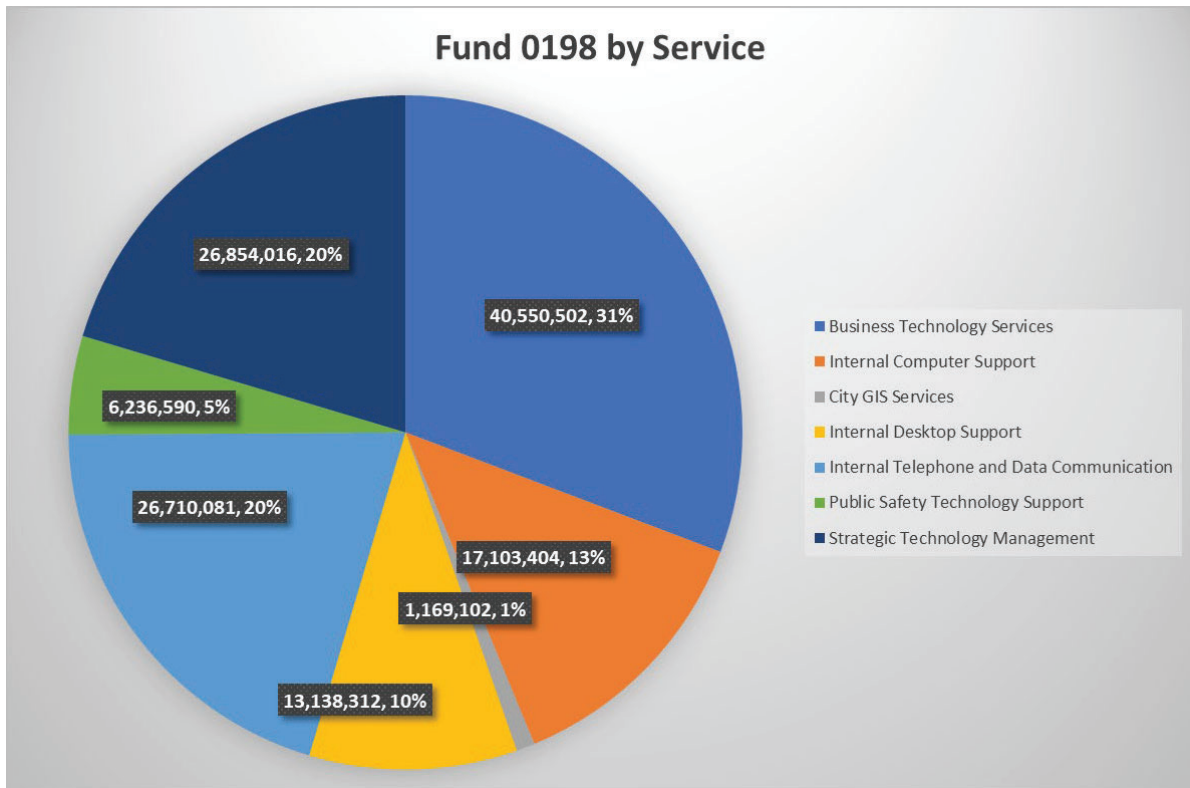
**Fund 0197 – Communication Services (Radio Network)  
April 2024**

Expenditure Category	FY 2032-24 Adopted Budget	FY 2032-24 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	1,995,239	1,995,239	1,065,392	1,767,118	(228,121)
Overtime Pay	96,632	96,632	139,692	154,754	58,122
Pension	303,582	303,582	184,596	303,582	-
Health Benefits	289,500	289,500	100,709	284,000	(5,500)
Worker's Compensation	8,059	8,059	8,059	8,059	-
Other Personnel Services	35,196	35,196	91,381	102,893	67,697
<b>Total Personnel Services</b>	<b>2,728,208</b>	<b>2,728,208</b>	<b>1,589,828</b>	<b>2,620,406</b>	<b>(107,802)</b>
Supplies	1,433,876	1,433,876	242,801	1,424,249	(9,627)
Contractual Services	14,711,697	14,711,697	6,092,945	14,177,064	(534,633)
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>18,873,781</b>	<b>18,873,781</b>	<b>7,925,573</b>	<b>18,221.79</b>	<b>(652,062)</b>

## Budget Performance & Execution (continued)

### Fund 0198 – Data Services April 2024

Expenditure Category	FY 2032-24 Adopted Budget	FY 2032-24 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	20,914,938	20,914,938	9,992,142	17,775,342	(3,139,596)
Overtime Pay	31,612	31,612	24,701	24,417	(7,195)
Pension	3,027,737	3,027,737	1,495,869	3,027,737	-
Health Benefits	2,036,150	2,036,150	609,806	1,991,650	(44,500)
Worker's Compensation	53,893	53,893	53,893	53,893	-
Other Personnel Services	1,028,754	1,028,754	574,924	828,367	(200,387)
<b>Total Personnel Services</b>	<b>27,093,084</b>	<b>27,093,084</b>	<b>12,751,336</b>	<b>23,701,406</b>	<b>(3,391,678)</b>
Supplies	764,420	764,420	583,794	954,107	189,687
Contractual Services	103,926,620	103,926,620	73,210,140	100,468,839	(3,457,781)
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>131,784,124</b>	<b>131,784,124</b>	<b>86,545,270</b>	<b>125,124,351</b>	<b>(6,659,773)</b>



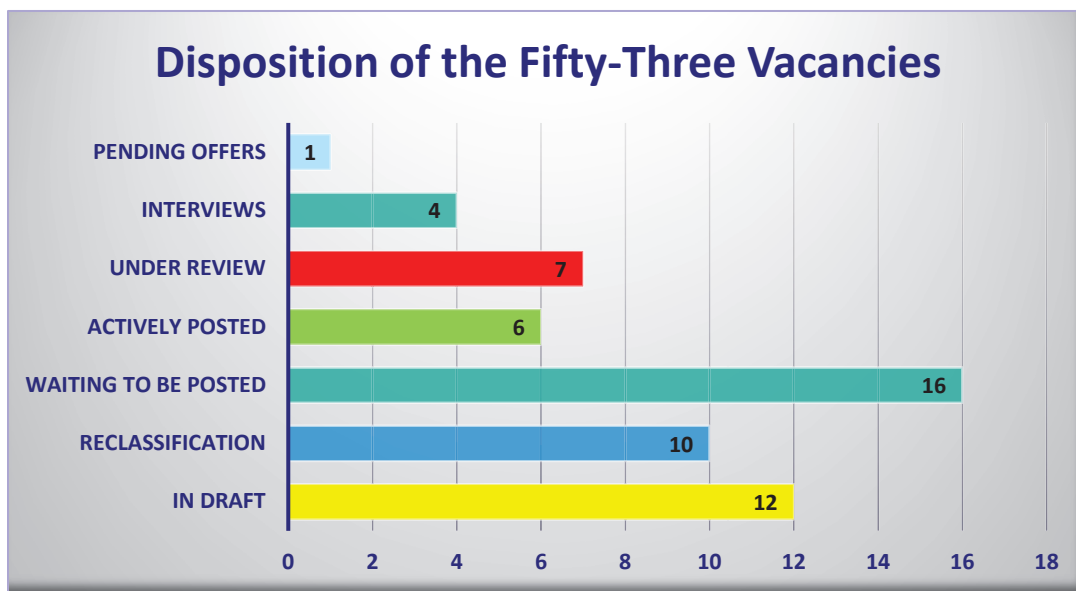
## C. ITS Staffing & Hiring Report

### 1. ITS Funded Staffing Levels

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

### 2. Vacancies and Hiring Activities

- As of May 31, 2024, ITS had 56 vacancies out of the available 259 positions.

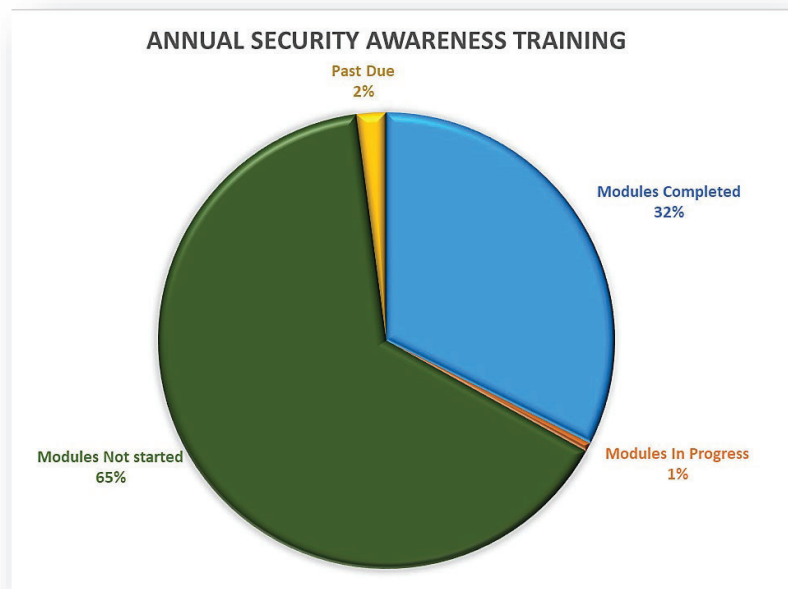


## Section 4: Cybersecurity Programs

### A. Awareness Training

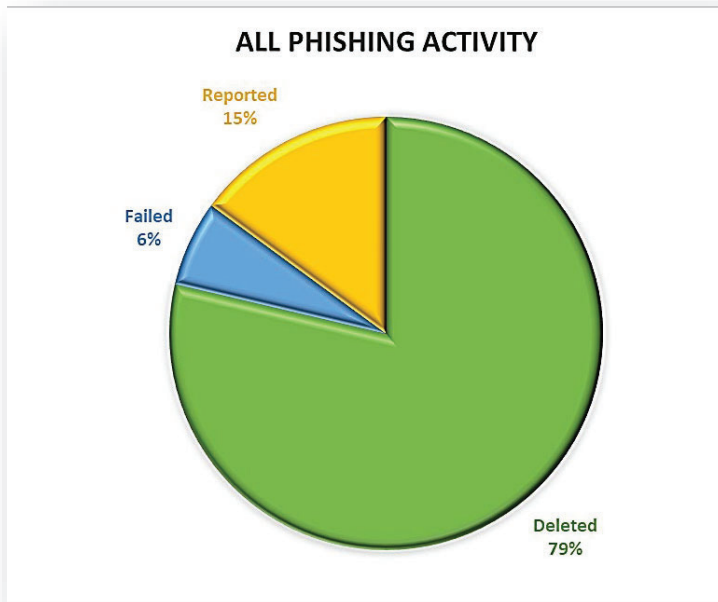
Security Awareness training is measured on an annual basis. Over the last several years ITS has observed a generally positive trend in risk scoring associated with annual employee training. Beginning with each new fiscal year the City will conduct a new set of security awareness courses to meet not only the best practices, but State of Texas House Bill 3834 requirements for all government employees.

However, each year we see new or enhanced requirements from the Texas State Legislature as the risk environment evolves and becomes increasingly more threatening. As such, our security awareness training program must evolve to reflect the latest requirements and latest threats and it is critical that the security awareness training is completed each year. The graph illustrates the enrollment and completion



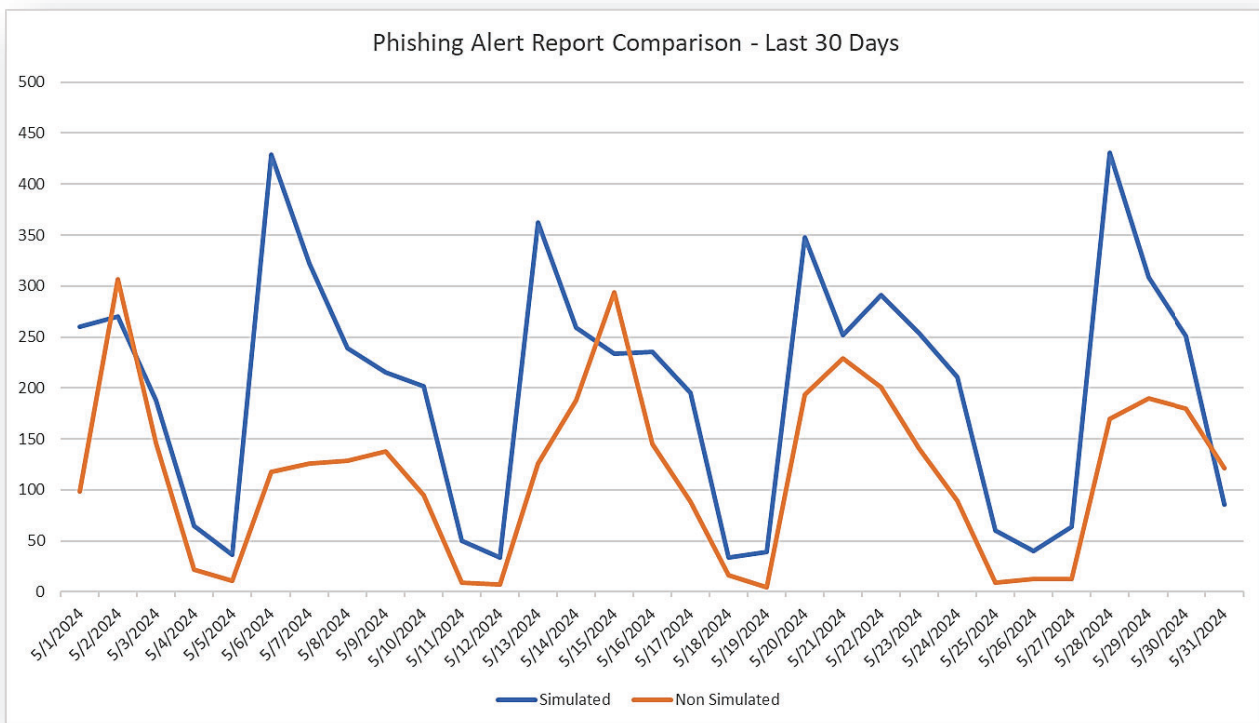
efforts of employee training over the course of the year. For FY 2022-23 the City completed 92% of 30 training campaigns covering HIPAA, PCI, and Cybersecurity. The FY 2023-24 security awareness training campaigns are currently being drafted and scheduled, and ITS will track progress and work with City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

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



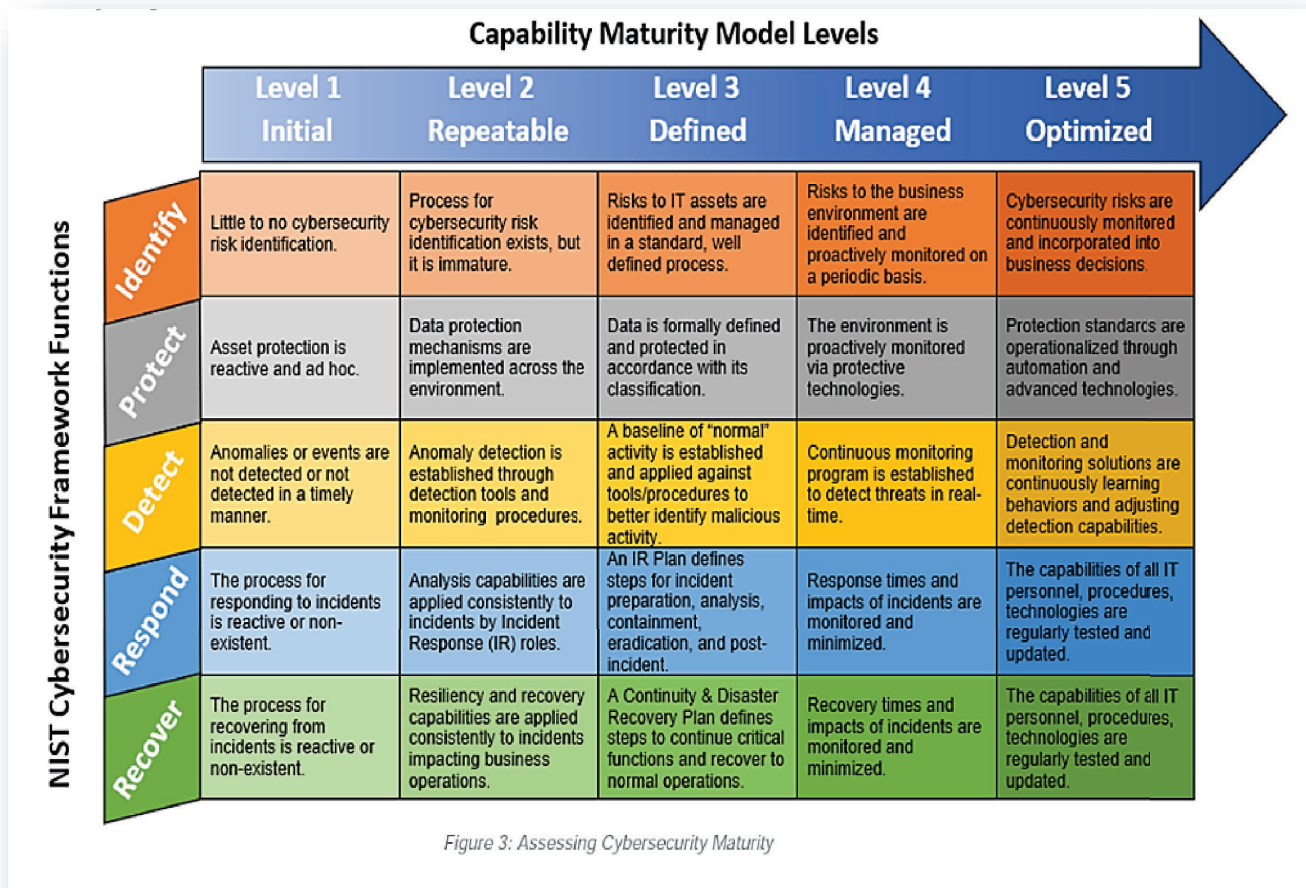
In addition, ITS continuously applies best practices to the employees around phishing and their ability to recognize and appropriately handle phishing incidents. Campaigns designed given real world scenarios, typically taken from recent events are sent out to the employee population to test their ability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

true phishing reported. As well, a “Report phishing” button added to user’s Outlook has increased both the numbers of test phish and actual phishing emails.



## B. Situational Awareness

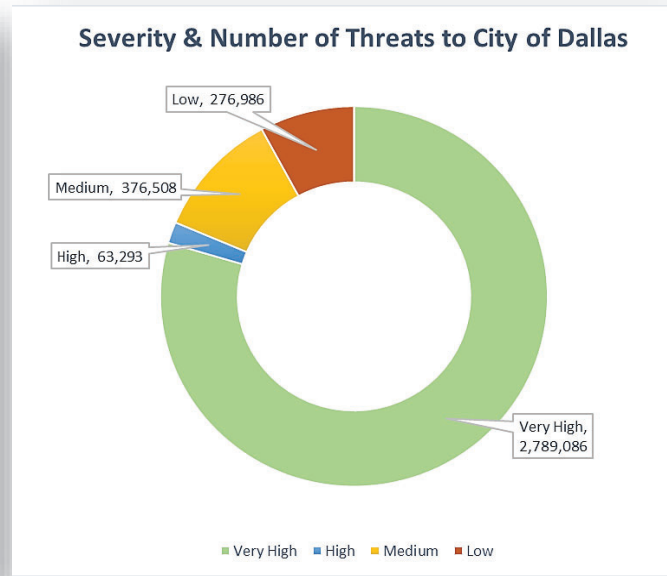
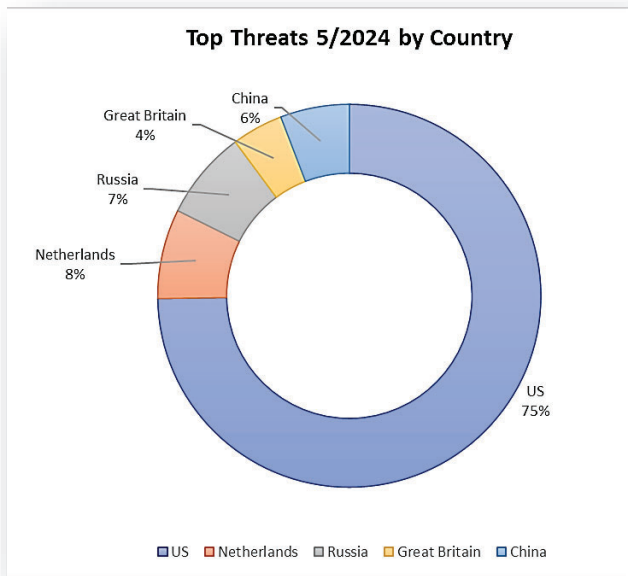
Annually ITS assess the overall Security posture of the organization based upon the NIST Cybersecurity Framework (CSF). Each category within the NIST CSF is evaluated for the current level of maturity and expectant maturity level. This process uses current and projected technologies and documented standards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



## C. Cyber Threats

### 1. Global

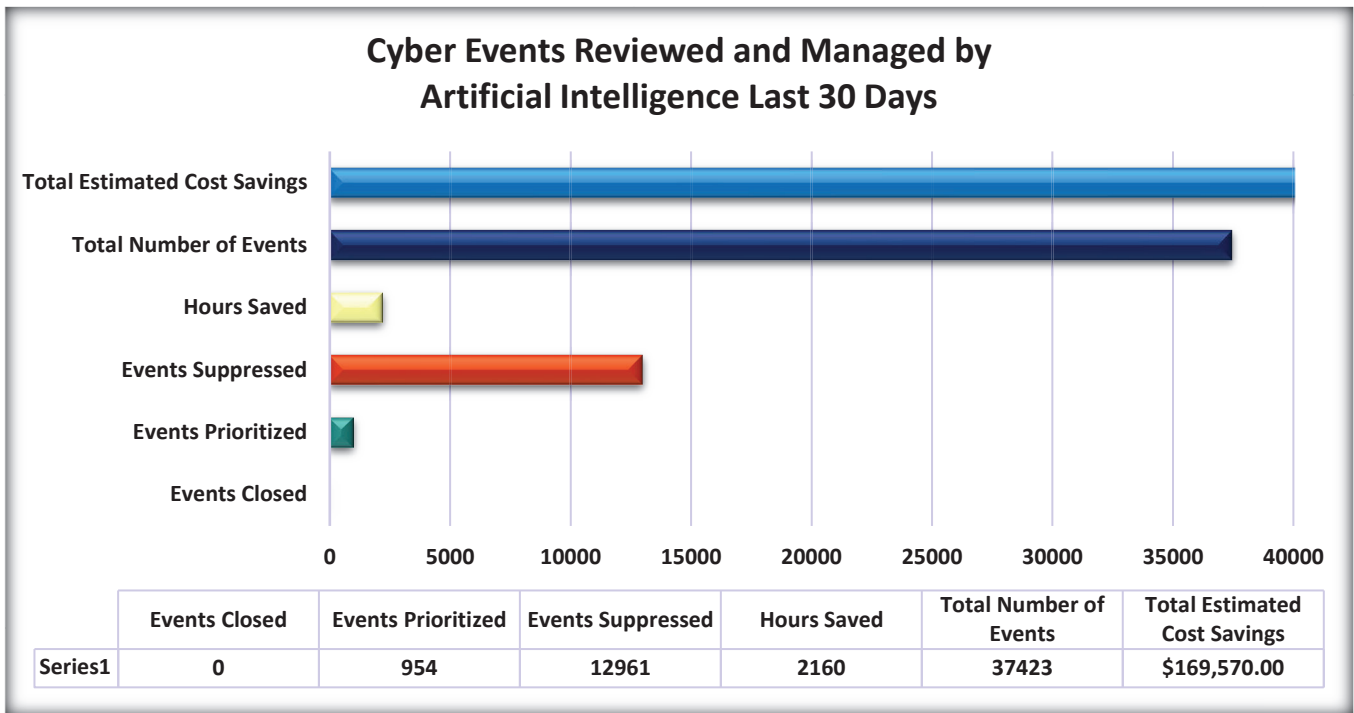
Global cyber threats represent a multifaceted and pervasive challenge in the modern digital era, encompassing a spectrum of malicious activities that exploit vulnerabilities across cyberspace. From sophisticated malware attacks designed to infiltrate systems and compromise data integrity to deceptive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





## 2. AI Reviewed Cyber Events

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



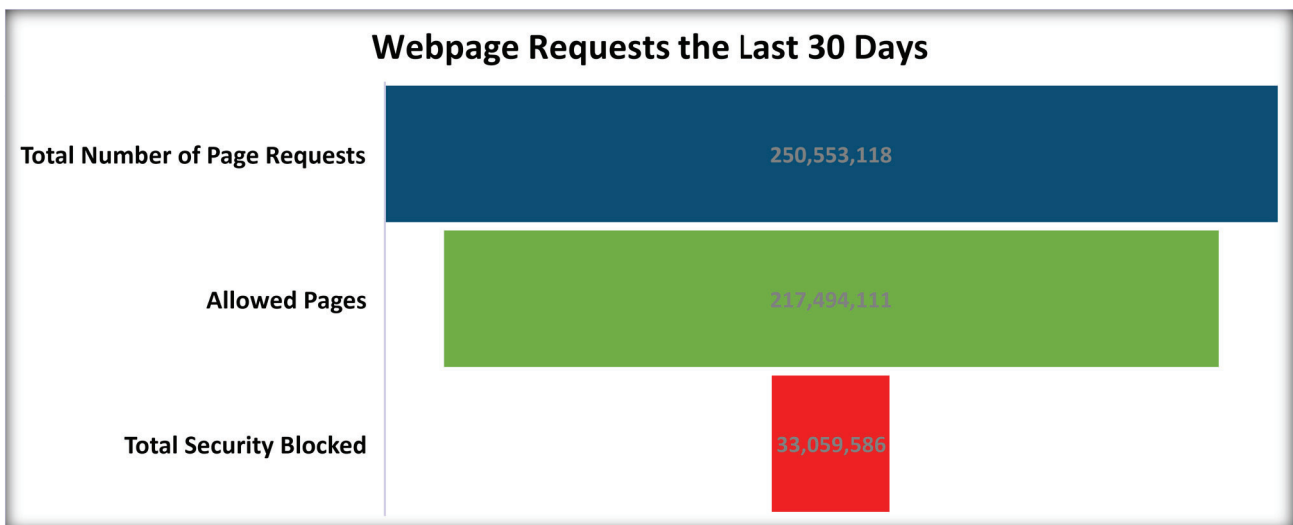
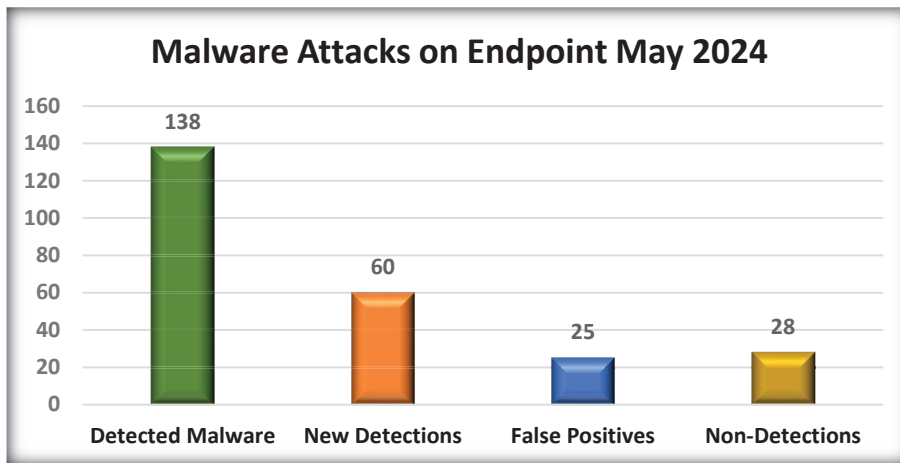
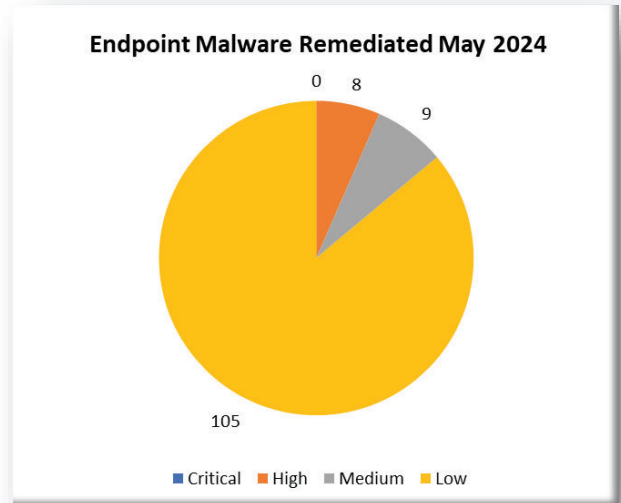
By continuously learning from past incidents and adapting to evolving attack techniques, AI has enhanced the speed and accuracy of threat detection, enabling the city to respond swiftly to emerging risks and mitigate potential damages. Moreover, AI's ability allows for automated routine tasks, such as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

## D. Data Protection & Privacy

### 3. Endpoint Protection

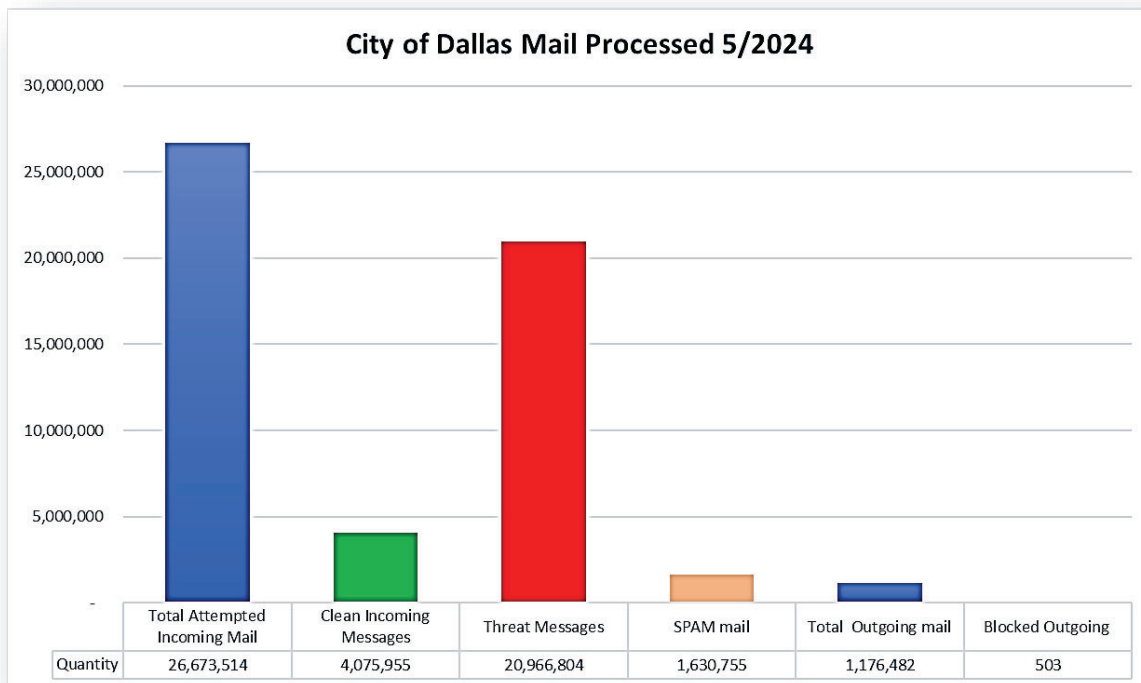
Endpoint protection is one component to the organization's ability to handle daily malware. Attacks are mitigated through technologies monitoring the systems in real time reacting and responding to those attacks.

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



#### 4. Email Screening

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



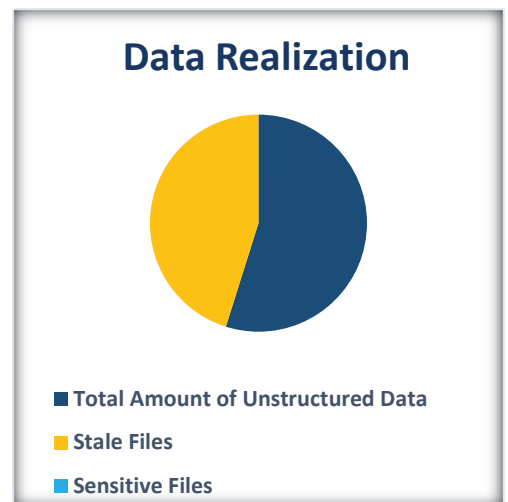
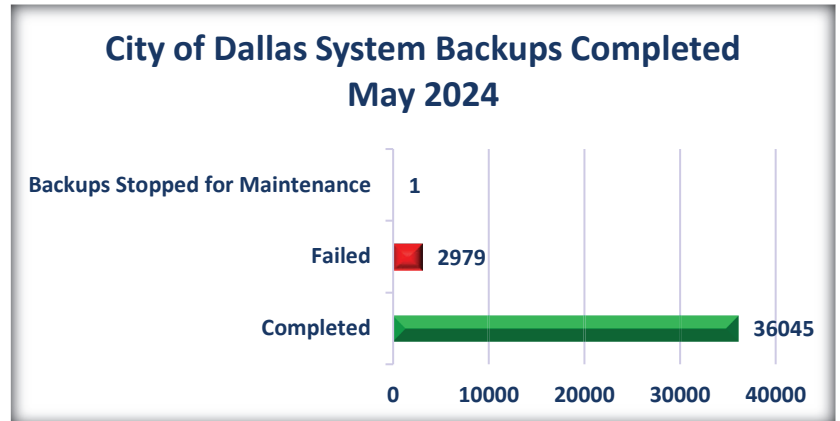
## Section 5: IT Infrastructure

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

### A. Resiliency - Disaster Recovery and Business Continuity

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

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



**Total Data 3.3 PB**  
**Total Backup Data 1.98 PB**  
**Total Files 22.9 m**

## B. Technical Debt

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

Generally, technical debt is categorized by three types:

- Intentional Tech Debt: This is created deliberately by an organization to get technical capability into production more quickly. This form of tech debt involves a premeditated choice where an organization knowingly accepts some level of instability, insecurity, poor performance, user dissatisfaction or some other type of problem in exchange for launching the product sooner. This form of tech debt introduces risk, but represents a known risk that can be documented, tracked, and remedied over time.
- Unintentional Tech Debt: This form of tech debt arises from sloppiness, unexpected complexity, or a lack of technical expertise in designing and implementing software systems. This type of tech debt may be documented, but usually it is not because it often remains unknown until an event occurs revealing the issues or errors. Unintentional tech debt can still be remediated, but the development process will need to be adjusted accordingly, impacting the function and value of software.
- Environmental Tech Debt: This category of tech debt occurs over time and without effort. A system may be developed well, implemented well, and perform well at the time of implementation, but if not managed over time, environmental technical debt is likely to accrue because the environment in which it operates is in flux and changing. The technology will change, the needs of its users will change, and the capabilities of the devices on which it operates will change rendering a system that was originally well-designed unhealthy over time.

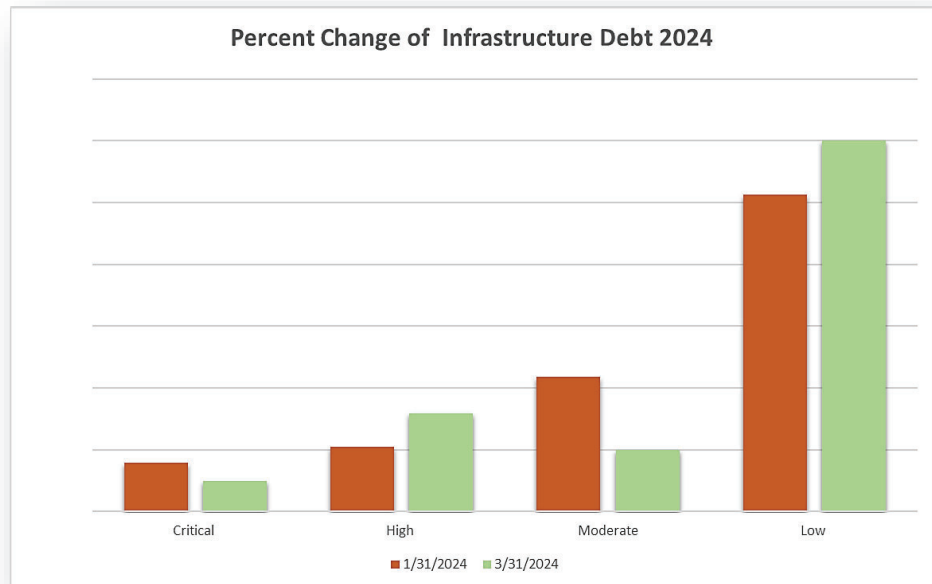
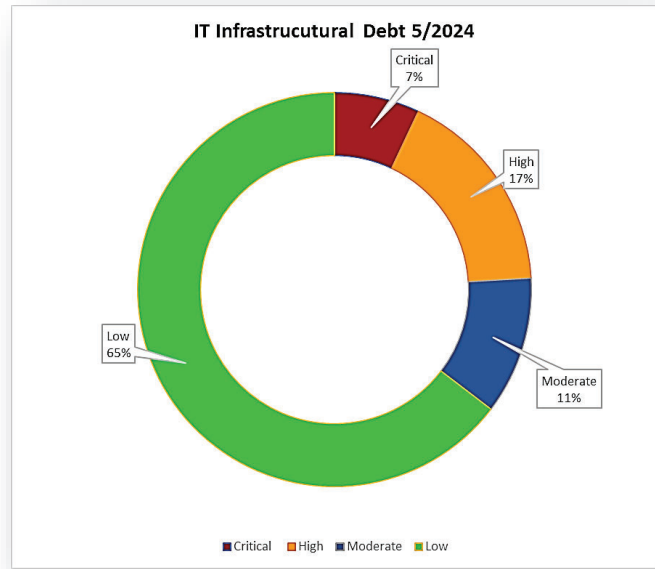
The City of Dallas has each of these types of technical debt present in its technology environment. In many instances there is a combination of multiple types of tech debt present for a given system or service operated in the City.

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

The City's technical debt has accumulated over time, reducing the effectiveness for IT services. Any plan must involve setting aside time and resources, specifically to address the deficit.

ITS is working to build a technical debt remediation

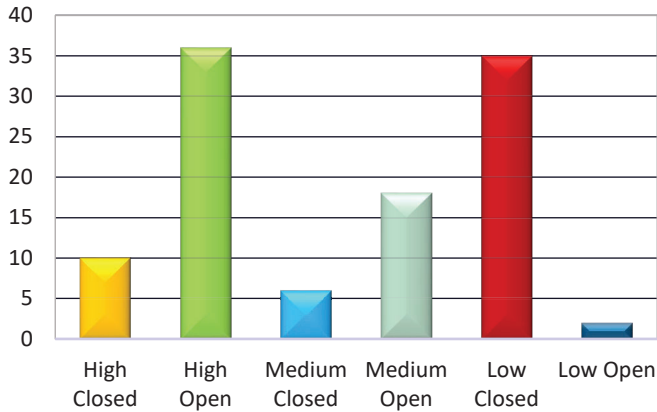
program for addressing technical debt over time. The program shall outline and review changes in the system landscape and the City's strategic priorities. The plan shall track progress toward milestones and adjust the roadmap as needed to ensure that technical debt is not only reduced, but continuously managed.



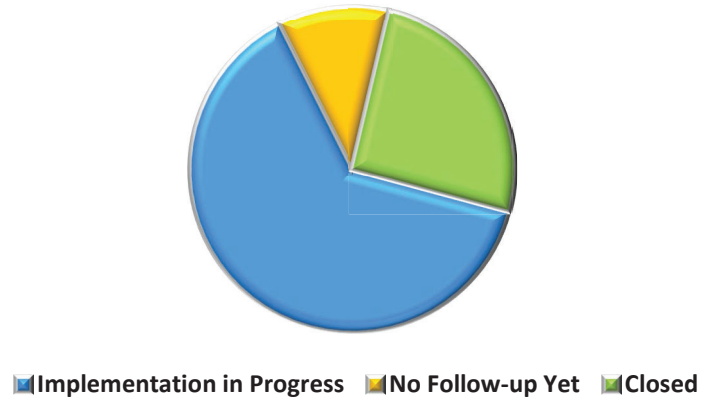
### C. Audit

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

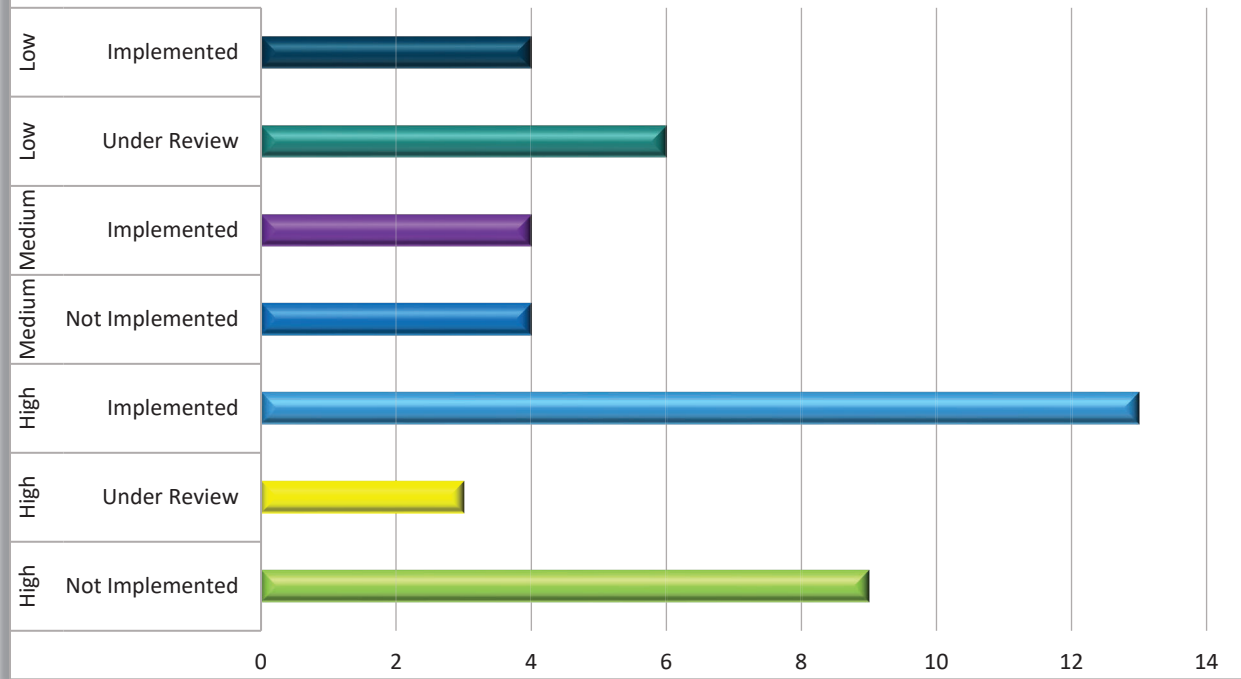
**Current Audit Findings**



**Audit Remediation Stage May 2024**



**Current Audit Findings Status**





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-2088

**Item #:** F

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Dallas365 Performance Measures as of May 31, 2024  
[Budget & Management Services]



# Memorandum



CITY OF DALLAS

DATE June 21, 2024

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

SUBJECT **Dallas 365 Performance Measures**

We exist solely to provide the services upon which residents rely – from emergency response to meeting critical community needs. City services are available 24 hours per day, 7 days a week, 365 days a year. Dallas 365 was created in January 2018 to better inform City Council, residents, businesses, and visitors about the progress of specific city programs and services and reflects the 365 service delivery model.

As part of our annual budget development process, we review the performance measures included in Dallas 365 and edit them as necessary. As you are aware, we have aligned 35 performance measures to the 8 strategic priority areas, and we track and report on them each month as part of the Budget Accountability Report (BAR).

The City Manager's Recommended FY 2024-25 and FY 2025-26 Biennial Budget that will be presented to you in August will reflect an updated strategic priority structure, and updated high level goal statements. The update structure will build on a SAFE, VIBRANT, and GROWING Dallas, by transforming our Foundational Structure to become a more LIVABLE, SUSTAINABLE, and FISCALLY SOUND city, with strong, aligned systems at its CORE. The specific measures included in Dallas 365 guide the work of city staff over the next biennium and will align to this updated structure.

If you have any suggestions for staff as we update the Dallas 365 measures for FY 2024-25 now is the time to do so. The attached file includes the current Dallas 365 measures (highlighted) as well other department performance measures that are routinely tracked. This list may be considered if you want to suggest potential changes to Dallas 365. Please note, this file includes proposed measures as of June 20. As communicated in City Council committees this spring some of these measures and targets have been updated and others may change as departments finalize their final recommendations for the upcoming budget.

DATE June 21, 2024  
SUBJECT **Dallas 365 Performance Measures**

Please provide any input that you may have regarding Dallas 365 no later than Friday, July 5. If you have any questions, please contact me or Janette Weedon, Director of Budget & Management Services.



Jack Ireland  
Chief Financial Officer

[Attachment]

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

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

## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
1	ATT - City Attorney	Percentage of cases resolved through municipal prosecution (New)	N/A	85.0%	85.0%
2	ATT - City Attorney	*Percentage of low to moderate income persons served in community courts program	60.0%	60.0%	60.0%
3	ATT - City Attorney	Percentage of matters closed by community prosecution (New)	N/A	95.0%	95.0%
4	ATT - City Attorney	Number of training and advisory opinions completed, and number of complaints closed (New)	N/A	360	360
5	ATT - City Attorney	Number of open records requests reviewed	1,000	1,000	1,000
6	ATT - City Attorney	Number of ordinances, resolutions, and legal opinions drafted	1,500	1,500	1,500
7	ATT - City Attorney	Number of contracts/agreements/AAs prepared	1,750	1,750	1,750
8	ATT - City Attorney	Amount collected by litigation	2,550,000	2,550,000	2,550,000
9	ATT - City Attorney	Number of active claims, lawsuits, third-party subpoenas, and administrative hearings	200	900	900
10	AUD - City Auditor	Percentage of audit report recommendations agreed to by management	90.0%	90.0%	90.0%
11	AUD - City Auditor	Percentage of department hours spent on direct project services	82.0%	82.0%	82.0%
12	AUD - City Auditor	Number of Audit/Attestation Reports	19	19	19

Last updated: June 20, 2024

For review only - Final version will be published in the August budget document

Equity-focused measures aligned with Racial Equity Plan (\*)

Measures new for FY 2024-25 are indicated as (New)

## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
13	AUD - City Auditor	*Number of completed equity-focused audit projects	1	1	1
14	AVI - Aviation	Overall customer satisfaction index (scale 1-5)	4.56	4.30	4.40
15	AVI - Aviation	Sales per enplaned passenger (SPEP)	14	15	15
16	AVI - Aviation	*Percentage of Black, Asian, Hispanic, or Native American collegiate interns	20.0%	100.0%	100.0%
17	AVI - Aviation	Percentage increase in private and public sector investment at Dallas Executive Airport	10.0%	10.0%	10.0%
18	AVI - Aviation	Percentage of customer complaints resolved within 15 days	100.0%	100.0%	100.0%
19	BMS - Office of Financial Services	General Fund revenue variance as percent of estimate	5.0%	3.0%	3.0%
20	BMS - Office of Financial Services	Percentage of stakeholders attending meetings, reporting grant-related presentations were helpful and informative	90.0%	90.0%	90.0%
21	BMS - Office of Financial Services	*Percentage of departments with equity-focused performance measures	85.0%	90.0%	90.0%
22	BMS - Office of Financial Services	Percentage increase of financial transparency website visitors	10.0%	10.0%	10.0%
23	BSD - Building Services Department	Number of custodial service requests received	1,200	1,200	1,200
24	BSD - Building Services Department	Percentage of passing quality inspections at contracted custodial facilities (New)	N/A	80.0%	80.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
25	BSD - Building Services Department	*Number of HVAC indoor air quality upgrades completed in equity priority areas	18	15	15
26	BSD - Building Services Department	Number of HVAC system sustainability upgrades from R-22 to new environmentally friendly refrigerant	40	30	30
27	CCO - City Controller's Office	Percentage of invoices paid within 30 days	85.0%	85.0%	85.0%
28	CCO - City Controller's Office	Percentage of electronic vendor payments (excluding refunds)	87.0%	90.0%	90.0%
29	CCO - City Controller's Office	*Percentage of M/WBE vendor invoices paid within 30 days	85.0%	85.0%	85.0%
30	CCO - City Controller's Office	Percentage of permanent employees enrolled in City's Voluntary Deferred Compensation Plan (excluding employees with	55.0%	45.0%	45.0%
31	CCO - City Controller's Office	Payroll error rate	0.4%	0.4%	0.4%
32	CCS - Code Compliance	Percentage of food establishments inspected timely	95.0%	95.0%	95.0%
33	CCS - Code Compliance	Percentage of mosquito activities completed within 48 hours	95.0%	95.0%	95.0%
34	CCS - Code Compliance	Number of food establishment inspections conducted per FTE	575	575	575
35	CCS - Code Compliance	Average number of days to demolish a substandard structure after receiving a court order	60	60	60
36	CCS - Code Compliance	Percentage of 311 service requests completed within estimated response time	96.0%	96.0%	96.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
37	CCS - Code Compliance	Percentage of service requests brought into compliance within 180 days by the Intensive Case Resolution Team	85.0%	85.0%	85.0%
38	CCS - Code Compliance	Percentage of litter and high weeds service requests closed within SLA	85.0%	85.0%	85.0%
39	CCS - Code Compliance	Percentage of graffiti violations abated within 2 days	90.0%	90.0%	90.0%
40	CCS - Code Compliance	Percentage of illegal dumping sites abated within 2 days	90.0%	90.0%	90.0%
41	CCS - Code Compliance	Percentage of open and vacant structures abated within 48 hours	90.0%	90.0%	90.0%
42	CCT - Convention And Event Services	Percentage of client survey respondents rating their overall experience at KBHCCD as "excellent" or "good"	90.0%	90.0%	90.0%
43	CCT - Convention And Event Services	Number of planned safety repairs completed	36	12	6
44	CCT - Convention And Event Services	Percentage of Kay Bailey Hutchison Convention Center Master Plan contract awards to M/WBE firms	48.0%	54.0%	50.0%
45	CCT - Convention And Event Services	Number of hospitality and tourism internships	4	8	12
46	CCT - Convention And Event Services	Percentage completion of the KBHCCD Master Plan	4.0%	33.0%	40.0%
47	CCT - Convention And Event Services	Percentage of next business day inspections performed on time	80.0%	80.0%	80.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
48	CDV - Community Development	Percentage of plans reviewed by CDV staff for alignment to housing initiatives (New)	N/A	30.0%	30.0%
49	CMO - City Manager's Office	Overall Quality of Life Satisfaction Rating (Community Survey)	70.0%	70.0%	70.0%
50	CMO - City Manager's Office	Percentage of City Council Agendas posted on time and without correction	95.0%	95.0%	95.0%
51	CSC - 311 Customer Services	Percentage of 311 calls abandoned	10.0%	10.0%	10.0%
52	CSC - 311 Customer Services	*Percentage of City Hall On-the-Go visits/events in majority Black and Hispanic neighborhoods	63.0%	63.0%	63.0%
53	CSC - 311 Customer Services	Percentage of customers satisfied with call experience	88.0%	88.0%	88.0%
54	CSC - 311 Customer Services	Percentage of 311 calls answered within 90 seconds	70.0%	70.0%	70.0%
55	CSC - 311 Customer Services	Percentage of water customer service calls answered in 90 seconds	45.0%	45.0%	45.0%
56	CTJ - Municipal Court-Judiciary	Percentage of alias warrants per cases filed	33.0%	33.0%	33.0%
57	CTJ - Municipal Court-Judiciary	Percentage of capias warrants per cases filed	18.0%	18.0%	18.0%
58	CTJ - Municipal Court-Judiciary	Percentage of case dispositions per new cases filed (case clearance rate)	95.0%	95.0%	95.0%
59	CTJ - Municipal Court-Judiciary	Percentage of cases disposed of within 60 days of citation	90.0%	90.0%	90.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
60	CTJ - Municipal Court-Judiciary	Number of cases docketed	175,000	175,000	175,000
61	CTJ - Municipal Court-Judiciary	Number of jury trials held	80	80	80
62	CTS - Court - Detention Services	Percentage of contested hearings completed and adjudicated within a month (New)	60.0%	97.0%	97.0%
63	CTS - Court - Detention Services	Average wait time for the Customer Service windows	10.0 min	10.0 min	10.0 min
64	CVS - Civil Service	Percentage of hiring managers reporting a satisfaction rating (Satisfied) to post-hire questionnaire	85.0%	85.0%	85.0%
65	CVS - Civil Service	*Number of Hispanic, Black, Asian American, and Native American recruitment and outreach efforts	15	15	15
66	CVS - Civil Service	Percentage of certified registers to hiring authority within five business days (civilian positions)	93.0%	93.0%	93.0%
67	CVS - Civil Service	Percentage of certified registers to hiring authority within five business days (uniform positions)	93.0%	93.0%	93.0%
68	CVS - Civil Service	Percentage of Civil Service trial board appeal hearings heard within 90 business days	100.0%	100.0%	100.0%
69	DAS - Dallas Animal Services	Percentage decrease in year-over-year loose and loose-owned dog bite rate	2.0%	2.0%	2.0%
70	DAS - Dallas Animal Services	Percentage increase in dogs and cats transferred to rescue partners	5.0%	5.0%	5.0%
71	DBI - Data Analytics and Business Intelligence	Percentage of data-oriented city staff trained on data governance, to educate and ensure best practice over data assets (New)	N/A	20.0%	20.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
72	DBI - Data Analytics and Business Intelligence	Percentage of citywide Data Platforms are up and available (New)	N/A	95.0%	95.0%
73	DBI - Data Analytics and Business Intelligence	Percentage increase of data automation 2% (from 250 to 255), to increase efficiencies in city services and operations (New)	N/A	2.0%	2.0%
74	DBI - Data Analytics and Business Intelligence	Number of major data projects to increase efficiency and transparency in city services (New)	N/A	20	20
75	DBI - Data Analytics and Business Intelligence	*Percentage of equity element in projects in alignment with City's Racial Equity Plan (REP) (New)	N/A	95.0%	95.0%
76	DEV - Development Services	Average number of business days to complete first review of new residential permit application	10	7	7
77	DEV - Development Services	*Average number of business days to complete first review of residential permit applications in 75210, 75216, 75215	10	7	7
78	DEV - Development Services	Average number of business days to complete first review of new commercial permit application	15	15	15
79	DEV - Development Services	Average number of business days to complete commercial permit application prescreen	5	5	5
80	DEV - Development Services	Average number of business days to complete resubmitted residential permit applications	5	3	3
81	DEV - Development Services	Average number of business days to complete resubmitted commercial permit applications	7	7	7
82	DEV - Development Services	Percentage of next business day inspections performed on time	98.0%	98.0%	98.0%
83	DFD - Dallas Fire Department	Percentage of EMS responses within nine minutes or less (NFPA Standard 1710)	90.0%	90.0%	90.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
84	DFD - Dallas Fire Department	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (NFPA Standard 1710)	90.0%	90.0%	90.0%
85	DFD - Dallas Fire Department	*Percentage of apparatus pumps tested and passed annually (NFPA Standard 1911)	100.0%	100.0%	100.0%
86	DFD - Dallas Fire Department	Number of high-risk multi-family dwellings inspected (per MIT study)	120	120	120
87	DFD - Dallas Fire Department	*Number of smoke detectors installed in vulnerable populations	3,500	3,500	3,500
88	DFD - Dallas Fire Department	Percentage of Parking Adjudication Hearings conducted in person	4	1	N/A
89	DPD - Dallas Police Dept	Percentage of officers trained in alternative solutions, de-escalation, and less-lethal tactics	100.0%	100.0%	100.0%
90	DPD - Dallas Police Dept	Number of community events attended	1,732	2,500	3,000
91	DPD - Dallas Police Dept	Homicide clearance rate	60.0%	60.0%	60.0%
92	DPD - Dallas Police Dept	Crimes against persons (per 100,000 residents)	2,000	2,000	2,000
93	DPD - Dallas Police Dept	Percentage of responses to Priority 1 calls within eight minutes or less	60.0%	60.0%	60.0%
94	DPD - Dallas Police Dept	Percentage of 911 calls answered within 10 seconds	90.0%	90.0%	90.0%
95	DPD - Dallas Police Dept	*Communities of Color Proportional Representation Ratio to Sworn DPD Employees	(14.2)%	(14.0)%	(14.0)%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
96	DSV - Communication - Info Svcs	Percentage of 911 system availability (Vesta)	100.0%	100.0%	100.0%
97	DSV - Communication - Info Svcs	*Number of events targeting minority students through IT initiatives, PTECH, and Innovation Lab	7	8	8
98	DSV - Communication - Info Svcs	Percentage of service desk issues resolved within SLA	95.0%	95.0%	95.0%
99	DSV - Communication - Info Svcs	Percentage of availability of public safety radio network (excluding planned City-approved outages)	99.9%	99.9%	99.9%
100	DSV - Communication - Info Svcs	Percentage of priority 1 repair requests resolved within 24 hours (radio devices)	99.9%	99.9%	99.9%
101	DSV - Communication - Info Svcs	Percentage of telephone and data network availability (excluding planned City-approved outages)	99.5%	99.5%	99.5%
102	DWU - Water Utilities	Value of capital projects awarded	323,658,500	323,658,500	323,658,500
103	DWU - Water Utilities	*Percentage decrease of unserved areas for water and wastewater services	33.0%	33.0%	33.0%
104	DWU - Water Utilities	Main breaks per 100 miles of main	25	25	25
105	DWU - Water Utilities	Number of miles of small diameter pipelines replaced annually	72	72	72
106	DWU - Water Utilities	Average response time to emergency sanitary sewer calls	60.0 min	60.0 min	60.0 min
107	DWU - Water Utilities	Number of sanitary sewer overflows per 100 miles of main (cumulative rate number)	6.20	6.20	6.20

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
108	DWU - Water Utilities	Compliance with state and federal standards and regulations for drinking water	100.0%	100.0%	100.0%
109	DWU - Water Utilities	Meter reading accuracy rate	99.0%	99.0%	99.0%
110	ECO - Office Of Economic Development	Dollars in capital investment fostered through written commitment	250,000,000	250,000,000	250,000,000
111	ECO - Office Of Economic Development	Number of business outreach activities/contacts (Business Development and Catalytic Development divisions)	240	240	240
112	ECO - Office Of Economic Development	Three-year rolling average number of jobs created or retained through written commitment	2,500	2,500	2,500
113	ECO - Office Of Economic Development	Percentage of attracted private investment documented by contract that occurs in Target Areas	40.0%	40.0%	40.0%
114	ECO - Office Of Economic Development	*Three-year rolling average number of minimum wage required jobs indexed to the MIT Living Wage Calculator (of total commitment for jobs to be created/retained)	1,500	1,500	1,500
115	EFM - Equipment and Fleet Management	Percentage of vehicles receiving preventive maintenance on schedule (Compliance I)	65.0%	65.0%	65.0%
116	EFM - Equipment and Fleet Management	Percentage of fleet that uses alternative fuels or hybrid fueling technologies	40.0%	40.0%	40.0%
117	EFM - Equipment and Fleet Management	*Maximum deviation rate of vehicles and equipment receiving on-time preventative maintenance by service area (Compliance I)	15.0%	15.0%	15.0%
118	EQU - Office of Equity	Percentage of non-litigated cases closed within 120 days	50.0%	50.0%	50.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
119	EQU - Office of Equity	Percentage increase of immigrant and refugee-related WCIA community engagements	40.0%	40.0%	40.0%
120	EQU - Office of Equity	Percentage increase of multilingual engagements and messaging	20.0%	20.0%	20.0%
121	EQU - Office of Equity	*Percentage of annual Racial Equity Plan department progress measures completed	75.0%	75.0%	75.0%
122	EQU - Office of Equity	Number of specialized ADA trainings provided annually to prioritized City of Dallas departments by identifying ADA intersections and providing customized training tailored to their activities (New)	N/A	4	4
123	EQU - Office of Equity	Number of planned City of Dallas buildings reviewed for ADA compliance encompassing detailed identification of all barriers in need of remediation to improve access (New)	N/A	3	3
124	EQU - Office of Equity	Number of architectural barriers removed in City of Dallas public-facing buildings to improve ADA access (New)	N/A	50	50
125	EQU - Office of Equity	Number of new Fair Housing intakes received monthly (New)	N/A	10	10
126	EQU - Office of Equity	Percentage of citizenship clinic attendees that apply for naturalization	50.0%	50.0%	50.0%
127	EQU - Office of Equity	Average Fair Housing programming attendance	11	20	20
128	HOU - Housing-Community Services	*Percentage of affordable housing created in Equity Strategy Target Areas/City	19.0%	50.0%	50.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
129	HOU - Housing-Community Services	*Percentage of all DHAP funding within Equity Strategy Target Areas (New)	N/A	50.0%	50.0%
130	HOU - Housing-Community Services	*Percentage of home repair funding within Equity Strategy Target Areas (New)	N/A	50.0%	50.0%
131	HOU - Housing-Community Services	Percentage of development funding leveraged by private sources	60.0%	80.0%	80.0%
132	IGS - Office of Strategic Partnership	Percentage of legislative priorities achieved (federal and state)	50.0%	50.0%	75.0%
133	IGS - Office of Strategic Partnership	Competitive grant dollars received per general fund dollar spent on fund development salaries	55	55	80
134	IGS - Office of Strategic Partnership	*Number of community engagement activities together feedback on the City's federal and state legislative priorities in ZIP codes 75216, 75241, 75210, and 75211	4	4	4
135	IGS - Office of Strategic Partnership	Number of grant referrals sent to other departments	120	120	120
136	IPS - Office of Integrated Public Safety	Percentage of crisis intervention calls handled by the RIGHT Care team	80.0%	80.0%	70.0%
137	IPS - Office of Integrated Public Safety	Percentage decrease in crime after dark (lighting enhanced areas only)	5.0%	8.0%	8.0%
138	IPS - Office of Integrated Public Safety	Percentage increase of social service referrals and individuals responded to by Crisis Intervention within 72 hours	80.0%	85.0%	85.0%
139	IPS - Office of Integrated Public Safety	*Percentage decrease of DPD calls and crime incidents in high risk terrain modeling-defined areas	5.0%	5.0%	5.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
140	IPS - Office of Integrated Public Safety	Percentage increase of individuals assisted by Crisis Intervention	110.0%	110.0%	110.0%
141	LIB - Library	Satisfaction rate with library programs	95.0%	95.0%	95.0%
142	LIB - Library	Percentage increase in unique users of e-material platforms	10.0%	10.0%	10.0%
143	LIB - Library	*Percentage of users who reported learning a new skill through adult learning or career development programs	92.0%	92.0%	92.0%
144	LIB - Library	*Number of S.M.A.R.T. Summer Reading Challenge enrollments in 75216, 75241, 75210, and 75211	1,102	1,102	1,102
145	MCC - Mayor - Council	Percentage increase in public participation at council budget district townhall meetings	10.0%	10.0%	10.0%
146	MCC - Mayor - Council	Number of professional hours opportunities offered for MCC staff	20	20	20
147	MCC - Mayor - Council	Number of City initiatives communications distributed	12,000	12,000	12,500
148	MCC - Mayor - Council	*Average number of equity and inclusion professional development hours offered per MCC staff	8	8	8
149	MCC - Mayor - Council	Number of public engagements with 2 or more Councilmembers	10	10	10
150	MSH - City Marshal's Office	Number of warrants served (New)	N/A	1,025	1,050
151	MSH - City Marshal's Office	Number of illegal dumping investigations (New)	2,000	850	875

Last updated: June 20, 2024

For review only - Final version will be published in the August budget document

Equity-focused measures aligned with Racial Equity Plan (\*)

Measures new for FY 2024-25 are indicated as (New)

## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
152	MSH - City Marshal's Office	Percentage of individuals accepting services at the Sobering Center (New)	N/A	15.0%	15.0%
153	MSH - City Marshal's Office	Number of park patrols conducted (New)	N/A	4,700	5,000
154	MSH - City Marshal's Office	Number of encampments addressed by H.A.R.T. Team (New)	N/A	825	850
155	MSH - City Marshal's Office	Average response time to security incidents	3.0 min	3.0 min	2.5 min
156	OBP - Bond & Construction Management	Percentage of appropriated projects completed	91.0%	92.1%	95.0%
157	OBP - Bond & Construction Management	Percentage of projects awarded for design and construction	99.4%	98.6%	99.7%
158	OBP - Bond & Construction Management	Percentage of bond appropriations awarded (ITD)	97.0%	97.7%	99.0%
159	OBP - Bond & Construction Management	*Percentage of 2017 bond appropriations awarded within Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs)	98.0%	99.0%	99.6%
160	OCA - Office Of Arts and Culture	Number of attendees at City-owned cultural facilities	2,600,000	2,800,000	2,800,000
161	OCA - Office Of Arts and Culture	Attendance at Office of Arts and Culture-supported events	5,250,000	5,400,000	5,400,000
162	OCA - Office Of Arts and Culture	Dollars leveraged by partner organizations	190,000,000	195,000,000	195,000,000
163	OCA - Office Of Arts and Culture	*Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations	35.0%	37.0%	37.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
164	OCA - Office Of Arts and Culture	Number of Public Art events creating active engagement and participation by Dallas residents with the City's Public Art Collection	40	44	44
165	OCA - Office Of Arts and Culture	WRR 101.1 FM maintain or grow market share of at least 1.9 percent in partnership with KERA (as reported by Nielsen ratings or comparable market sources)	1.90	1.90	1.90
166	OCC - Office of Community Care	Percentage of over the counter Vital Statistics applications processed within 15 minutes	90.0%	92.5%	92.5%
167	OCC - Office of Community Care	Number of WIC clients receiving nutrition services monthly	71,185	75,000	75,750
168	OCC - Office of Community Care	Number of unduplicated children in Early Childhood and Out of School Time (ECOST) childcare program	300	330	330
169	OCC - Office of Community Care	Number of unduplicated individuals accessing financial coaching	1,000	1,000	1,000
170	OCC - Office of Community Care	Number of clients receiving HOPWA Short-term Rental Mortgage Utility (STRMU) assistance (New)	N/A	298	298
171	OCC - Office of Community Care	Number of financial counseling sessions completed (New)	N/A	2,000	2,000
172	OCC - Office of Community Care	Percentage of long-term Housing Opportunities for Persons with AIDS (HOPWA) clients that have a housing plan for maintaining or establishing stable, on-going housing	90.0%	95.0%	95.0%
173	OCC - Office of Community Care	Number of clients receiving ESG-Homelessness Prevention (New)	450	120	120

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Measures new for FY 2024-25 are indicated as (New)

## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
174	OCC - Office of Community Care	Number of clients accessing meals initiative through community centers	4,500	4,100	4,100
175	OEM - Office Of Emergency Management	Increase in Community Preparedness Program Outreach and Education attendees	10.0%	10.0%	10.0%
176	OEM - Office Of Emergency Management	Department of Homeland Security Financial Management Compliance Rate (Grant Reporting)	100.0%	100.0%	100.0%
177	OEM - Office Of Emergency Management	Percentage of OEM emergency managers trained in Emergency Operation Center response procedures	100.0%	100.0%	100.0%
178	OEM - Office Of Emergency Management	Participating rating of excellent or above average for the Community Preparedness Programs	85.0%	80.0%	80.0%
179	OEM - Office Of Emergency Management	*Increase in number of partnerships with landlords of multi-dwelling units in equity priority areas	13	14	14
180	OEQ - Office Of Environmental Quality	*Percentage increase of engagements in equity priority areas	5.0%	5.0%	5.0%
181	OEQ - Office Of Environmental Quality	Percentage of CECAP actions underway annually	75.3%	75.3%	75.3%
182	OEQ - Office Of Environmental Quality	Percentage of departments demonstrating continual improvement on environmental objectives	90.0%	90.0%	90.0%
183	OEQ - Office Of Environmental Quality	Percentage of service requests responded to within SLA	98.0%	98.0%	98.0%
184	OEQ - Office Of Environmental Quality	Number of construction tailgate consultation events	216	216	216

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
185	OEQ - Office Of Environmental Quality	Number of gallons saved through incentive-based water conservation programs	76,000,000	82,000,000	82,000,000
186	OEQ - Office Of Environmental Quality	Number of single family residential households evaluated for recycling participation and compliance	1,750	1,750	1,750
187	OHS - Office of Homeless Solutions	Percentage of service requests resolved within 21 days	85.0%	85.0%	85.0%
188	OHS - Office of Homeless Solutions	Percentage of service requests resolved within 10 days (HART Team)	90.0%	90.0%	90.0%
189	OHS - Office of Homeless Solutions	Percentage of unduplicated person placed in permanent housing who remain housed after six months	85.0%	85.0%	85.0%
190	OHS - Office of Homeless Solutions	Percentage of persons exited to positive destinations through the Landlord Subsidized Leasing Program	80.0%	80.0%	80.0%
191	OHS - Office of Homeless Solutions	Percentage of persons connected to services through street outreach	90.0%	90.0%	90.0%
192	OHS - Office of Homeless Solutions	Percentage of beds utilized under the Pay-to-Stay program	90.0%	90.0%	90.0%
193	OHS - Office of Homeless Solutions	Number of unduplicated homeless clients with mental illness/co-occurring substance use/primary care health issues receiving services	750	750	750
194	OHS - Office of Homeless Solutions	Percentage of service requests responded within 24-48 hours (HART TEAM)	90.0%	90.0%	90.0%
195	OPO - Office of Police Oversight	Monthly complaint resolution rate (DPD and OCPO)	70.0%	70.0%	70.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
196	OPO - Office of Police Oversight	Number of public events	25	25	25
197	OPO - Office of Police Oversight	Percentage of Community Police Oversight Board independent investigations completed (cases eligible for review)	85.0%	85.0%	85.0%
198	OPO - Office of Police Oversight	*Number of community, outreach, and engagement events in majority Black and Hispanic neighborhoods	12	12	12
199	ORM - Risk Management	Average cost per workers' compensation claim	6,600	6,600	6,600
200	ORM - Risk Management	Claimant contact within 24 hours of new claim notice rate	98.0%	98.0%	100.0%
201	ORM - Risk Management	Commercial Driver's License (CDL) workforce drug test rate	50.0%	50.0%	50.0%
202	ORM - Risk Management	Subrogation monies recovered	456,898	456,898	456,898
203	ORM - Risk Management	Percentage of monies recovered from subrogation claims	27.5%	27.5%	27.5%
204	ORM - Risk Management	Number of safety training courses offered outside of regular hours (multi-shift schedule)	95	95	95
205	ORM - Risk Management	*Number of employee training courses offered in Spanish	18	18	18
206	PAO - Communication, Outreach, and Marketing	Percentage increase of advertisement related to citywide and department-specific initiatives	25.0%	25.0%	25.0%
207	PAO - Communication, Outreach, and Marketing	Percentage increase of original content created at the Fair Park Multimedia Center	25.0%	25.0%	25.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
208	PAO - Communication, Outreach, and Marketing	Percentage increase of engagement with original Spanish content	20.0%	20.0%	20.0%
209	PAO - Communication, Outreach, and Marketing	Percentage increase of engagement with City of Dallas social media content	20.0%	20.0%	20.0%
210	PAO - Communication, Outreach, and Marketing	Value of positive earned media mentions	100,000,000	100,000,000	100,000,000
211	PAO - Communication, Outreach, and Marketing	*Percentage increase of Spanish text notification subscribers	15.0%	15.0%	15.0%
212	PBW - Public Works	Percentage of planned sidewalk projects completed	100.0%	100.0%	100.0%
213	PBW - Public Works	*Planned lane miles improved in equity priority areas (115 of 575)	100.0%	100.0%	100.0%
214	PBW - Public Works	Planned lane miles improved (575 of 11,770 miles)	100.0%	100.0%	100.0%
215	PBW - Public Works	Percentage of planned lane miles completed through In-House Onyx Preservation (80 miles)	100.0%	100.0%	100.0%
216	PBW - Public Works	Percentage of abandonment/license applications routed within five days	95.0%	90.0%	90.0%
217	PBW - Public Works	Percentage of potholes repaired within three days	98.0%	98.0%	98.0%
218	PBW - Public Works	Dollars spent on sidewalk master plan projects	4,300,000	347,780	347,780
219	PBW - Public Works	Percentage of asphalt service requests completed within SLA	92.0%	92.0%	92.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
220	PBW - Public Works	Percentage of concrete service requests completed within SLA	92.0%	92.0%	92.0%
221	PER - Human Resources	Percentage increase in wellness program participation from prior year	5.0%	5.0%	5.0%
222	PER - Human Resources	Percentage increase in annual physical completion from prior year	5.0%	5.0%	5.0%
223	PER - Human Resources	*Dollar increase in minimum wage	19	19	19
224	PER - Human Resources	Percentage of civilian investigations completed within 25 days	90.0%	90.0%	90.0%
225	PER - Human Resources	Number of days from offer to start date for labor positions	25	25	25
226	PER - Human Resources	Number of days from offer to start date for executive position	45	45	45
227	PKR - Park - Recreation	Number of daily visits to partnership programs/facilities including the Arboretum, Cedar Ridge Preserve, Zoo, and Audubon Center	4,052,191	2,539,083	2,551,529
228	PKR - Park - Recreation	Percentage of residents within half mile of a park	73.0%	73.0%	74.0%
229	PKR - Park - Recreation	Operating expenditures per acre of land managed or maintained	1,651	302	297
230	PKR - Park - Recreation	Percentage decrease in park-related incidents/calls to DPD	0.0%	10.0%	10.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
231	PKR - Park - Recreation	Percentage of planned park visits completed by Park Rangers (1,800 visits per month)	95.0%	93.0%	93.0%
232	PKR - Park - Recreation	Average number of recreation programming hours per week (youth, seniors, and athletic leagues)	2,300	1,650	1,650
233	PKR - Park - Recreation	*Percentage increase in active/fitness program enrollment in target areas	5.0%	5.0%	5.0%
234	PKR - Park - Recreation	Dollar value of volunteer hours for park system	4,017,600	6,572,717	6,885,703
235	PKR - Park - Recreation	Percentage increase in youth athletic activities registration	10.0%	10.0%	10.0%
236	PNV - Planning and Urban Design	*Percentage of engagement/public meetings in majority Black and Hispanic neighborhoods	50.0%	50.0%	50.0%
237	PNV - Planning and Urban Design	Percentage of Comprehensive Plan project milestones completed	100.0%	100.0%	100.0%
238	PNV - Planning and Urban Design	Percentage of zoning change requests increasing housing density	80.0%	80.0%	80.0%
239	PNV - Planning and Urban Design	Percentage of zoning change requests with CPC and Council decision following staff recommendation	90.0%	90.0%	90.0%
240	PNV - Planning and Urban Design	Percentage decrease of zoning change requests	15.0%	15.0%	15.0%
241	PNV - Planning and Urban Design	Percentage of zoning requests following the CPC schedule	90.0%	90.0%	90.0%
242	PNV - Planning and Urban Design	Percentage of routine maintenance certificates of appropriateness completed within seven days	95.0%	95.0%	95.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
243	PNV - Planning and Urban Design	Number of historical preservation outreach events (education and awareness presentations / publications)	4	4	4
244	PNV - Planning and Urban Design	Number of training sessions provided to landmark commissioners	2	2	2
245	PNV - Planning and Urban Design	*Number of historic preservation outreach events in underserved communities of color (education, and awareness presentations / publications)	3	3	3
246	POM - Office of Procurement Services	Dallas Contracting Officer Representative Program Completion Rate	75.0%	75.0%	75.0%
247	POM - Office of Procurement Services	Percentage of extensions completed within 15 business days	80.0%	85.0%	85.0%
248	POM - Office of Procurement Services	*Percentage of procurement Masterclass training and technical assistance in majority Black and Hispanic neighborhoods	50.0%	85.0%	85.0%
249	POM - Office of Procurement Services	Completion rate for informal solicitations	80.0%	85.0%	85.0%
250	POM - Office of Procurement Services	Percentage of reprographic completed within three business days	95.0%	95.0%	95.0%
251	POM - Office of Procurement Services	Percentage of mail delivered to post office same day received	90.0%	95.0%	95.0%
252	SAN - Sanitation Svcs	Percentage of on-time bulk and brush collections	95.5%	95.5%	96.0%
253	SAN - Sanitation Svcs	*Percentage of targeted outreach efforts in areas with highest bulk and brush pickup violations	50.0%	50.0%	50.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
254	SAN - Sanitation Svcs	Tons of CH4 (methane) captured by McCommas Bluff Landfill Gas System	47,000	47,000	47,000
255	SAN - Sanitation Svcs	Residential recycling tons collected	58,000	58,000	58,000
256	SAN - Sanitation Svcs	Residential recycling diversion rate	20.5%	21.0%	21.0%
257	SAN - Sanitation Svcs	Percentage of garbage and recycling routes completed on time	95.0%	95.0%	95.0%
258	SBC - Small Business Center	Number of Fresh Start clients hired	200	100	100
259	SBC - Small Business Center	Fresh Start client 12 month retention rate	50.0%	55.0%	55.0%
260	SBC - Small Business Center	*Percentage increase of workforce development grant participants in underserved populations	60.0%	50.0%	50.0%
261	SBC - Small Business Center	*Percentage of funds awarded to small businesses (grants/loans) (New)	N/A	15.0%	15.0%
262	SBC - Small Business Center	Number of small businesses who receive funding (grants/loans) (New)	N/A	5	5
263	SBC - Small Business Center	Percentage spent with local businesses	40.0%	45.0%	45.0%
264	SBC - Small Business Center	*Percentage of dollars spent with local M/WBE businesses	70.0%	75.0%	75.0%
265	SDM - Stormwater Drainage Management	Number of major data projects to increase efficiency and transparency in city services	92.0%	92.0%	92.0%

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## FY 2024-25 PROPOSED | DEPARTMENT PERFORMANCE MEASURES

#	Department	Performance Measure	FY 2023-24 Budget	FY 2024-25 Proposed	FY 2025-26 Planned
266	SEC - City Secretary	Percentage of background checks initiated within three business days	100.0%	100.0%	100.0%
267	SEC - City Secretary	Percentage of City Council voting agendas processed within 10 working days	100.0%	100.0%	100.0%
268	SEC - City Secretary	Percentage of public meeting notices processed and posted within one hour	100.0%	100.0%	100.0%
269	SEC - City Secretary	Percentage of campaign finance reports locked down within one business day	100.0%	100.0%	100.0%
270	SEC - City Secretary	Percentage of service requests completed within 10 business days	100.0%	100.0%	100.0%
271	SEC - City Secretary	Percentage of Open Records Requests responded to within 10 business days	100.0%	100.0%	100.0%
272	TRN - Transportation	Percentage of signal malfunction responses within 120 minutes	91.0%	80.0%	80.0%
273	TRN - Transportation	Percentage of traffic signal preventative maintenance for full system PM within 12 months	70.0%	50.0%	50.0%
274	TRN - Transportation	Percentage of long line pavement marking miles restriped (170 of 1,700 miles)	50.0%	10.0%	10.0%

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# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-2098

**Item #:** G

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Resolution Authorizing the Selection of an Underwriting Syndicate for the Issuance of Bonds Related to the Kay Bailey Hutchison Convention Center Dallas Venue Project and Fair Park Venue for Fiscal Year 2025

[City Controller's Office]

# Memorandum



CITY OF DALLAS

DATE June 21, 2024

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

**June 26, 2024, Upcoming Agenda Item – 24-1849 – Resolution Authorizing the  
SUBJECT Selection of an Underwriting Syndicate for the Issuance of Bonds Related to the  
Kay Bailey Hutchison Convention Center Dallas Venue Project and Fair Park  
Venue for Fiscal Year 2025**

The June 26, 2024, City Council Agenda includes a resolution authorizing the selection of an underwriting syndicate for the issuance of bonds related to the Kay Bailey Hutchison Convention Center Dallas Venue Project and Fair Park Venue for Fiscal Year 2025.

On January 24, 2024, the City established an Underwriting Pool (“Pool”) comprised of 36 underwriting firms for the purpose of establishing underwriter syndicates on future negotiated bond financings and other debt transactions, as required. The City has historically maintained a pool of underwriters for negotiated bond financings, and underwriter syndicates are selected from firms within the Pool via the issuance of a mini-Request for Proposals (mini-RFP) specific to the individual bond transaction. Minority/Women-owned Business (M/WBE) firms are included in underwriter syndicates in accordance with the M/WBE participation goal. Firms included in the Pool can potentially serve in the capacity of Senior, Co-Senior, or Co-Managing underwriter.

On February 27, 2024, the City issued a mini-RFP to the Pool of qualified firms for Special Tax Revenue (Kay Bailey Hutchison Convention Center Dallas Venue and Fair Park Venue Projects) Financing Debt Underwriting and received 28 submissions in response. To accommodate this transaction the City’s co-financial advisors, Hilltop Securities, Inc. and Estrada Hinojosa & Co., Inc., recommended a syndicate of 10 underwriting firms; comprised of a mix of national and regional firms, three M/WBE firms, and one veteran-owned firm. Following review by the selection committee, the City plans to use an underwriting syndicate team comprised of J.P. Morgan Securities LLC; Ramirez & Co., Inc.; Mesirow Financial, Inc.; Bancroft Capital, LLC; Frost Bank Capital Markets; Jefferies LLC; Loop Capital Markets, LLC; Siebert Williams Shank & Co., LLC; Stifel, Nicolaus & Company, Inc.; and Truist Securities, Inc. The Bookrunning Senior Manager will be J.P. Morgan Securities LLC, and Ramirez & Co., Inc. and Mesirow Financial, Inc. will serve as the Co-Senior Managers.

DATE June 21, 2024

SUBJECT **June 26, 2024, Upcoming Agenda Item – 24-1849 – Resolution Authorizing the Selection of an Underwriting Syndicate for the Issuance of Bonds Related to the Kay Bailey Hutchison Convention Center Dallas Venue Project and Fair Park Venue for Fiscal Year 2025**

The issuance and sale of the bonds is contingent upon the City Council's approval (1) to begin preparations of the issuance and (2) of parameters Ordinances currently planned for consideration and approval in the first quarter of Fiscal Year 2025.

Please let me know if you need any additional information.



Jack Ireland  
Chief Financial Officer

c: Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)  
Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager

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



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-2100

**Item #:** H

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Texas Water Development Board Grant and Loan for Flood Infrastructure Funding  
[City Controller's Office]

# Memorandum



CITY OF DALLAS

DATE June 21, 2024

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

SUBJECT **June 26, 2024, Upcoming Agenda Items – 24-1292, 24-1294, 24-1477, 24-1478 –  
Texas Water Development Board Grant and Loan for Flood Infrastructure Funding**

The June 26, 2024, City Council agenda includes four items related to the Texas Water Development Board (TWDB) for grant and loan financial assistance to the City of Dallas for eligible projects through the Flood Infrastructure Fund (FIF). The City is requesting an amount up to \$113,190,000 to fund flood risk management projects associated with the Dallas levee system improvements to reduce flood risk, and an amount up to \$16,675,712 to fund flood risk management projects associated with the infrastructure relocation related to the Dallas Floodway Extension.

## BACKGROUND

The FIF program was created by the Texas Legislature and approved by voters in 2019 and provides financial assistance in the form of loans and grants for flood control, flood mitigation, and drainage projects. On September 17, 2020, the TWDB approved the Prioritization List and Eligible Funding Amounts under the FIF, including two projects for the Modified Dallas Floodway Project, relating to an extension of the floodway and levee system. The Dallas Floodway Levee System is locally owned and operated, federally regulated by the U.S. Army Corps of Engineers (USACE), and provides flood risk mitigation for an area that encompasses over \$14 billion in real and personal property and over 400,000 residents. The levee system currently has two ongoing federal projects that have completed all environmental clearances, received their Record of Decisions, and appropriated funds through the USACE Civil Works Program. Per executed project partnership agreements between the USACE and the City, the City is obligated to cost participate in the design and construction activities for the flood risk management components of the project.

The combined project costs for the Modified Dallas Floodway projects related to the Dallas levee system improvements total approximately \$457.7 million. The USACE contribution to the project is approximately \$297.4 million, with the City contributing approximately \$47.0 million in in-kind contributions. The City is seeking to finance the remaining project costs with financial assistance from TWDB through the FIF. The terms of the financial assistance from TWDB include \$23.1 million in FIF grant funding and a \$90.1 million long-term, fixed rate FIF loan, offered at zero percent interest.

DATE June 21, 2024

SUBJECT **June 26, 2024, Upcoming Agenda Items – 24-1292, 24-1294, 24-1477, 24-1478 – Texas Water Development Board Grant and Loan for Flood Infrastructure Funding**

The combined project costs for the Modified Dallas Floodway projects related to the Dallas Floodway Extension total approximately \$559.5 million. The USACE contribution to the project is approximately \$517.4 million, with the City contributing approximately \$25.4 million in in-kind contributions. The City is seeking to finance the remaining project costs with financial assistance from TWDB through the FIF. The terms of the financial assistance from TWDB include \$2.5 million in FIF grant funding and a \$14.2 million long-term, fixed rate FIF loan, offered at zero percent interest.

### **ACCEPTANCE OF AWARD**

Agenda items 24-1477 and 24-1478 authorize the acceptance of the grants and loans for low-cost financial assistance through the FIF for the Modified Dallas Floodway projects related to the Dallas levee system improvements and Dallas Floodway Extension. This is the second City Council action required by the TWDB to accept and execute the Financing Agreements for the FIF grant award and borrowing, as provided by TWDB to participate in the FIF financial assistance program. Previously, on September 13, 2023, the City Council authorized the submission of financial assistance applications for the FIF program.

### **AUTHORIZATION OF BONDS**

The terms of the financial assistance from TWDB include long-term, fixed rate FIF loans, offered at zero percent interest. The loans are issued as bonds to the TWDB and require approval of an ordinance to authorize the issuance of the bonds. Agenda item 24-1292 authorizes the issuance and sale of City of Dallas, Texas Drainage Utility System Revenue Bonds, Series 2024A in the amount of \$14,175,000 to the TWDB for projects related to the Dallas Floodway Extension; and agenda item 24-1294 authorizes the issuance and sale of City of Dallas, Texas Drainage Utility System Revenue Bonds, Series 2024B, in the amount of \$90,090,000 to the TWDB for projects related to the Dallas levee system improvements. The debt service on the bonds is payable from the City's existing stormwater drainage utility system.

### **IN SUMMARY**

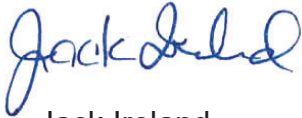
Pending City Council approval of the items required by the TWDB, the bonds are scheduled to close, wherein Dallas Water Utilities will receive the funds for the authorized projects, in July 2024.



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



Jack Ireland  
Chief Financial Officer

c: Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billieae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)  
Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager

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



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-2101

**Item #:** I

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Extension of the Waterworks and Sewer System Commercial Paper Notes, Series F and Series G  
[City Controller's Office]

# Memorandum



CITY OF DALLAS

DATE June 21, 2024

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

SUBJECT **June 26, 2024, Upcoming Agenda Items – 24-1945 and 24-2057 – Extension of the Waterworks and Sewer System Commercial Paper Notes, Series F and Series G**

The June 26, 2024, City Council Agenda includes two items related to the extension of the respective Waterworks and Sewer System Commercial Paper Notes, Series F (“Series F Notes”) and Series G (“Series G Notes”); with JPMorgan Chase Bank, N.A. (“JPMorgan”) in support of the Series F Notes, and State Street Bank and Trust Company (State Street) in support of the Series G Notes.

## BACKGROUND

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

In 1987, City Council authorized an ordinance establishing a commercial paper program as interim financing for DWU capital improvements for a period of 10 years, ending in September 1997, with a maximum issuance amount of \$100 million. Since 1987, DWU’s initial commercial paper program has been reauthorized several times and increased in total size to \$600 million. The current \$600 million program was authorized in June 2021 to be issued as Series F Notes, supported by lines of credit from JPMorgan (Sub-Series F-1) for \$225 million and Bank of America, N.A. (Sub-Series F-2) for \$75 million; and Series G Notes supported by a line of credit from State Street for \$300 million. The current agreements expire on July 8, 2024.

## SERIES F NOTES EXTENSION

JPMorgan has agreed to absorb the entirety of the \$300 million Series F notes in an amended agreement and to extend the agreement from expiring on July 8, 2024, to July 8, 2027. On June 12, 2024, the City Council approved a resolution authorizing the execution of the Amended and Restated Revolving Credit Agreement and Amended and

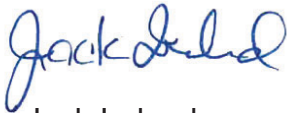
DATE June 21, 2024  
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Restated Fee Letter Agreement with JPMorgan in support of the Series F Notes extension under the same terms and conditions and a modified fee structure. This item authorizes the issuance of the Series F notes via an updated ordinance, as required by the Attorney General's Office.

### **SERIES G NOTES EXTENSION**

State Street has agreed to an amended agreement of the \$300 million Series G notes to extend the agreement from expiring on July 8, 2024, to October 4, 2024. This item provides authorization to extend the agreement for three-months with State Street under the same terms and conditions. The extension of the program is necessary to provide liquidity for the Waterworks and Sewer System Commercial Paper Notes, Series G while a new commercial paper liquidity provider is procured.

Please let me know if you need any additional information.



Jack Ireland  
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