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**CITY SECRETARY
DALLAS, TEXAS**

City of Dallas

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

Public Notice

210 901

POSTED CITY SECRETAR
DALLAS, TX



Government Performance and Financial Management Committee

October 25, 2021

1:00 PM

2021 CITY COUNCIL APPOINTMENTS

COUNCIL COMMITTEE	
ECONOMIC DEVELOPMENT Atkins (C), Arnold (VC), McGough, Narvaez, Resendez, West, Willis	ENVIRONMENT AND SUSTAINABILITY Blackmon(C), Ridley (VC), Arnold, Bazaldua, Resendez, Schultz, West
GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT Mendelsohn (C), Willis (VC), Atkins, Bazaldua, McGough, Ridley, West	HOUSING AND HOMELESSNESS SOLUTIONS Thomas (C), Moreno (VC), Arnold, Blackmon, Mendelsohn, Ridley, Schultz
PUBLIC SAFETY McGough (C), Mendelsohn (VC), Atkins, Moreno, Resendez, Thomas, Willis	QUALITY OF LIFE, ARTS, AND CULTURE Bazaldua (C), West (VC), Arnold, Blackmon, Narvaez, Ridley, Thomas
TRANSPORTATION AND INFRASTRUCTURE Narvaez (C), Atkins (VC), Bazaldua, Mendelsohn, Moreno, Schultz, Willis	WORKFORCE, EDUCATION, AND EQUITY Schultz (C), Thomas (VC), Blackmon, McGough, Moreno, Narvaez, Resendez
AD HOC JUDICIAL NOMINATING COMMITTEE Resendez (C), Arnold, Bazaldua, Ridley, Thomas, West, Willis	AD HOC LEGISLATIVE AFFAIRS Atkins (C), McGough, Mendelsohn, Narvaez, Willis
AD HOC COMMITTEE ON COVID-19 RECOVERY AND ASSISTANCE Thomas (C), Atkins, Mendelsohn, Moreno, Ridley	AD HOC COMMITTEE ON GENERAL INVESTIGATING & ETHICS Mendelsohn (C), Atkins, Blackmon, McGough, Schultz

(C) – Chair, (VC) – Vice Chair

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."

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

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

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

The meeting will be broadcast live on Spectrum Cable Channel 95 and online at bit.ly/cityofdallastv.

The public may also listen to the meeting as an attendee at the following videoconference link:
<https://dallascityhall.webex.com/dallascityhall/onstage/g.php?MTID=e4a6abf9bb3dcf81e06571451c67cb944>

Call to Order

MINUTES

1. [21-1945](#) Approval of the September 27, 2021 Government Performance and Financial Management Committee Meeting Minutes

Attachments: [Minutes](#)

BRIEFING ITEMS

- A. [21-1711](#) Update on Recommendations from the 2018 Fleet Efficiency Study
[Donzell Gipson, Director, Equipment and Fleet Management]

Attachments: [Presentation](#)

- B. [21-1947](#) Building Inspection Call Center Process Improvement
[Patrick Blaydes, Manager, Development Services; Tony Rader, Continuous Improvement Specialist, Budget & Management System; Sheila Gray, 311 Manager, 311; Amanda Nabours, IT Architect, Information and Technology Services; Alex Rodriguez, Strategic Planning Manager, Dallas Fire-Rescue]

Attachments: [Presentation](#)

- C. [21-1950](#) Dallas Police and Fire Pension System 2022 Budget
[Kelly Gottschalk, Executive Director, Dallas Police and Fire Pension System; Brenda Barnes, Chief Financial Officer, Dallas Police and Fire Pension System]

Attachments: [Presentation](#)

- D. [21-1712](#) Amendment to the City's Personnel Rules: Creation of Quarantine Leave, Mental Health Leave for Peace Officers, Compassionate Leave, and Paid Parental Leave in Chapter 34, Personnel Rules
[Kim Tolbert, Chief of Staff; Nina Arias, Director, Human Resources]

Attachments: [Presentation](#)

- E. [21-1951](#) Office of the City Auditor Briefing on Internal Audit Reports Released Between September 18, 2021 and October 15, 2021, Follow-up on Prior Report Briefings, and the Recommended 2022 Annual Internal Audit Plan
[Mark Swann, City Auditor, City Auditor's Office]

Attachments: [Presentation](#)
[Released Reports](#)
[FY 2021-22 Recommended Audit Work Plan](#)

- F. [21-1713](#) Panhandling Deflection Program
[Ayeh Powers, Managing Attorney, City Attorney's Office; Christine Crossley, Director, Office of Homeless Solutions; David Pughes, Director, Office of Integrated Public Safety Solutions; Gary Lindsey, City Marshal, Dallas Marshal's Office]

Attachments: [Presentation](#)

FYI ITEMS

- G. [21-1953](#) Budget Accountability Report (information as of August 31, 2021)

Attachments: [Budget Accountability Report - August 2021](#)

- H. [21-2048](#) Response to Questions Raised During the Boards and Commissions Audit Briefing from the September 27, 2021 Government Performance and Financial Management Committee Meeting

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

File #: 21-1945

Item #: 1.

Approval of the September 27, 2021 Government Performance and Financial Management
Committee Meeting Minutes

Government Performance & Financial Management Committee Meeting Record

The Government Performance & Financial Management Committee meetings are recorded. Agenda materials are available online at www.dallascityhall.com. Recordings may be reviewed online at <https://dallastx.swagit.com/government-performance-and-financial-management-committee>.
Note: This meeting was conducted via videoconference

Meeting Date: September 27, 2021

Convened: 1:01 p.m.

Adjourned: 3:49 p.m.

Committee Members Present:

Cara Mendelsohn, Chair
Gay Donnell Willis, Vice Chair
Tennell Atkins
Adam Bazaldua
Adam McGough
Paul Ridley
Chad West

Committee Members Absent

Other Council Members Present

AGENDA

CALL TO ORDER

1. Consideration of the August 23, 2021 Meeting Minutes

Action Taken/Committee Recommendation(s): A motion was made to approve the minutes for the August 23, 2021 Government Performance & Financial Management Committee meeting. The motion passed unanimously.

Motion made by: Adam Bazaldua

Motion seconded by: Tennell Atkins

BRIEFING

2. Proposed 2022 City Calendar

Presenter(s): Carrie Rogers, Director, Mayor City Council

Action Taken/Committee Recommendation(s): Carrie Rogers presented the proposed 2022 city calendar. Discussion was held about moving the the 3 pm Council meetings, moving the zoning docket earlier, starting budget development earlier, adding the standing Ad-Hoc committees to the calendar, and whether Ceasar Chavez day will be its own standalone holiday.

A motion was made to take all Council Agenda meetings back to starting at 9 am on a regular basis. The motion passed unanimously.

Motion made by: Adam McGough

Motion seconded by: Tennell Atkins

Note: The City Attorney's Office weighed in stating the time change is in the Council's rules and procedures. Council passed a resolution March 25, 2020 that lasted for the duration of the local state of disaster, which runs concurrently with the Governor's state of disaster. In order to change the March 25, 2020 resolution, Council will need to suspend the rules, reconsider the motion, and change the Council rules to coincide the calendar.

A motion was made to add a week of Budget Listening Session for the public during the week of March 28, 2022. The motion passed unanimously.

Motion made by: Gay Donnell Willis

Motion seconded by: Tennell Atkins

A motion was made to bring to Council an alternative option giving the Council flexibility to take up zoning cases whether that be language about the ending of the meeting or time-specific, contingent on the memo that is drafted by staff. The motion was withdrawn and passed unanimously.

Motion made by: Adam Bazaldua

Motion seconded by: Chad West

Motion withdrawn by: Adam Bazaldua

Motion seconded by: Tennell Atkins

Note: This item will be briefed to Council during the October 5 meeting.

A motion was made to leave the Council Retreat on February 16, 2022. The motion was passed unanimously.

Motion made by: Gay Donnell Willis

Motion seconded by: Tennell Atkins

A motion was made to present the calendar to the Council with March 31 for Cesar Chavez day of observance. This motion dies for lack of a second.

Motion made by: Adam Bazaldua

3. Office of the City Auditor Briefing on Internal Audit Reports Released Between September 1, 2021 and September 17, 2021, and Follow-up on Prior Report Briefings

Presenter(s): Mark Swann, City Auditor

Action Taken/Committee Recommendation(s): Mark Swann presented a briefing on all audit results released between September 1 and September 17, 2021. Questions were raised about bylaws, orientation, and trainings for boards and commissions, the numbers represented in the Senior Service's audit, scope of the Police Overtime audit, and the internal controls related to the Office of Homeless solutions hotel invoices.

A motion was made to request the City Auditor to conduct a survey of the boards and commission members that were the subject of the Audit to respond to the questions posed by Chair Mendelsohn. The motion was passed unanimously.

Motion made by: Paul Ridley

Motion seconded by: Gay Donnell Willis

4. Update on Recommendations from the 2018 Fleet Efficiency Study

Presenter(s): Donzell Gipson, Director, Equipment and Fleet Management

Action Taken/Committee Recommendation(s): This briefing was moved to the October 25, 2021 GPFM meeting.

FYI

5. Budget Accountability Report (information as of July 31, 2021)

Questions were asked about Dallas 365 report #10 and #39.

6. City of Dallas Investment Policy Annual Review

A question was asked whether all investments were limited to the GSEs.

ADJOURN

APPROVED BY:

ATTESTED BY:

**Cara Mendelsohn, Chair
Government Performance & Financial
Management Committee**

**Catherine Lee, Coordinator
Government Performance & Financial
Management Committee**



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
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Agenda Information Sheet

File #: 21-1711

Item #: A.

Update on Recommendations from the 2018 Fleet Efficiency Study
[Donzell Gipson, Director, Equipment and Fleet Management]



City of Dallas

Fleet Efficiency Study Update

**Government Performance and
Financial Management
October 25, 2021**

Donzell Gipson, Director
Equipment and Fleet Management
City of Dallas

Presentation Overview



- Background/History
- Purpose
- Issues/ Operational or Business Concerns
 - Action Plan Update
- Preventative Maintenance (PM) Program
- Future policy and operational decisions impacting fleet management



Background/History



- Effective October 1, 2018, Equipment and Building Services (EBS) split into (3) parts
 - Equipment and Fleet Management (EFM)
 - Building Services (BSD)
 - Court and Detention Services (CTS) absorbed Building Security
- In the Spring/Summer of 2018, Alvarez and Marsal conducted a Fleet Efficiency Study and briefed the results to City Council in December 2018
 - Scope of the study focused on opportunities for improvement and efficiencies
 - Developed an Action Plan to track progress of implementation
 - Updates to GPFM - April 2019 and September 2020



Purpose



This briefing will:

- Provide an update on the Action Plan in response to consultant recommendations
- Provide an update on the preventive maintenance program (PM) and other efficiencies that impact downtime
- Solicit feedback on future policy and operational decisions impacting fleet management



Issues/Operational Concerns



The Fleet Efficiency study identified five (5) areas for improvement

- Organizational Assessment
- Follow Total Cost of Ownership (TCO) Approach
- Make Workshop Flow Improvements
- Underutilization, Right Sizing, & Motor Pool
- Technology and Data Quality



Organizational Assessment

Date	Consultant Observations	Completed	In-Progress	Next Steps
Hiring				
December 2018	1. Developed “Temp” to “Hire” Program for Mechanics	✓		
Completed	2. Program Summary; 119 temps hired since inception, 44 made permanent, 31 of 44 retained to-date, 18 temps currently in program. In 2020 and 2021, expanded the program to include Fleet Parts Specialist, and Customer Service Reps.	✓		
Training				
December 2018	3. Modernize Training Program by increasing hands on instruction and utilizing free training opportunities from existing vendors		✓	
2 nd Qtr. 2019	<ul style="list-style-type: none"> Implemented “The Fleet Academy” and began training in November 2019 at Hensley Field with preventative maintenance program training for over 100+ technicians 	✓		
4 th Qtr. 2021	<ul style="list-style-type: none"> In April/May 2021, training completed on maintenance and repair of Sanitation Trucks by our OEM vendors (Heil & Autocar) – 60 technicians trained In June thru September 2021, training on basic and advanced electrical, hybrids, and engine performance offered by (Ford). – 90 technicians trained In September 2021, Supervisor Training conducted by Caruth Police Institute – 15+ employees 	✓		
2 nd Qtr. 2019	<ul style="list-style-type: none"> Interlocal Agreement (ILA) executed with Dallas College – Cedar Valley Branch in March 2020 to allow for training in automotive and diesel technologies <ul style="list-style-type: none"> Kick-off meeting held to discuss curriculum (postponed due to COVID-19) 	✓		
4 th Qtr. 2021	<ul style="list-style-type: none"> Determined that best use of the ILA is for basic diesel technology training and commercial driver’s license certification (CDL) 		✓	

Organizational Assessment

Date	Consultant Observations	Completed	In-Progress	Next Steps
Employee Compensation				
December 2018	4. Address tool/boot allowance and certification pay	✓		
Completed	<ul style="list-style-type: none"> Tool/Boot allowance increased, Automotive Service Excellence (ASE) award program implemented in December 2019. 	✓		
December 2018	5. Engage Human Resources in the City-wide Compensation Study	✓		
2 nd Qtr. 2019	<ul style="list-style-type: none"> City Council approved award for Compensation Study on August 28, 2019 Agenda 	✓		
4 th Qtr. 2021	<ul style="list-style-type: none"> Phase I of the study completed. Initial pay adjustments made for minimum salaries and reclassification of positions to include job title changes. Phase II is pending but will address pay compression issues within job titles. 		✓	
Completed	<ul style="list-style-type: none"> 32+ internal promotions within the department over the past 12 months 	✓		

Follow TCO Procurement Approach

Date	Consultant Recommendations	Completed	In-Progress	Next Steps
Fleet Governance				
December 2018	1. Establish a Fleet Advisory Board to establish standards	✓		
Completed	<ul style="list-style-type: none"> Fleet Advisory Board is formally established; comprised of Executives and fleet subject matter experts 	✓		
4 th Qtr. 2021	<ul style="list-style-type: none"> Administrative Directive 6-02 being revised with support from Fleet Governance Committee to reflect the new processes and policy for operations 		✓	
December 2018	2. Ensure (PM) periodic maintenance compliance	✓		
Completed	<ul style="list-style-type: none"> Focus shifting to greater emphasis on Compliance I which is specific to on-time intervals versus a combination of on-time and late work which defined as Compliance II. 	✓		
December 2018	3. Centralize decision making on fleet purchases	✓		
Completed	<ul style="list-style-type: none"> A new approach to annual fleet purchases was developed to include individualized strategy meetings with customer departments, vetting of purchases with BMS and POM along with creation of a comprehensive master agreement for purchasing fleet 	✓		
Vehicle Procurement				
December 2018	4. Evaluate the total cost of ownership versus short term initial purchase or operational reliance on rental equipment	✓		
Completed	<ul style="list-style-type: none"> City is using a fleet replacement module in M5 that prioritizes assets by a set of criteria following industry standards for TCO 	✓		
Completed	<ul style="list-style-type: none"> Developed "De-Fleet" process to decommission equipment after a cost benefit analysis in coordination with customer departments to vet the impact and any operational concerns 	✓		

Follow TCO Procurement Approach

Date	Consultant Recommendations	Completed	In-Progress	Next Steps
December 2018	5. Determine the most cost-effective funding mechanism for fleet purchases	✓		
Completed	<ul style="list-style-type: none"> Use of equipment notes and master lease funding for fleet purchases 	✓		
Enhance Outsource Contracting Options				
December 2018	6. Work with Office of Procurement Services for better specifications and timely execution of contracts		✓	
4 th Qtr. 2021	<ul style="list-style-type: none"> Developed a procurement strategy with CAO and POM that will allow for multi-award service and parts contracts to reduce the turnaround time on third party repairs. Anticipated City Council award in November/December 2021. 		✓	

Make Workshop Flow Improvements

Date	Consultant Recommendations	Completed	In-Progress	Next Steps
Scheduling Improvements				
December 2018	1. Staff realignment by shift and service center	✓		
Completed	<ul style="list-style-type: none"> Adding additional Saturday shifts at service centers to support customer demands 	✓		
Completed	2. Add 3rd shift at the NW Service Center for Sanitation Services vehicle maintenance	✓		
4 th Qtr. 2021	<ul style="list-style-type: none"> Developing 3rd shift grease program for Sanitation Services to help prevent wear on components with frequent movements 			
Shop Infrastructure/Equipment				
December 2018	3. Purchase new shop equipment to increase safety, productivity and diagnostic capabilities	✓		
Completed	<ul style="list-style-type: none"> Purchased 29 pieces of equipment, mobile lifts, lube reel replacements at Southwest, Central and Northeast Service Center 	✓		
Completed	<ul style="list-style-type: none"> Wi-Fi has been installed, new tablets and computers for shop operations deployed, network speed enhanced 	✓		
Revamp Intake/Outtake Process (Communication Strategy)				
December 2018	4. Hire (5) Service Advisors to engage customers and perform better quality control		✓	
Completed	<ul style="list-style-type: none"> Service Advisors hired 	✓		
4 th Qtr. 2021	<ul style="list-style-type: none"> Reclass existing vacant positions to Customer Service Representatives to help with data integrity and internal/external communication at the shop offices 			
Completed	5. Automated notifications in M5 to customers on, work order opened, vehicle ready for pickup, (PM) required, State Inspection Required	✓		

Make Workshop Flow Improvements

Date	Consultant Recommendations	Completed	In-Progress	Next Steps
Change Workorder Management				
December 2018	6. Maintenance Triage to better address customer needs and improve turnaround time	✓		
Completed	<ul style="list-style-type: none"> Prioritization of maintenance requests at service centers aimed at reducing the need for outside rental of equipment 	✓		
Completed	<ul style="list-style-type: none"> Work order process instructions completed; staff trained 	✓		
Completed	<ul style="list-style-type: none"> Updated preventative maintenance (PM) program to enhance care for newest and critical assets by setting increased maintenance intervals and automated monitoring 	✓		
Completed	<ul style="list-style-type: none"> Interlocal Agreement executed with Dallas County to allow the City to be a bonded agent and process vehicle registration renewals for vehicles owned by the City 	✓		
Completed	<ul style="list-style-type: none"> City Council approved revisions to Dallas City Code – Chapter 15D to allow city-owned vehicles at are inoperable to receive emergency wrecker services 	✓		
4 th Qtr. 2021	<ul style="list-style-type: none"> Develop and enhance the centralized warehouse for parts inventory to address items with long lead times, purchase orders for large volume items, and specialty items on critical assets 		✓	

Underutilization, Right Sizing & Motor Pool

Date	Consultant Recommendations	Completed	In-Progress	Next Steps
Underutilization				
December 2018	1. Identify potential surplus vehicles		✓	
1st Quarter 2019	<ul style="list-style-type: none"> Developing cost avoidance/savings tracker to report metrics 		✓	
4 th Qtr. 2021	<ul style="list-style-type: none"> Data driven analysis during fleet buy meetings with customer departments to include; outside rental review, demand for replacement of de-fleeted assets and justification for perceived underutilized assets 		✓	
December 2018	2. Validate mileage, use, and hours in operation of vehicles with low annual mileage as criteria for low utilization		✓	
4 th Qtr. 2021	<ul style="list-style-type: none"> Enhance and Increase use of GPS as tool to identify and address underutilization with fleet reductions or pooling of use <ul style="list-style-type: none"> Working on contract amendment that is anticipated for City Council approval in November/December 2021. This GPS enhancement will provide and upgraded web portal and allow for increased data accuracy and reporting capabilities. The result is a more robust study on the use of vehicles and equipment by management. 		✓	

Underutilization, Right Sizing & Motor Pool

Date	Consultant Recommendations	Completed	In-Progress	Next Steps
Right Sizing				
December 2018	3. Identify options to share vehicles		✓	
4 th Qtr. 2021	<ul style="list-style-type: none"> Developing vehicle purchase strategy for motor pool to address fleet shortages and seasonality of operational needs and reduce expensive outside rentals (delayed because of COVID-19) 		✓	
December 2018	4. Determine requirements based on operational needs		✓	
December 2018	5. Develop business rules to earn authorizations to validate requirements for fleet purchases or retention of their fleet		✓	
4 th Qtr. 2021	<ul style="list-style-type: none"> Presented draft requirements and documents to Fleet Governance Committee and will continue working on changes to AD 6-2. 		✓	
Increase Motor Pool				
December 2018	6. Identify city facilities for expansion of motor pool		✓	
4 th Qtr. 2021	<ul style="list-style-type: none"> In April 2020, DPD developed a departmental motor pool at Jack Evans HQ utilizing 18 vehicles to reduce use of rental vehicles and evaluate fleet reductions DPD absorbed the Jack Evans Motor Pool vehicles into regular operations suspended the pilot in December 2020 		✓	

Technology & Data Quality

Date	Consultant Recommendations	Completed	In-Progress	Next Steps
Maximize Use of the Fleet Management System (M5)				
December 2018	1. Enforce requirement to track all vehicles and equipment in M5		✓	
4 th Qtr. 2021	<ul style="list-style-type: none"> This recommendation will be discussed before the Fleet Governance Committee to determine an action plan and compliance requirements 		✓	
December 2018	2. Evaluate implementation of M5 system modules currently not in use		✓	
4 th Qtr. 2021	<ul style="list-style-type: none"> Began use of Availability module, revisions to Notification Manager and PM/State Inspection Forecaster, and Repeat Work Order tracking 		✓	
December 2018	3. Integrate with Risk Management System (Origami) on accident data			✓
Completed	<ul style="list-style-type: none"> Data sharing via system reports and access to M5 being granted to Risk Management 	✓		
December 2018	4. Offer refresher and on-going M5 training tailored to individual roles		✓	
4 th Qtr. 2021	<ul style="list-style-type: none"> EFM has updated the M5 roles for Service Technicians and is working on Parts Warehouse staff, next steps include roles for customer departments 		✓	
Assign staff support to monitor data quality				
December 2018	5. Hire/Train incumbent to fill role of Data Quality Senior Analyst		✓	
Completed	<ul style="list-style-type: none"> Existing resources can and have been utilized to monitor and revise data quality 	✓		

Technology & Data Quality

Date	Consultant Recommendations	Completed	In-Progress	Next Steps
Simplify and automate billing				
December 2018	6. Identify top disparities in lease rates and actual work order totals for transparency and customer service		√	
4 th Qtr. 2021	<ul style="list-style-type: none"> Data quality has improved thru the Work Order Process along with training and additional staff assigned to data entry duties 		√	
4 th Qtr. 2021	<ul style="list-style-type: none"> EFM is working with ITS to determine the feasibility of sourcing a third-party software as a validation of the existing rate setting process and or enhance/replace portions of the existing manual process 		√	

Fleet Study Efficiencies - FY20-21 Performance Measures

Fleet Study Efficiencies ITD						
Cost Avoidance ITD			Percent of Fleet Replacement Eligible			
Category	# of Units	Amount	Year	% Eligible	Change	Funding
Fleet Reduction	28	\$ 789,619.23	FY18-19	56.4%		\$9M
Right Sizing	2	\$ 176,594.34	FY19-20	46.1%	-10.3%	\$19.6M
Total	30	\$ 966,213.57	FY20-21	39.1%	-7.0%	\$17.5M

#	Performance Measure	Annual Target/Goal	Oct Data	Nov Data	Dec Data	Jan Data	Feb Data	Mar Data	Apr Data	May Data	Jun Data	Jul Data	Aug Data
1	% of fleet that is replacement eligible	<= 41%	51%	50%	51%	48%	48%	45%	44%	43%	43%	39.7%	39.1%
2	% of PM Compliance-Citywide	>=70%	88%	83%	83%	83%	87%	89%	91%	93%	93%	93%	91%
3	% fleet that uses alternative fuels or hybrid fueling technologies	>=38%	46%	46%	46%	45%	45%	45%	44%	44%	44%	44%	43.5%
4	% fleet availability – Sanitization Collection (garbage/recycling)	>=80%	76%	75%	76%	76%	77%	75%	75%	72%	70%	70%	72%
5	% fleet availability DPD marked squad	>=75%	78%	80%	80%	80%	82%	78%	81%	77%	87%	79%	80%
6	% fleet availability - Citywide without DPD marked squad or SAN (garbage/recycling)	>=70%	88%	89%	88%	88%	88%	88%	87%	88%	87%	87%	88%
7	% stocked parts fill rate	>=92%	94%	95%	95%	96%	94%	94%	95%	94%	94%	93%	94%
8	% Fleet mechanic vacancy rate (including temporary help)	<=15%	12.9%	12.9%	14.2%	14.2%	15.5%	16.8%	18.7%	18.1%	17.4%	18.6%	17.4%



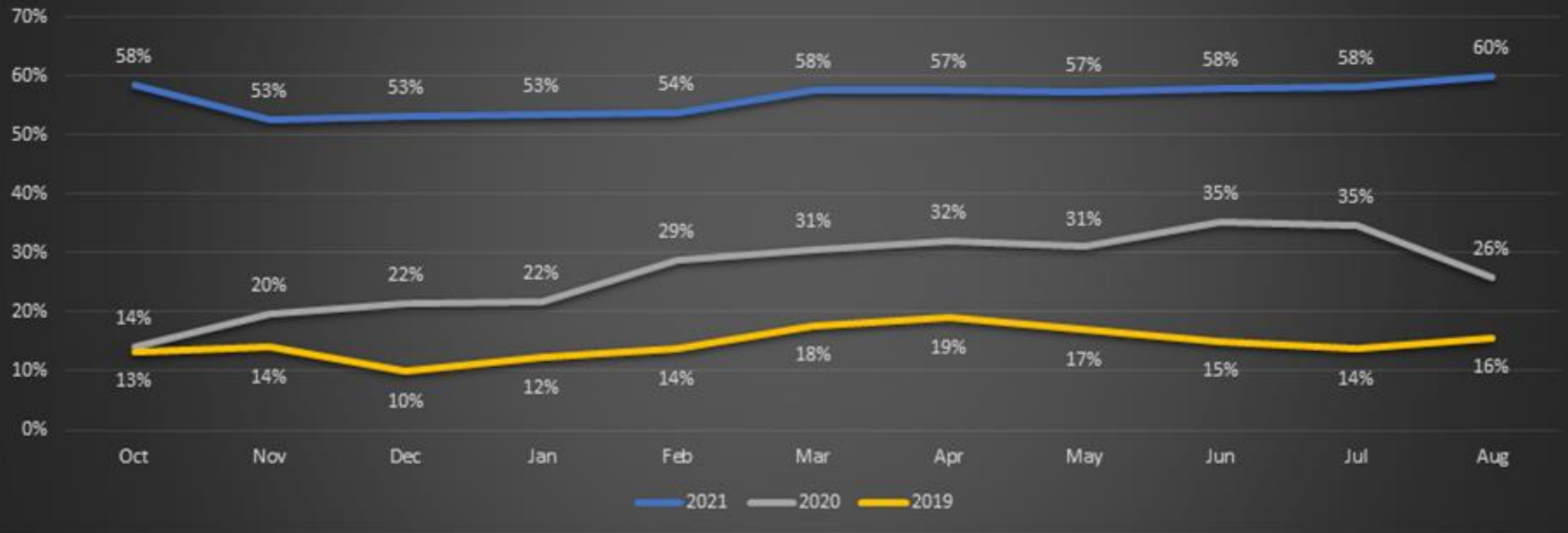
Preventative Maintenance Program Update and the Impact on Downtime



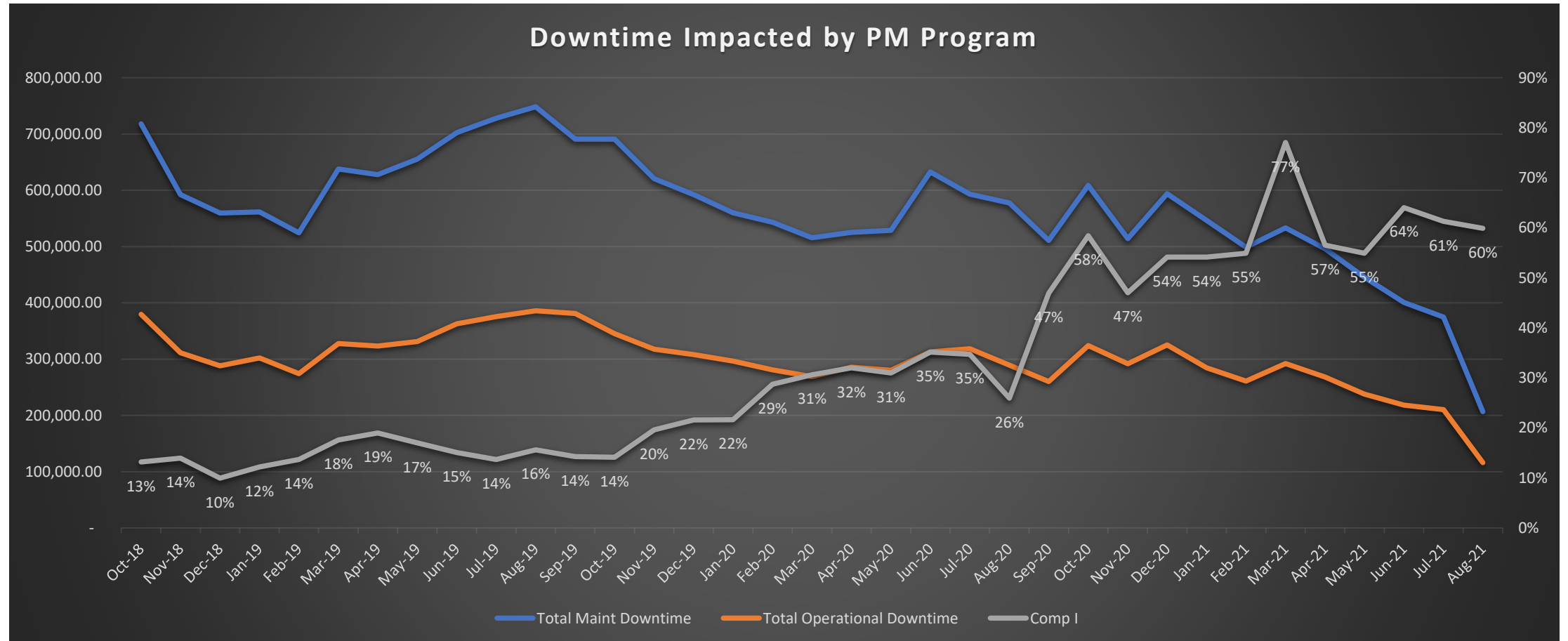
Preventative Maintenance (PM) Program



3 YR. Trend Compliance I (Refresh)



Downtime Impacted by PM Program



American Public Works Top 10 Metrics



Availability Since keeping vehicles on the road is the essential purpose of a fleet services organization, the rate of fleet availability is perhaps the king of all fleet program fleet performance measures. Many organizations track fleet availability performance by broad classes of vehicles (such as automobiles and light trucks, medium and heavy trucks, etc.) and establish different targets for each class. A generally accepted benchmark in the industry is to have an availability rate of 95% or better across the entire fleet.

Downtime Decisions as to what constitutes downtime (as discussed above), and factors such as age of the fleet and the mix of vehicle types will have a major impact on the performance the fleet services organization can attain. As with most of performance measures discussed in this publication, perhaps the greatest value in tracking fleet availability is to chart one's own performance over time. This way the fleet manager can monitor trends and document the impact that decisions such as a reduction in fleet replacement funding have on a fleet availability.

Source: Top 10 Performance Measure for Fleet Managers
American Public Works Organization, 2016
ISBN978-1-60675-049-0



Future Policy & Operational Decisions



Issues/Operational Concerns



Future Policy & Operational Decisions

- Global Positioning System Implementation (GPS)
- Electrification of fleet assets
- Alternative Fuel Vehicle Infrastructure



GPS



In 2014, the City of Dallas entered into a contract with CalAmp in anticipation of future demand for and benefits of global positioning services (GPS)

- Today, the City has approximately 1,300 CalAmp GPS devices installed
- EFM wants to expand the use of GPS, as a means to monitor utilization of fleet assets, to determine if fleet reductions or potentially right-sizing is warranted



Electrification of Fleet Assets



In support of CECAP adoption, an amendment approved in the FY2021 Budget provided funds for an electric vehicle feasibility study (\$100k)

- On May 26, 2021, the City Council awarded a contract to the National Renewable Energy Laboratory (NREL) to conduct the study.
- NREL is a national laboratory of the U.S. Department of Energy, Office of Energy Efficiency and Renewable Energy. The Alliance for Sustainable Energy LLC., operates the NREL Laboratory.
- The study allows the City to develop the most effective and efficient policies and operational strategies for deployment and sustainment of electric vehicle technology in alignment with CECAP.
- Staff estimates completion of the EV study by NREL in April 2022.
- The Environment and Sustainability Committee will be briefed on the results/recommendations.



Alternative Fuel Vehicle Infrastructure



See attached memo in the appendix provided to City Council on September 8, 2021.



Next Steps



- Continue work on action plan in response to consultant recommendations
- Continue to brief GPFM Committee on status of action plan
- Document Council feedback for development of future policy and operational plans





City of Dallas

Fleet Efficiency Study Update

**Government Performance and
Financial Management
October 25, 2021**

Donzell Gipson, Director
Equipment and Fleet Management
City of Dallas



Appendix



Memorandum



CITY OF DALLAS

DATE September 8, 2021

TO Honorable Mayor and City Council

SUBJECT **Alternative Fuel Vehicle Infrastructure Overview – Hybrid/EV, CNG, and Biodiesel**

During the September 1 City Council budget amendments straw vote session, City Council Members asked questions regarding the City's plan for alternative fuel vehicles, as well as hybrid and electric vehicle technology already in use by the City.

The FY 2020-21 budget included a City Council amendment for \$100,000 to fund an electric vehicle (EV) feasibility study with an emphasis on light duty vehicles. On May 26, 2021, the City Council awarded a contract to the National Renewable Energy Laboratory (NREL) to conduct the study. NREL is a national laboratory of the U.S. Department of Energy, Office of Energy Efficiency and Renewable Energy, and operated by the Alliance for Sustainable Energy LLC. The study will allow the City to develop the most effective and efficient policies and operational strategies for deployment and sustainment of electric vehicle technology in alignment with CECAP. We currently estimate NREL will complete the EV study in April 2022. We will brief the Environment and Sustainability Committee on the results/recommendations.

Provided below are a series of definitions and descriptions for the various vehicle types, as outlined by the U.S. Department of Energy, along with the existing complement of City assets within each category. This diverse mix and expansive use of alternative fuels has allowed the City of Dallas to be recognized by the NCTCOG with the "Gold" Fleet award the past two years.

Hybrid Electric Vehicles (HEV) – Current Inventory = 215, On Order = 50



HEVs are powered by an internal combustion engine and an electric motor that uses energy stored in a battery. The vehicle is fueled with gasoline to operate the internal combustion engine, and the battery is charged through regenerative braking, not by plugging into an electric power source.

Plug-In Hybrid Electric Vehicles (PHEV/PEV) – Current Inventory = 1, On Order = 0



PHEVs are powered by an internal combustion engine and an electric motor that uses energy stored in a battery. PHEVs can operate in all-electric or charge-depleting mode. To enable operation in all-electric mode, PHEVs require a larger battery, which can be plugged into an electric power source to charge. To support a driver's typical daily travel needs, most PHEVs can travel between 20 and 40 miles on electricity alone, and then will operate solely on gasoline, similar to a conventional hybrid.

All-Electric Vehicles (EV/BEV/PEV) – Current Inventory = 10, On Order = 0



EVs, also called battery electric vehicles, have a battery that is charged by plugging the vehicle into charging equipment. EVs always operate in all-electric mode and have typical driving ranges from 150 to 300 miles. The City has 12 charging stations for its fleet.

Natural Gas Vehicles – Current Inventory = 466



The advantages of natural gas as a transportation fuel include its domestic availability, widespread distribution infrastructure, and reduced greenhouse gas emissions over conventional gasoline and diesel fuels. When used as a vehicle fuel, natural gas can offer life cycle greenhouse gas (GHG) emissions benefits over conventional fuels, depending on vehicle type, duty cycle, and engine calibration. In addition, natural gas reduces some engine emissions. Argonne National Laboratory's GREET model estimates the life cycle petroleum use and GHG emissions of light-duty vehicles running on compressed natural gas (CNG) and liquefied natural gas (LNG). Based on this model, natural gas emits approximately 6 percent to 11 percent lower levels of GHGs than gasoline throughout the fuel life cycle.

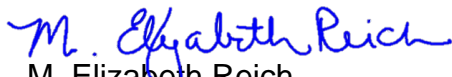
DATE September 8, 2021
SUBJECT **Alternative Fuel Vehicle Infrastructure Overview – Hybrid/EV, CNG, and Biodiesel**

Diesel Vehicles Using Biodiesel – Current Inventory = 1,678



Biodiesel and conventional diesel vehicles are one and the same. Although light-, medium-, and heavy-duty diesel vehicles are not technically alternative fuel vehicles, almost all are capable of running on biodiesel blends. When used as a vehicle fuel, biodiesel can offer considerable greenhouse gas (GHG) emissions benefits. Life cycle analysis completed by Argonne National Laboratory found that emissions for 100 percent biodiesel (B100) are 74 percent lower than those from petroleum diesel. The California Air Resources Board has reported similar values for its life cycle analysis of biodiesel from various sources.

If you need further information or have additional questions, please contact Donzell Gipson, Director of Equipment and Fleet Management, at 214-671-5131.


M. Elizabeth Reich
Chief Financial Officer

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager

Majed A. Al-Ghafry, Assistant City Manager
Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors



City of Dallas

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

Agenda Information Sheet

File #: 21-1947

Item #: B.

Building Inspection Call Center Process Improvement

[Patrick Blaydes, Manager, Development Services; Tony Rader, Continuous Improvement Specialist, Budget & Management System; Sheila Gray, 311 Manager, 311; Amanda Nabours, IT Architect, Information and Technology Services; Alex Rodriguez, Strategic Planning Manager, Dallas Fire-Rescue]



City of Dallas

Building Inspection Call Center Process Improvement

**Toyota and PI Team Workgroup
Government Performance and
Financial Management
October 25, 2021**

Patrick Blaydes, Manager, Development Services

Tony Rader, Continuous Improvement Specialist,
Budget & Management Services

Sheila Gray, 311 Manager, 311

Amanda Nabours, IT Architect, Information and
Technology Services

Alex Rodriguez, Strategic Planning Manager,
Dallas Fire-Rescue⁴¹



Continuous Improvement Leaders:

Tony Rader, DWU, LSS Black Belt

Alex Rodriguez, DFR, Strategic Planning Manager, Six Sigma Black Belt Professional

Sheila Gray, Manager 311, LSS Green Belt

Amanda Nabours, IT Architect

Project Team:

Elaine Mendez – Sr. Office Assistant

Patrick Blaydes - Manager

TSSC:

Hitomi Scott – Project Lead, Senior Manager,

Bobby Graves – Advisor,

Jamie Bonini – Advisor, TSSC VP





Purpose

Provide a high-level overview of the Process Improvement project at BI Call Center

Agenda

1. Background

2. Business Need

3. Outcomes

4. Initial Condition

5. Kaizen Activities

6. Reflections & Learning



I. Background



Organization:

- Building Inspection Call Center & Walk-Up Service:
Oak Cliff Municipal Center, 320 E. Jefferson Blvd., Dallas TX 75203
 - Focus Area - Call Center (5 employees)
Answer various questions related building permits, inspection, etc.
from customers.
- Increased need for Call Center services after Covid 19 due to the limited Walk-up services.

Duration:

- 4 month initiative to improve customer service using Toyota methods and lean six sigma



II. Business Need



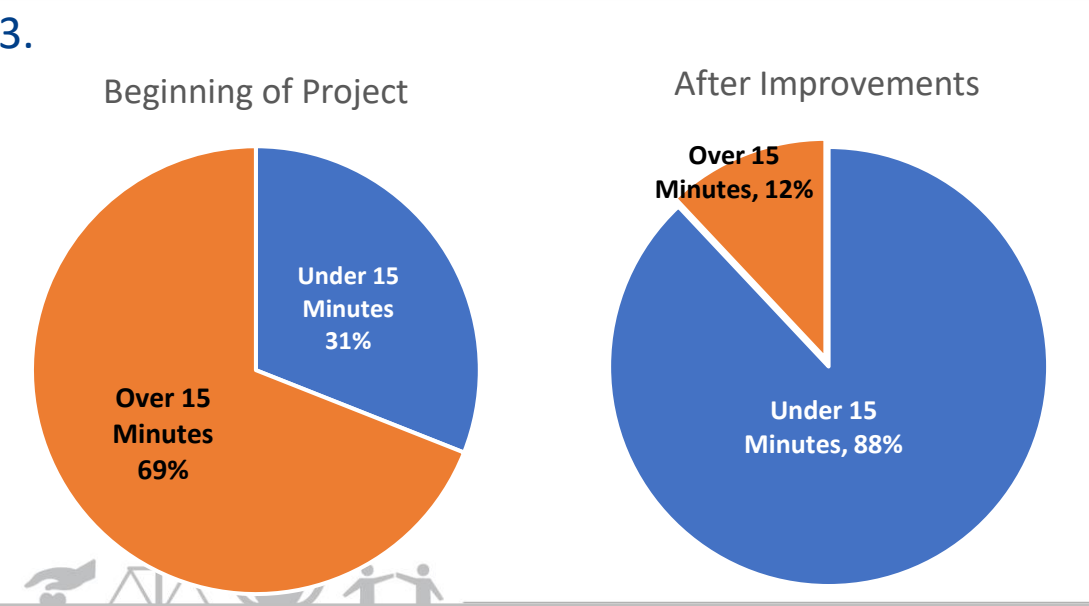
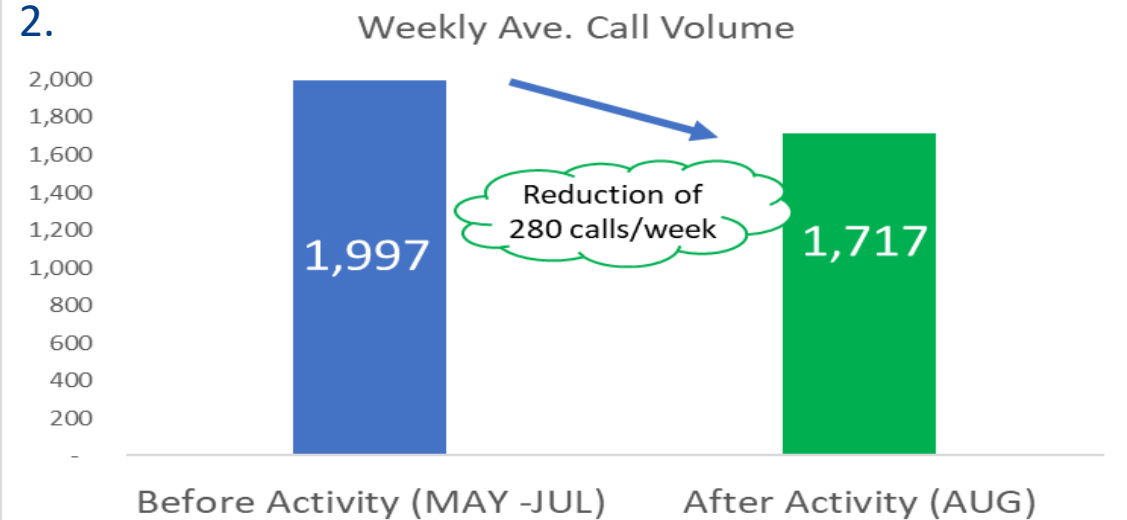
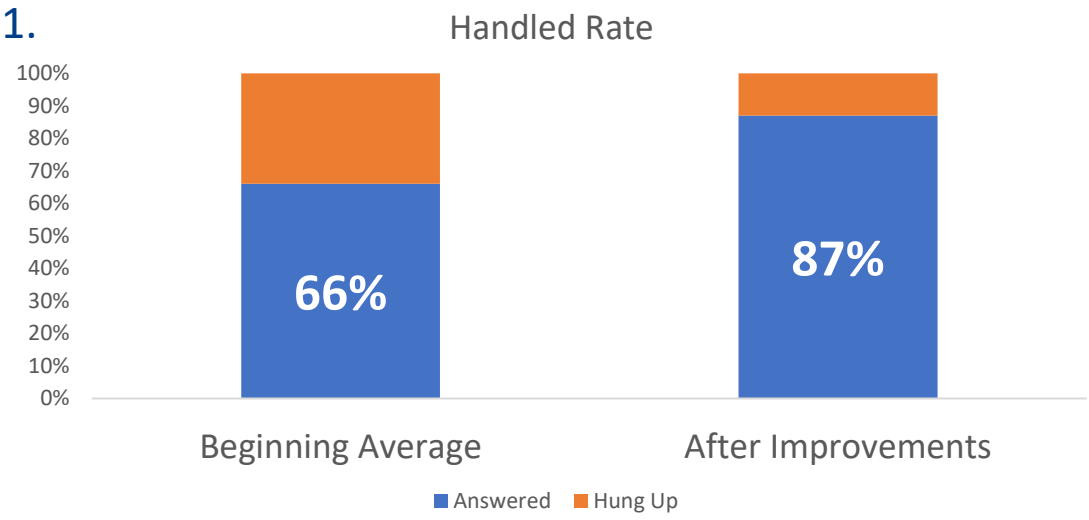
Business Need: Improve customer service at Call Center.

1. Increase the # of calls handled. (Reduce Abandon Rate).
2. Reduce the number of in-coming calls.
3. Reduce the length of time customers are waiting.
4. Understand the capacity of the Call Center to staff appropriately during peak time.





III. KPI Results - Outcomes



1. Answer Rate is Up
2. Call Volume is Down
3. Wait Time is Down – Significantly

Wait for Zoning appointment reduced from 5 days ➡ 1 day



IV. Initial Condition (2) – Call Center Environment

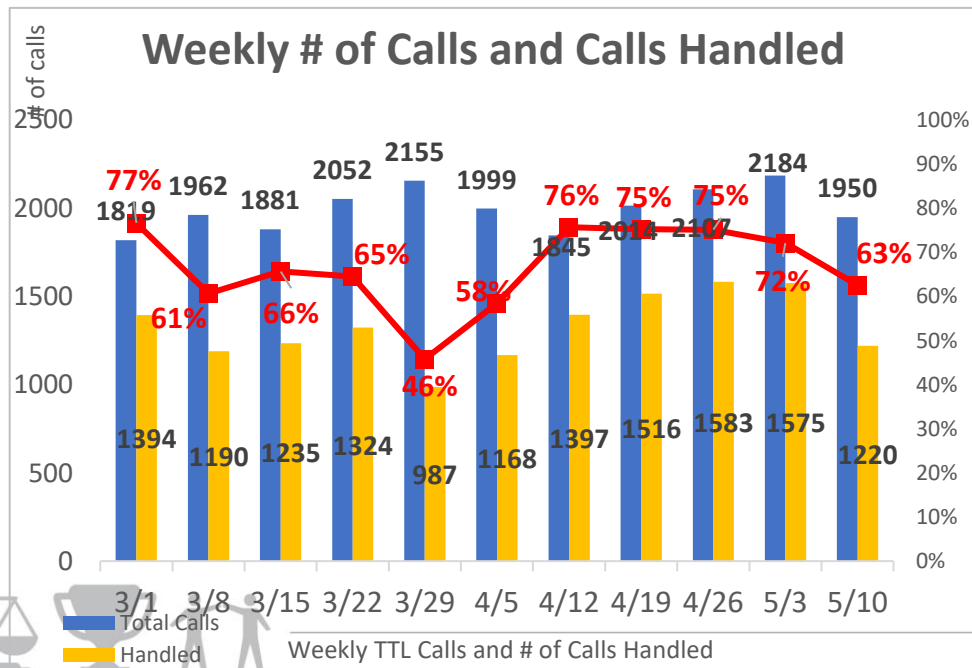


- 5 Team Members, 3 are from Temporary Agency
- Lack of necessary tools - PC & 2 Screens, Headsets
- No training standard
- Some had no access to necessary systems
- # of calls were increasing
- Dealing with frustrated and angry customers
- Isolated and difficult to communicate to other sections of BI

Initial Results

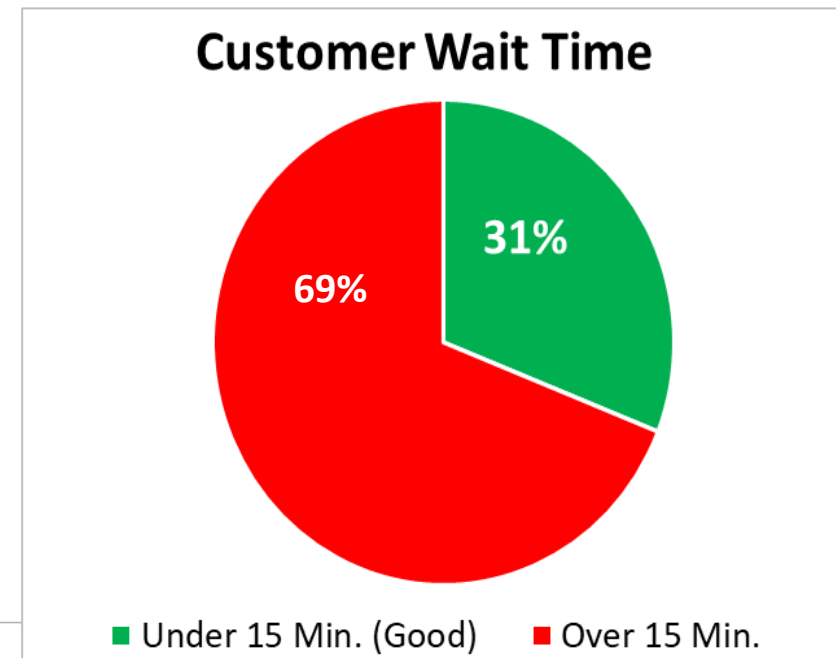
Could not keep up with the increasing # of Calls

66% average Answered Rate



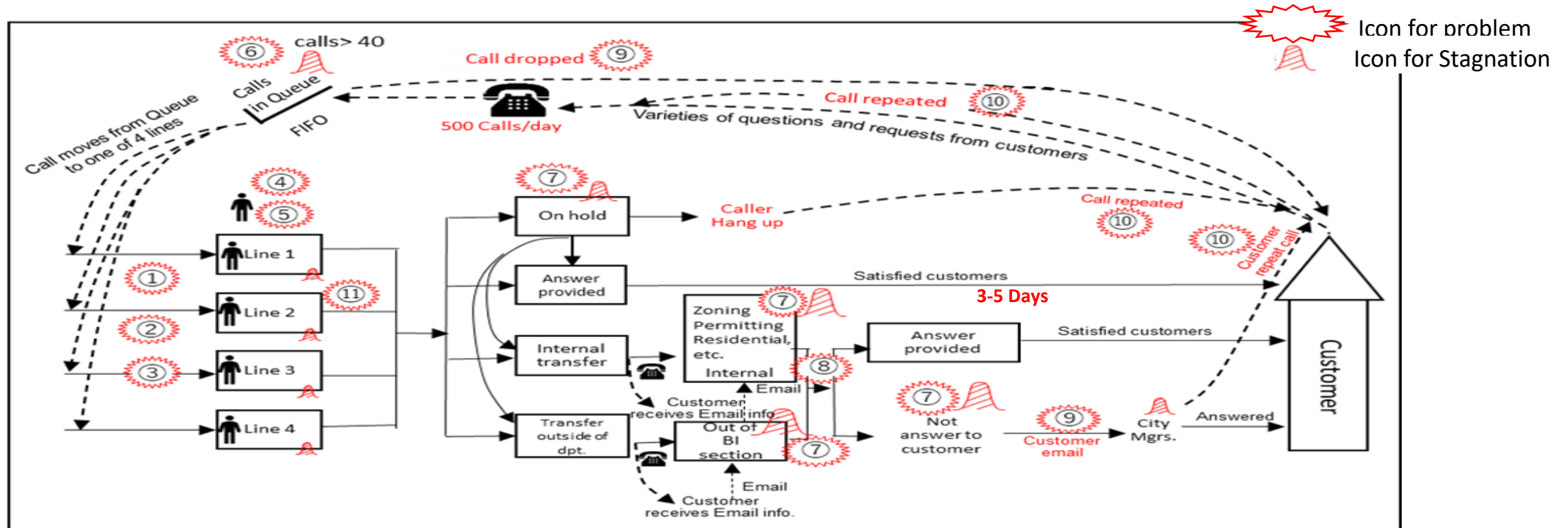
69% of customers waited in queue

over 15 minutes





IV. Initial Condition (1) - Process Map



- ① 5 Call takers but only 4 lines
- ② Skill differences
- ③ Lack of skills
- ④ Lack of necessary tools (2 PC short, Headset)

- ⑤ Limited ProjectDox Accessibility for some members
- ⑥ Call stagnates
- ⑦ Customer waiting
- ⑧ Long LT to respond

- ⑨ Unhappy customer
- ⑩ Repeated calls
- ⑪ Slow to get help. Example: 17 min. to call Team Lead for help.



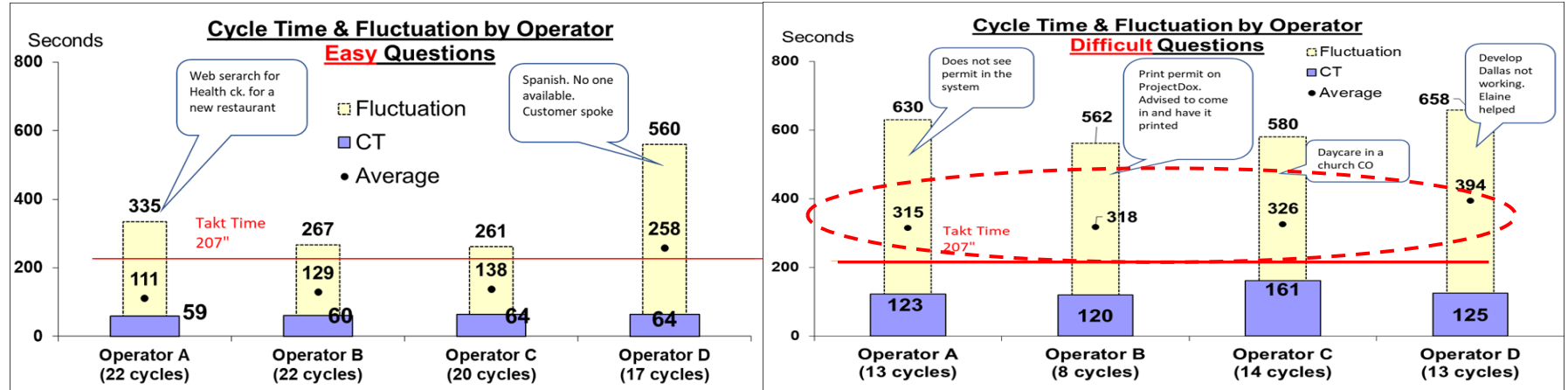


V. Activity(1) – Understand Cycle Time

Before Condition:

- Problem: Average Cycle Time is longer than the target pace (Takt Time), unable to answer all calls.

- No training standard
- Skill requirement was not clear for hiring
- Some had no access to necessary systems

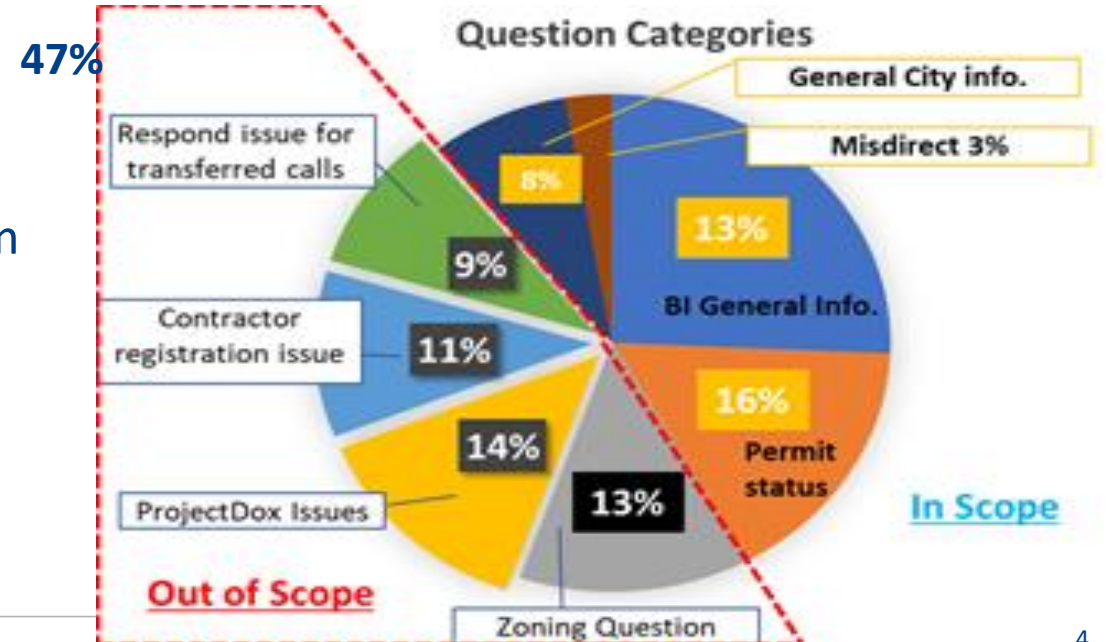


Breaking down questions into categories(150 Calls)

47% of the questions were out of Call Center's Scope. These calls affected the performance of Call Center Team Members and # of incoming calls



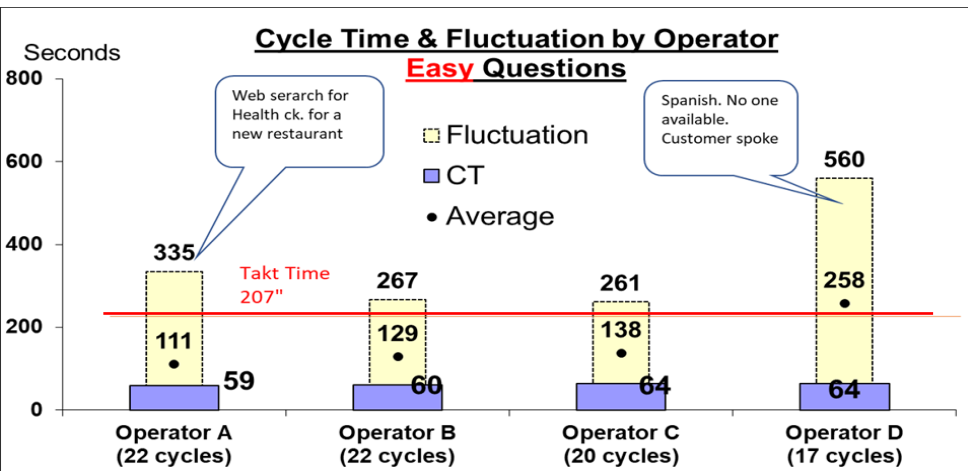
Kaizen Opportunity to reduce incoming calls





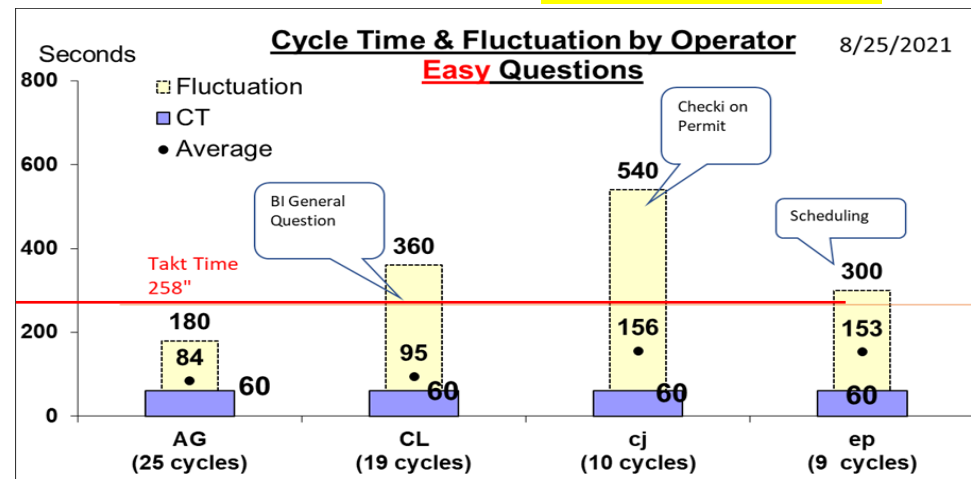
III. Cycle Time Results

Before



After

Demand decreased



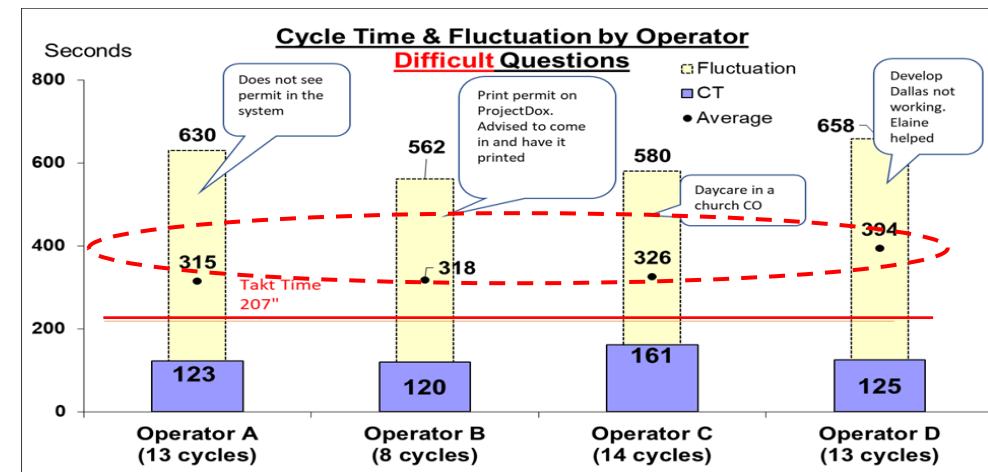
Pace (Average Cycle Time) is reducing

Able to Serve more Customers

Takt Time is Increasing

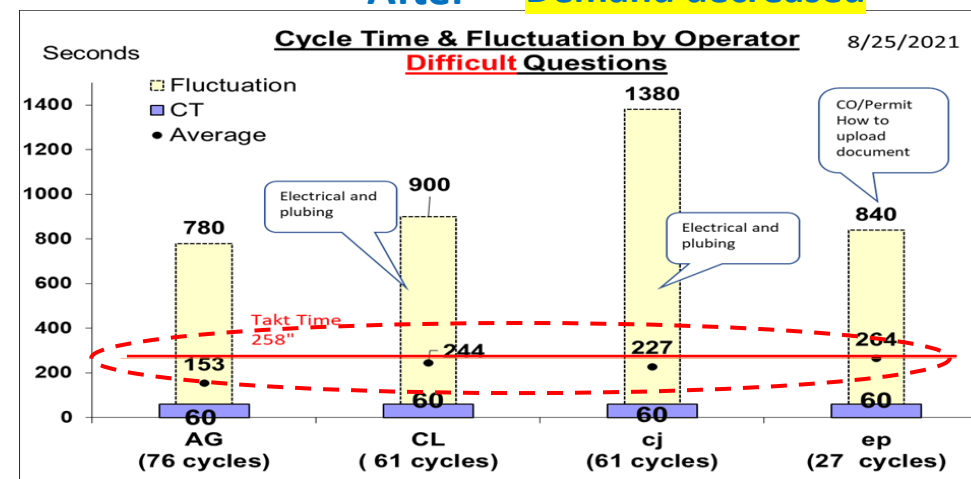
Able to Spend more time with each Customer

Before



After

Demand decreased



Averages are over Takt Time

Takt Time = Average call duration required to answer all calls.
(Total Number of Available Minutes/Total number of Calls)

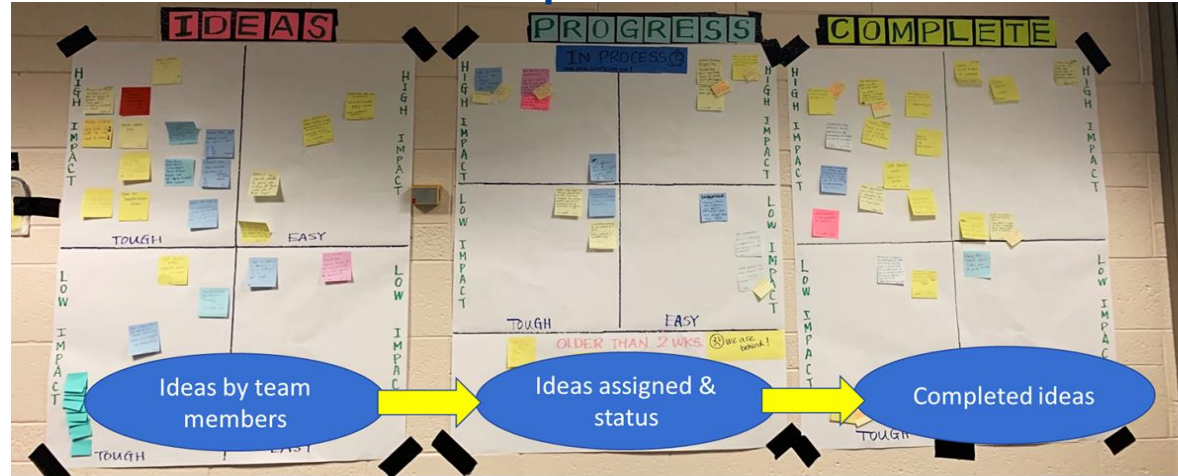


51



V. Activity(3) – Team Member Engagement

Ease & Impact Board



- Getting ideas from team members
- Kaizen team to track the status of completion



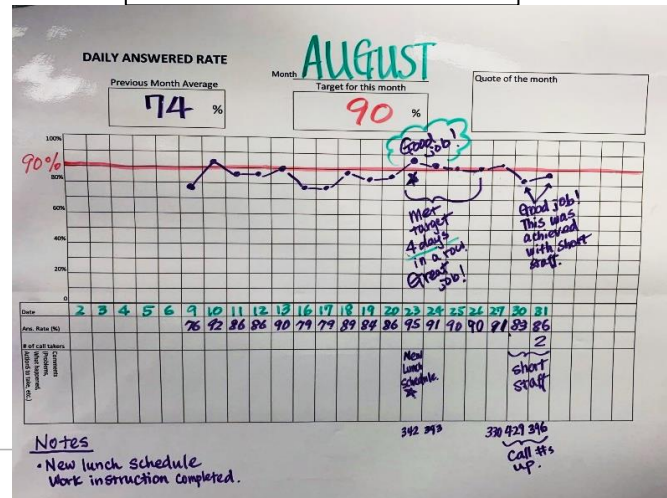
Over 60 ideas collected

Daily Huddle for better communications & Teamwork

Before Condition:

- No daily KPI data
- Not utilizing data
- Team's daily performance was not clear
- No problem solving
- Low morale

After Condition:



- Visualizing daily performance of Call Center
- Manager holds daily Huddle
- Team gives feedback & surface problems
- Manager takes action to solve problems
- Managers have easy access to daily performance data



V. Activity(4) – Customer Service Kaizen



Optimal Staffing during Peak Time

Before Condition:

- Peak Time not Identified
- Phones were not fully covered
- Cannot catch up with the customers in the queue after peak time
- Longer customer wait during peak time



After Condition:

- Peak Time identified
- Standardized the way to staff during peak time
- Created Work Instruction Sheet for optimal staffing
- Phones are fully covered during Peak Time
- Reduced wait time for customers

Work Instruction Sheet

Fully Staffed					
	1	2	3	4	
8-9	Michelle	CL	AG	CJ	
9-10	Michelle	CL	AG	CJ	
10-11	Michelle	CL	AG	CJ	
11-12	Michelle	CL	AG	CJ	Lunch Times
12-1	Michelle	CL	Evelyn	EM	Evelyn EM
1-2	Evelyn	EM	AG	CJ	AG CJ
2-3	Evelyn	CL	AG	CJ	CL Michelle
3-4	Evelyn	CL	AG	CJ	
4-4:30	Evelyn	CL	AG	CJ	

With 1 Out					
Work Station	1	2	3	4	
8-9	SP1	CL	AG	CJ	
9-10	SP1	CL	AG	CJ	
10-11	SP1	CL	AG	CJ	
11-12	SP1	CL	AG	CJ	Lunch Times
12-1	SP1	CL	SP2		SP2
1-2	SP2		AG	CJ	AG CJ
2-3	SP2	CL	AG	CJ	CL SP1
3-4	SP2	CL	AG	CJ	
4-4:30	SP2	CL	AG	CJ	

With 2 Out					
Work Station	1	2	3	4	
8-9	SP1	CL	AG	SP2	
9-10	SP1	CL	AG	SP2	
10-11	SP1	CL	AG	SP2	
11-12	SP1	CL	AG	SP2	Lunch Times
12-1		CL		SP2	SP2
1-2	SP1		AG	SP2	SP1 AG
2-3	SP1	CL	AG	SP2	CL
3-4	SP1	CL	AG	SP2	
4-4:30	SP1	CL	AG	SP2	

Give clear instruction how to staff based on the # of staff out for the day



V. Activity(4) – Customer Service Kaizen



Zoning Questions

Before Condition:

- Call transferred to Zoning section
- Long response time to customers
- Frustrated customers



After Condition:

- **Schedule consultation with Zoning instead of transferring calls**
- Lead Time reduced from 3-5 days to 1 day
- Customers get answers quicker

Website Improvement & Solving Major Problem

Before Condition:

- Customers call with website problems
- No actions taken before



Actions by Kaizen Team

- Kaizen team & IT worked together to clarified problems
- IT worked quickly to solve the problem



After Condition:

- 17 updates made on website
- Largest problem solved! (Verification code not sent to customers=> No access to their account.)

17 calls/day → Zero





VII. Reflections & Learning Points

- Respect for People
 - Proper Onboarding (Login, Building, Parking, and Software Access)
 - Giving Necessary Tools (Hardware, Headsets)
 - Standard needed for hiring Agency employees
- Employee Engagement
- Training is Needed
- Process Improvement
- IT Support is Crucial
- Process is Repeatable





Ongoing Success

September:

- Handle Rate 87%
- 7.5% waited over 15 minutes



Questions?





City of Dallas

Building Inspection Call Center Process Improvement

**Toyota and PI Team Workgroup
Government Performance and
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October 25, 2021**

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Tony Rader, Continuous Improvement Specialist,
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Sheila Gray, 311 Manager, 311

Amanda Nabours, IT Architect, Information and
Technology Services

Alex Rodriguez, Strategic Planning Manager,
Dallas Fire-Rescue⁵⁷



City of Dallas

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

Agenda Information Sheet

File #: 21-1950

Item #: C.

Dallas Police and Fire Pension System 2022 Budget
[Kelly Gottschalk, Executive Director, Dallas Police and Fire Pension System; Brenda Barnes, Chief Financial Officer, Dallas Police and Fire Pension System]

**DALLAS POLICE AND FIRE PENSION SYSTEM
OPERATING BUDGET SUMMARY
FOR THE YEAR 2022**

Expense Type	2021 Budget	2021 Projected Actual	2022 Proposed Budget	Variances		Variances	
				2022	2021	2022	2021
				Budget	vs	Budget	vs
				\$	%	\$	Proj. Act.
Administrative Expenses	6,110,808	5,415,380	6,143,401	32,593	0.5%	728,021	13.4%
Investment Expenses	18,001,610	17,829,956	14,044,000	(3,957,610)	(22.0%)	(3,785,956)	(21.2%)
Professional Expenses	1,507,120	814,914	1,533,477	26,357	1.7%	718,563	88.2%
Total	\$ 25,619,538	\$ 24,060,250	\$ 21,720,878	\$ (3,898,660)	(15.2%)	\$ (2,339,372)	(9.7%)

**Dallas Police & Fire Pension System
Operating Budget
Calendar Year 2022**

Description	2021 Budget	2021 Projected Actual*	2022 Proposed Budget	\$ Change 2022 Prop. Bud. vs. 2021 Bud.	% Change 2022 Prop. Bud. vs. 2021 Bud.	\$ Change 2022 Prop. Bud. vs. 2021 Proj. Actual	% Change 2022 Prop. Bud. vs. 2021 Proj. Actual
Administrative Expenses							
1 Salaries and benefits	3,775,241	3,499,618	3,919,613	144,372	3.8%	419,995	12.0%
2 Employment Expense	25,110	7,049	25,610	500	2.0%	18,561	263.3%
3 Memberships and dues	19,917	18,599	19,487	(430)	(2.2%)	888	4.8%
4 Staff meetings	1,000	-	50,000	(500)	(50.0%)	500	100.0%
5 Employee service recognition	5,030	138	50,800	50	1.0%	4,942	3581.2%
6 Member educational programs	3,250	700	27,500	(500)	(15.4%)	2,050	292.9%
7 Board meetings	6,420	1,267	6,420	-	0.0%	5,153	406.7%
8 Conference registration/materials - Board	11,650	257	11,650	-	0.0%	11,393	4433.1%
9 Travel - Board	21,500	2,671	21,500	-	0.0%	18,829	704.9%
10 Conference/training registration/materials - Staff	36,300	5,577	37,750	1,450	4.0%	32,173	576.9%
11 Travel - Staff	43,200	3,638	42,950	(250)	(0.6%)	39,312	1080.6%
12 Liability insurance	727,147	608,213	664,899	(62,248)	(8.6%)	56,686	9.3%
13 Communications (phone/internet)	70,800	82,515	29,835	(40,965)	(57.9%)	(52,680)	(63.8%)
14 Information technology projects	190,000	87,817	250,000	60,000	31.6%	162,183	184.7%
15 IT subscriptions/services/licenses	182,715	186,343	212,300	29,585	16.2%	25,957	13.9%
16 IT software/hardware	17,000	32,328	25,000	8,000	47.1%	(7,328)	(22.7%)
17 Building expenses	401,482	387,063	420,413	18,931	4.7%	33,350	8.6%
18 Repairs and maintenance	84,424	67,649	88,576	4,152	4.9%	20,927	30.9%
19 Office supplies	24,850	9,642	24,475	(375)	(1.5%)	14,833	153.8%
20 Leased equipment	24,000	22,112	24,000	-	0.0%	1,888	8.5%
21 Postage	21,700	13,883	29,650	7,950	36.6%	15,767	113.6%
22 Printing	14,000	2,098	4,100	(9,900)	(70.7%)	2,002	95.4%
23 Subscriptions	2,125	895	2,396	271	12.8%	1,501	167.7%
24 Records storage	1,400	1,392	1,500	100	7.1%	108	7.8%
25 Administrative contingency reserve	12,000	206	12,000	-	0.0%	11,794	5725.2%
26 COVID 19 Expense	7,500	-	-	(7,500)	(100.0%)	-	100.0%
27 Depreciation Expense	240,947	240,946	240,947	-	0.0%	1	0.0%
28 Bank fees	3,100	20,007	20,000	16,900	545.2%	(7)	(0.0%)
Investment Expenses							
29 Investment management fees	14,664,000	13,500,000	12,440,000	(2,224,000)	(15.2%)	(1,060,000)	(7.9%)
30 Investment consultant and reporting	340,000	337,380	345,000	5,000	1.5%	7,620	2.3%
31 Bank custodian services	220,000	232,407	235,000	15,000	6.8%	2,593	1.1%
32 Other portfolio operating expenses (legal, valuation, tax)	2,777,610	3,760,169	981,500	(1,796,110)	(64.7%)	(2,778,669)	(73.9%)
33 Investment due diligence	35,000	35,001	42,500	7,500	21.4%	7,499	21.4%
Professional Services Expenses							
34 Actuarial services	190,500	118,250	158,250	(32,250)	(16.9%)	40,000	33.8%
35 Accounting services	60,770	59,001	60,770	-	0.0%	1,769	3.0%

**Dallas Police & Fire Pension System
Operating Budget
Calendar Year 2022**

Description	2021 Budget	2021 Projected Actual*	2022 Proposed Budget	\$ Change 2022 Prop. Bud. vs. 2021 Bud.	% Change 2022 Prop. Bud. vs. 2021 Bud.	\$ Change 2022 Prop. Bud. vs. 2021 Proj. Actual	% Change 2022 Prop. Bud. vs. 2021 Proj. Actual
36 Independent audit	166,000	100,000	103,000	(63,000)	(38.0%)	3,000	3.0%
37 Legal fees	562,500	17,259	515,000	(47,500)	(8.4%)	497,741	2884.0%
38 Legislative consultants	159,000	180,074	126,000	(33,000)	(20.8%)	(54,074)	(30.0%)
39 Public relations	-	25,000	100,000	100,000	100.0%	75,000	300.0%
40 Pension administration software & WMS	302,000	267,681	292,000	(10,000)	(3.3%)	24,319	9.1%
41 Business continuity	18,300	20,219	18,000	(300)	(1.6%)	(2,219)	(11.0%)
42 Network security review	10,000	-	10,000	-	0.0%	10,000	100.0%
43 Network security monitoring	102,000	77,756	100,000	(2,000)	(2.0%)	22,244	28.6%
44 Disability medical evaluations	16,500	3,000	12,000	(4,500)	(27.3%)	9,000	300.0%
45 Elections	-	-	20,000	20,000	100.0%	20,000	100.0%
46 Miscellaneous professional services	21,550	24,430	18,457	(3,093)	(14.4%)	(5,973)	(24.4%)
Total Budget	25,619,538	24,060,250	21,720,878	(3,898,660)	(15.2%)	(2,339,372)	(9.7%)
Less: Investment management fees	14,664,000	13,500,000	12,440,000	(2,224,000)	(15.2%)	(1,060,000)	(7.9%)
Adjusted Budget Total	10,955,538	10,560,250	9,280,878	(1,674,660)	(15.3%)	(1,279,372)	(12.1%)

SUPPLEMENTAL BUDGET

Total Budget (from above)	25,619,538	24,060,250	21,720,878	(3,898,660)	-15.2%	(2,339,372)	-9.7%
Less: Allocation to Supplemental Plan Budget**	228,014	203,309	183,541	(44,473)	(19.5%)	(19,768)	(9.7%)
Total Combined Pension Plan Budget	25,391,524	23,856,941	21,537,337	(3,854,187)	(15.2%)	(2,319,604)	(9.7%)

* Projected based on 7/31/21 YTD annualized or estimated

** Allocation to Supplemental is based on JPM allocation between accounts as of 7/31/21 of .0085%

_____ 0.85% per JPM Unitization report as of 7/31/21

Significant Budget Changes - 2022
Budget Changes (>5% and \$10K)
SORTED BY THE \$ CHANGE FROM 2021 BUDGET TO 2022 BUDGET

		2021	2021	2022	\$ Change	% Change	\$ Change	% Change	
	Item	Budget	Projected Actual**	Budget	2022 Budget vs. 2021 Bud.	2022 Budget vs. 2021 Bud.	2022 Budget vs. 2021 Proj. Act.	2022 Budget vs. 2021 Proj. Act.	Explanation
	INCREASES:								
1	Public relations	-	25,000	100,000	100,000	100.0%	75,000	300.0%	Possible communications project with FH
2	Information technology projects	190,000	87,817	250,000	60,000	31.6%	162,183	184.7%	Increased costs for projects like on premises dual authentication and 10G switch
3	IT subscriptions/services/licenses	182,715	186,343	212,300	29,585	16.2%	25,957	13.9%	Additional licenses and devices to be covered along with projected increases for renewals and potential new programs like Security Awareness.
4	Elections	-	-	20,000	20,000	100.0%	20,000	100.0%	Non-Member Trustee election in 2022
5	Bank fees	3,100	20,007	20,000	16,900	545.2%	(7)	(0.0%)	Lower Federal Reserve rate resulted in lower Earnings Credit Rate which did not offset fees as it has in the past.
6	Bank custodian services	220,000	232,407	235,000	15,000	6.8%	2,593	1.1%	Increased number of accounts managed.
	REDUCTIONS:								
7	Investment management fees	14,664,000	13,500,000	12,440,000	(2,224,000)	(15.2%)	(1,060,000)	(7.9%)	Declines in fee rates and the decrease in market value of the portfolio are driving the decrease in management fees.
8	Other portfolio operating expenses (legal, valuation, tax)	2,777,610	3,760,169	981,500	(1,796,110)	(64.7%)	(2,778,669)	(73.9%)	2022 budget only includes base fees for appraisal, audit, registrations for investments. Additional legal expenses could be incurred if investment cases go to trial.
9	Independent audit	166,000	100,000	103,000	(63,000)	(38.0%)	3,000	3.0%	New reduced contract rate
10	Liability insurance	727,147	608,213	664,899	(62,248)	(8.6%)	56,686	9.3%	Actual 2021 renewal was less than projected due to policy changes, but it is partially offset by a projected 10% increase in the 2022 renewal rates.
11	Legal fees	562,500	17,259	515,000	(47,500)	(8.4%)	497,741	2884.0%	Legal expense in 2022 is projected to be primarily driven by litigation with the prior actuary and the COLA case.
12	Communications (phone/internet)	70,800	82,515	29,835	(40,965)	(57.9%)	(52,680)	(63.8%)	Several analog lines, primarily related to the building, are being deactivated or ported to new services.
13	Legislative consultants	159,000	180,074	126,000	(33,000)	(20.8%)	(54,074)	(30.0%)	Legislature not in session in 2022 resulting in lower fees.
14	Actuarial services	190,500	118,250	158,250	(32,250)	(16.9%)	40,000	33.8%	Projecting less specialized work from Segal in 2022.

** Projected based on 7/31/21 YTD annualized or estimated

Significant Budget Changes - 2022
Budget Changes (>5% and \$10K)
SORTED BY THE \$ CHANGE FROM 2021 PROJECTED ACTUAL TO 2022 BUDGET

		2021	2021	2022	\$ Change	% Change	\$ Change	% Change	
	Item	Budget	Projected Actual**	Budget	2022 Budget vs. 2021 Bud.	2022 Budget vs. 2021 Bud.	2022 Budget vs. 2021 Proj. Act.	2022 Budget vs. 2021 Proj. Act.	Explanation
	INCREASES:								
1	Legal fees	562,500	17,259	515,000	(47,500)	(8.4%)	497,741	2884.0%	Expected legal costs related to the actuary case, open records and USERRA were less than budgeted.
2	Salaries and benefits	3,775,241	3,499,618	3,919,613	144,372	3.8%	419,995	12.0%	2021 Projected actual is less due to three current staff vacancies. We hope to be fully staffed again in 2022.
3	Information technology projects	190,000	87,817	250,000	60,000	31.6%	162,183	184.7%	Most 2021 projects came in under budget - total \$102k. At least one project delayed until 2022. More projects planned for 2022.
4	Public relations	-	25,000	100,000	100,000	100.0%	75,000	300.0%	Possible new contract with FH in 2022
5	Liability insurance	727,147	608,213	664,899	(62,248)	(8.6%)	56,686	9.3%	Projections of 10% across the board increase for renewal
6	Actuarial services	190,500	118,250	158,250	(32,250)	(16.9%)	40,000	33.8%	Budgeting \$75k for specialized work related to changes in the discount rate, board requests, member issues and other items.
7	Travel - Staff	43,200	3,638	42,950	(250)	(0.6%)	39,312	1080.6%	Reduced staff travel in 2021 due to COVID-19. Expect to return to more normal level in 2022.
8	Building expenses	401,482	387,063	420,413	18,931	4.7%	33,350	8.6%	Replacing freeze damaged plantings, planning additional maintenance such as indoor window washing and additional AC filter replacements.
9	Conference/training registration/materials - Staff	36,300	5,577	37,750	1,450	4.0%	32,173	576.9%	Staff conference training significantly reduced due to COVID-19. Hoping to return to more normal levels during 2022.
10	IT subscriptions/services/licenses	182,715	186,343	212,300	29,585	16.2%	25,957	13.9%	Additional licenses and devices to be covered along with projected increases for renewals and potential new programs like Security Awareness.
11	Pension administration software & WMS	302,000	267,681	292,000	(10,000)	(3.3%)	24,319	9.1%	2021 maintenance and enhancements were less than expected. Price increases were less than expected.
12	Network security monitoring	102,000	77,756	100,000	(2,000)	(2.0%)	22,244	28.6%	Actual 2021 costs were less than expected. Adding services in 2022.
13	Repairs and maintenance	84,424	67,649	88,576	4,152	4.9%	20,927	30.9%	Some projects deferred until 2022. Budgeting for painting of elevator, stairwell and other common areas. Also, budgeting for irrigation and roof repairs, if needed.
14	Elections	-	-	20,000	20,000	100.0%	20,000	100.0%	Non-Member Trustee election in 2022
15	Travel - Board	21,500	2,671	21,500	-	0.0%	18,829	704.9%	Limited Board travel in 2021 due to COVID-19.
16	Employment Expense	25,110	7,049	25,610	500	2.0%	18,561	263.3%	Primarily Agency fees for new staff
17	Postage	21,700	13,883	29,650	7,950	36.6%	15,767	113.6%	Non-Member Trustee election in 2022 and expect to return to more normal activity in this account in 2022.
18	Office supplies	24,850	9,642	24,475	(375)	(1.5%)	14,833	153.8%	Office Supplies usage down in 2021 due to remote work. Expect to return to more normal levels in 2022.
19	Administrative contingency reserve	12,000	206	12,000	-	0.0%	11,794	5725.2%	Did not need to use contingency reserve in 2021.
20	Conference registration/materials - Board	11,650	257	11,650	-	0.0%	11,393	4433.1%	Limited Board conference attendance in 2021 due to COVID-19.
21	Network security review	10,000	-	10,000	-	0.0%	10,000	100.0%	Budgeting for possible additional review in 2022.
	REDUCTIONS:								
22	Other portfolio operating expenses (legal, valuation, tax)	2,777,610	3,760,169	981,500	(1,796,110)	(64.7%)	(2,778,669)	(73.9%)	2022 budget only includes base fees for appraisal, audit, registrations for investments. Additional legal expenses could be incurred if investment cases go to trial.
23	Investment management fees	14,664,000	13,500,000	12,440,000	(2,224,000)	(15.2%)	(1,060,000)	(7.9%)	Declines in fee rates and the decrease in market value of the portfolio are driving the decrease in management fees.
24	Legislative consultants	159,000	180,074	126,000	(33,000)	(20.8%)	(54,074)	(30.0%)	Legislature is not in session in 2022. Fees are lower in non session years.

		2021	2021	2022	\$ Change	% Change	\$ Change	% Change	
	Item	Budget	Projected Actual**	Budget	2022 Budget vs. 2021 Bud.	2022 Budget vs. 2021 Bud.	2022 Budget vs. 2021 Proj. Act.	2022 Budget vs. 2021 Proj. Act.	Explanation
25	Communications (phone/internet)	70,800	82,515	29,835	(40,965)	(57.9%)	(52,680)	(63.8%)	Several analog lines primarily related to the building are being deactivated or ported to new services to reduce costs.

** Projected based on 7/31/21 YTD annualized or estimated



City of Dallas

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

Agenda Information Sheet

File #: 21-1712

Item #: D.

Amendment to the City's Personnel Rules: Creation of Quarantine Leave, Mental Health Leave for Peace Officers, Compassionate Leave, and Paid Parental Leave in Chapter 34, Personnel Rules
[Kim Tolbert, Chief of Staff; Nina Arias, Director, Human Resources]

Amendment to the City Personnel Rules

Presented to:
**Government Performance and
Financial Management Committee**
October 25, 2021

Kimberly Tolbert, Chief of Staff
Nina Arias, Director Human Resource



City of Dallas

Personnel Rules Update Overview



The personnel rules update corresponds with new state law requirements, new initiatives and refinement of processes

Review and modify Chapter 34 of the Dallas City Code
(City of Dallas Personnel Rules) to address:

- Changes to state laws, and
- Changes to reflect new City initiatives

Provide overview of changes, including:

- New initiatives
- Update definitions



Personnel Rules Overview



New Initiatives

- Provide paid parental leave to employees who have given birth or adopted a child
- Provide quarantine leave to uniform staff after exposure to contagious disease (new state law)
- Provide mental health leave to peace officers after an on-the-job traumatic incident (new state law)
- Provide compassionate leave to employees with a catastrophic health condition who are unable to work

Refine Definitions

- Clarify definition for military leave to reflect change in law
- Add new leaves to paid leave definition



Personnel Rules Updates



- Update the definition of Paid Leave to reflect changes to military leave requirements and to add the new types of leave
- Section 34-4, Definitions,
 - (35) PAID LEAVE means sick leave, vacation leave, holiday leave, court leave, death-in-family leave, no more than 22 ~~15 [fifteen]~~ days of military leave each fiscal year other than rollover days, as required by state law, parental leave, quarantine leave, mental health leave for peace officers, compassionate leave, and mandatory city leave.



Personnel Rules Updates



New SEC. 34-22.2. QUARANTINE LEAVE*

- A sworn member of the fire department or police department, or an emergency medical technician or detention officer
 - Who is ordered to quarantine by the employee's supervisor or the city's health authority due to a possible or known exposure to a communicable disease while on duty
 - Is eligible to receive paid quarantine leave for the duration of the ordered quarantine or isolation
- The city will not reduce an eligible employee's paid leave balance in connection with paid quarantine leave taken



* Required by new state law

Personnel Rules Updates



New SEC. 34-22.3. MENTAL HEALTH LEAVE FOR PEACE OFFICERS*

- An employee of the police department, fire department, or marshal's office, who holds an active peace officer license
- Each peace officer shall be allowed up to five days of paid mental health leave per fiscal year,
 - Experience a traumatic event while on duty
 - Need for leave is verified by a licensed psychiatrist, psychologist or licensed professional counselor
- The city will keep requests for mental health leave and any medical information related to mental health leave confidential to the extent allowed by law
- The city will not reduce other paid leave balance for mental health leave taken in accordance with this section



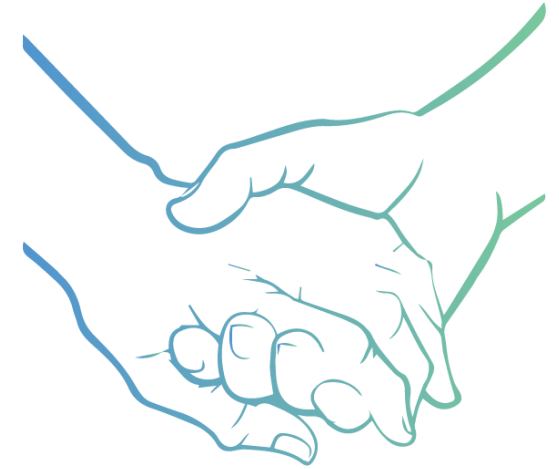
* Required by new state law

Personnel Rules Updates



New SEC. 34-22.4. COMPASSIONATE LEAVE.

- Intended for employees with a serious medical condition or injury that prevents the employee from performing any type of work
- An employee must have exhausted all accrued leave balances, completed a minimum of one year of city employment, and accumulated a minimum of 40 hours of sick leave
- The maximum amount of compassionate leave is 348 hours for a sworn employee in the emergency response bureau of the fire department, and 232 hours for any other employee.
- An employee may only be awarded compassionate leave once.
- An employee's request for compassionate leave must be approved by the employee's department director and the director of human resources.



Personnel Rules Updates



SEC. 34-24.2. PAID PARENTAL LEAVE

- Effective October 1, 2021
- A maximum of six weeks of paid parental leave is available to employees following:
 - The birth of the employee's child;
 - To care for the child after birth; or
 - The placement of a child with the employee for adoption or foster care or to care for the child after placement.



Next Steps



- City Council Approval of Personnel Rules amendments - 11/10/2021 Council Meeting
- Implementation of new and updated rules



Amendment to the City Personnel Rules

Presented to:
Government Performance and
Financial Management Committee
October 25, 2021

Kimberly Tolbert, Chief of Staff
Nina Arias, Director Human Resource



City of Dallas



Appendix





Personnel Rules Updates

Personnel Rules Reference	Personnel Rule Wording (Current)	Recommended Personnel Rule Wording	Reason
Table of Contents Changes	None	<u>Sec. 34-22.2 Quarantine Leave</u> <u>Sec. 34-22.3 Mental Health Leave</u> <u>Sec. 34-22.4 Compassionate Leave</u> <u>34-24.2 Paid Parental Leave</u>	Add references to new sections
Paid Leave Definition 34-4 (35)	(35) PAID LEAVE means sick leave, vacation leave, holiday leave, court leave, death-in-family leave, no more than 15[fifteen] days of military leave each fiscal year other than rollover days, as required by state law, and mandatory city leave.”	“(35) PAID LEAVE means sick leave, vacation leave, holiday leave, court leave, death-in-family leave, no more than <u>22 [fifteen]</u> days of military leave each fiscal year other than rollover days, as required by state law, <u>parental leave</u> , <u>quarantine leave</u> , <u>mental health leave for peace officers</u> , <u>compassionate leave</u> , and mandatory city leave.”	New state law and new types of paid leave





Personnel Rules Updates

Personnel Rules Reference	Personnel Rule Wording (Current)	Recommended Personnel Rule Wording	Reason
Sec. 34-22.2 Quarantine Leave	None	<p><u>“SEC. 34-22.2. QUARANTINE LEAVE. (a) Eligibility. A sworn member of the fire department or police department, or an emergency medical technician or detention officer as defined in this section, who is ordered to quarantine or isolate by the employee’s supervisor or the city’s health authority due to a possible or known exposure to a communicable disease while on duty, is eligible to receive paid quarantine leave for the duration of the ordered quarantine or isolation. (b) Definitions. In this section: Amending Chapter 34 Page 2 of 4 (1) DENTENTION OFFICER means an individual employed by the city, and whose job responsibilities include the care and custody of individuals incarcerated in the city’s municipal jail. (2) EMERGENCY MEDICAL TECHNICIAN means an individual who is employed by the city and certified as an emergency medical technician in accordance with Chapter 773 of the Texas Health and Safety Code. (3) HEALTH AUTHORITY means a physician appointed by the city to administer state and local laws relating to public health within the city’s jurisdiction. (c) Entitlements. Eligible employees under this section who are required to quarantine or isolate by their supervisor or the city’s health authority due to a possible or known exposure to a communicable disease while on duty are entitled to receive: (1) all employment benefits and compensation, including leave accrual, pension benefits, and health benefit plan benefits provided by the city; and (2) if applicable, reimbursement for reasonable costs related to the quarantine, including lodging, medical, and transportation costs. (d) Effect on leave balances. The city will not reduce an eligible employee’s sick leave balance, vacation leave balance, holiday leave balance, or other paid leave balance in connection with paid quarantine leave taken in accordance with this section. (e) Reimbursements. An employee may be required to provide receipts or proof of payment with a request for reimbursement of expenses and may be denied reimbursement for any expenses that the city deems unreasonable or unrelated to quarantine.”</u></p>	New state law





Personnel Rules Updates

Personnel Rules Reference	Personnel Rule Wording (Current)	Recommended Personnel Rule Wording	Reason
Mental Health Leave for Peace Officers	None	<p><u>“SEC. 34-22.3. MENTAL HEALTH LEAVE FOR PEACE OFFICERS. (a) Eligibility. An employee of the police department, fire department, or marshal’s office, who holds an active peace officer license with the Texas Commission on Law Enforcement, shall be allowed up to five days of paid mental health leave per fiscal year, if they experience a traumatic event while on duty, and if the need for leave is verified by a licensed psychiatrist or psychologist. Each department of the city that employs licensed peace officers may develop additional departmental rules to carry out the provisions of this policy</u></p> <p><u>(b) Confidentiality. The city will keep requests for mental health leave and any medical information related to mental health leave in accordance with this section confidential to the extent allowed by law and separate from the employee’s personnel or departmental file. The city cannot guarantee confidentiality of information that is otherwise public or necessary to carry out the city’s obligations under the law. (c) Effect on leave balances. The city will not reduce an eligible employee’s sick leave, vacation leave, holiday, or other paid leave balance for mental health leave taken in accordance with this section.”</u></p>	New state law





Personnel Rules Updates

Personnel Rules Reference	Personnel Rule Wording (Current)	Recommended Personnel Rule Wording	Reason
34-22.4	None	<u>“SEC. 34-22.4. COMPASSIONATE LEAVE. (a) Purpose. Compassionate leave is intended for employees with a serious medical condition or injury that prevents the employee from performing any type of work and, due to the employee’s medical condition, it is anticipated that the employee will not be able to return to work. (b) Eligibility. To be considered for compassionate leave, an employee must have exhausted all accrued leave balances, completed a minimum of one year of city employment, and accumulated a minimum of 40 hours of sick leave at any time prior to the occurrence of the condition for which the compassionate leave is requested. (c) Maximum leave allowed. For employees who are approved for compassionate leave, the maximum amount of compassionate leave that may be awarded is 348 hours for a sworn employee in the emergency response bureau of the fire department, and 232 hours for any other employee. An employee may only be awarded compassionate leave once. (d) Required approval. An employee’s request for compassionate leave must be approved by the employee’s department director and the director of human resources. Specific procedures and requirements for the administration of compassionate leave are outlined in the administrative directives of the city.”</u>	New initiative
34-24.2 Paid Parental Leave	None	<u>“Sec. 34-24.2 PAID PARENTAL LEAVE: On or after January 1, 2022, a maximum of six weeks of paid parental leave is available to employees following the birth of the employee’s child or to care for the child after birth, or for the placement of a child with the employee for adoption or foster care or to care for the child after placement. Specific procedures and requirements for the administration of paid parental leave are outlined in the administrative directives of the city.”</u>	New initiative





City of Dallas Employee Paid Parental Leave



City of Dallas Proposed Employee Paid Parental Leave



- Best Practices:
 - The Irresistible Organization
 - Family Friendly Workplace Characteristics and Benefits
- City's Employee Well-Being Pillars
- Background and Consideration
- Proposed Paid Parental Leave Program's:
 - Estimated Cost
 - Program Description/Eligibility
 - Timeline
- Revised Personnel Rules (Pending Approval)
- Next Steps



Human Resources Model: Best Practices

Excerpted: Deloitte Irresistible Organization Model



Meaningful Work	Hands-On Management	Positive Work Environment	Growth Opportunity	Trust in Leadership
Autonomy	Clear, Transparent Goals	Flexible Work Environment	Training and support on the job	Mission and Purpose
Select to Fit	Coaching	Humanistic Workplace	Facilitated Talent Mobility	Continuous Investment in People
Small, Empowered Teams	Invest in Management Development	Culture of Recognition	Self-Directed, Dynamic Learning	Transparency and Honesty
Time for Slack	Modern Performance Management	Inclusive, Diverse Work Environment	High Impact Learning Culture	Inspiration
A Focus On Simplicity				

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Family Friendly Workplaces



20%

of employees are not comfortable talking to their manager about the need for work and family leave**

35%

of employees are actively looking or considering leaving their employer due to difficulties combining their job with family life*

41%

of parents and caretakers believe commitment to their job is questioned if using family friendly arrangements*

62%

of employees report difficulties looking after their own mental and physical health as they attempt to manage competing work and family responsibilities**



* Research commissioned by Parents At Work (May 2021)

** Results from the [National Working Families Survey 2019](#). (September 2019)

Family Friendly Workplaces



- A recognition framework that enables organizations to be awarded either a:
 - **Family Inclusive Workplace Certification**
 - **Employer of Choice for Families**
- **Family Inclusive Workplace Certification** recognizes an employer that has achieved the National Work + Family Standards certification criteria and is working toward achieving additional standards to enable a family friendly workplace culture.
- **Employer of Choice for Families** recognizes employers exceeding certification expectations and championing best practice achievement of the National Work + Family Standards.



Family Friendly Workplaces



The list below includes the baseline set of criteria to qualify for a Family Friendly Workplace:

Does your organization have:

- A framework to enable flexible working?
- **A paid parental leave policy?**
- A carer's (care givers) and wellbeing policy or framework to enable the combining of work and life commitments?
- Support for leaders so they can enable organizational policies and frameworks?
- A way of gaining employee feedback or measuring utilization of organizational policies?
- 100+ employees or more?

If you answered **YES** to **ALL** the above, your organization may be eligible to apply for certification.

<https://familyfriendlyworkplaces.com/how-to-certify/>



Benefits of a Family Friendly Workplaces



- Family Friendly workplace practices result in:
 - Increased productivity
 - Improved loyalty and commitment
 - Resilient, happier and healthier employees
- Benefits to employers include:
 - Improved onboarding
 - Less turnover and lower absenteeism
- Benefits to employees include:
 - Time to invest in their children – our future workforce
 - Help build safe, stable and nurturing relationships and environments for young children

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City of Dallas' Employee Well-Being Pillars



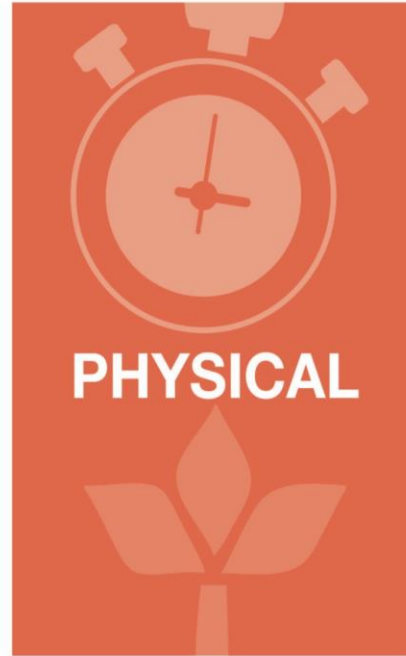
SOCIAL

Promoting and sustaining supportive positive relationships



FINANCIAL

Access to resources that support managing economic life and security



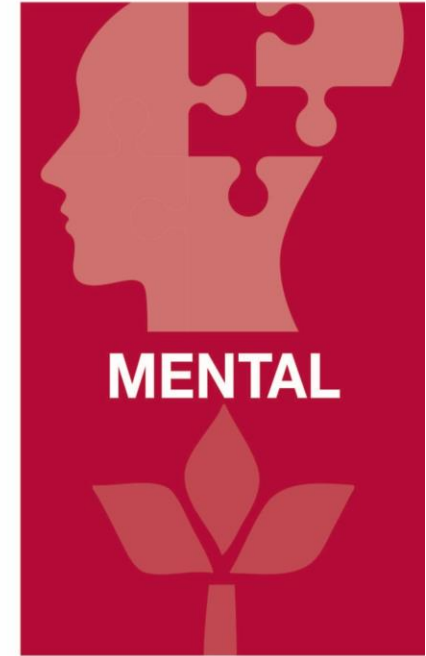
PHYSICAL

Good health and energy to perform daily life tasks



COMMUNITY

Liking where one lives and feeling safe in the environment and giving back



MENTAL

Ability to endure daily stress and strengthen resiliency

Our goal is to create awareness and inspire action that leads our employees towards the tools and resources in place to help them achieve their total health and well-being goals.



Background for Paid Parental Leave



- In 2018, the City of Dallas (COD) made improvements to employee benefits to achieve a competitive position to attract and retain top talent.
- In 2019, HR staff conducted research to compare parental leave benefits offered by other municipalities
- In 2020, a recommended Parental Leave program was developed for inclusion in the 2020 budget.
 - Due to budget constraints implementation was postponed.
- In 2021, staff received recommendation to consider a Paid Parental Leave program for city employees as part of the FY2021/2022 budget process.
- If approved, this would be a significant enhancement to the Family Medical Leave Act (FMLA) which provides 12-weeks of job protection.



For Consideration for Paid Parental Leave



- Texas cities with existing Paid Parental Leave Policies:
 - Austin
 - Desoto
 - Fort Worth
 - Lake Jackson
 - San Antonio
- Harris County also offers Employee Paid Parental Leave
- Many tech companies and Fortune 500 companies offer Employee Paid Parental Leave
- Aligns with the model to become an employer of choice
- Supports the City's Core Value of Equity



Texas Municipalities with Paid Family Leave



City	Reason	Covered Workers	Max Leave	Benefit Amount	Interaction with other leave
Austin, Texas (2013)	Birth, adoption, foster placement	FMLA-eligible city employees in regularly budgeted positions (excludes city safety workers, and employees covered by a collective bargaining agreement or meet and confer agreement)	240 hours (prorated based on budgeted workweek)	Full salary	Must be taken concurrently with FMLA leave; must exhaust vacation and sick time first
DeSoto, Texas (2019)	Birth, adoption, foster placement	Employees who have been employed full time for at least one year and are FMLA eligible; parents; does not cover surrogate mothers or sperm donors	Non-firefighter employees: 120 contiguous, uninterrupted hours Firefighters: 180 contiguous, uninterrupted hours	100 percent of base pay rate	Concurrent use of paid parental leave and FMLA leave does not increase the amount of either available to the employee; paid parental leave must be exhausted before using other forms of paid or unpaid leave under the FMLA
Fort Worth (2020)	Birth, adoption, foster placement Not parental custody	Employed 12 months, 1250 hours, scheduled more than 20 hours a week.	Six weeks paid leave, each spouse six weeks	Regular pay	Approved paid parental leave may be taken at any time during the 26-week period immediately following the birth, adoption, or placement.
Lake Jackson, Texas (2016)	Birth, adoption, foster placement	Employees who have worked for the city for at least 12 months and have worked at least 1,250 hours for the city in the 12 months preceding the leave; parents without regard to the marital status or sexual orientation of the parenting individual	Employees who are pregnant with a child: Six consecutive weeks (240 hours) All other employees who qualify for parental leave: Three consecutive weeks (120 hours)	Regular pay	Will run concurrently with FMLA leave
San Antonio, Texas (2016)	Birth, adoption, foster placement	Full-time civilian employees are eligible upon hire; ; birthing and non-birthing parents; excludes employees covered by a collective bargaining agreement or trainees attending the police or fire academies	All purposes: Six consecutive weeks	100 percent of compensation	Will run concurrently with FMLA leave; annual and personal leave continue to accrue; the employee receives holiday pay where eligible



Paid Parental Leave Potential Impact



City of Dallas Parental Leave Estimates		
Average Age of Birthparents	29	
City of Dallas Average Weekly Pay (29-year-old)	\$1,077	
Annual Average number of Maternity Claims (2019 & 2020)	360	
6-Weeks Paid Maternity Expense (Approximately):	All Employees (including DFR)	DFR* (97 x \$1,250 x 6wks) Minimum Requirement
6-Weeks Paid Parental Leave	\$2,325,905	\$727,500
*Annual Estimate of DFR Claims (mandatory staffing department)		

Sources: FMLASource and Holmes Murphy data





Recommendation:

City of Dallas Proposed Paid Parental Leave

- **Effective Date: October 1, 2021**
- **Eligibility:**
 - Must be an active, full and/or part-time employee with at least 12 months of service with the City of Dallas
 - Leave request must also meet FMLA criteria
 - Have given birth on or after October 1, 2021
 - Needs to care for a child born on or after October 1, 2021
 - Has adopted, granted legal guardianship or have received placement of a child (age 12 or younger) on or after October 1, 2021
- **Salary coverage:** Full base pay
 - Comparable to all other Texas cities identified with program provide 100% base salary coverage.



City of Dallas Proposed Process



Submit requests for Paid Parental Leave to:
CODemployeepaidleave@dallascityhall.com
(Confidential Site)



Paid Parental Leave Personnel Rules

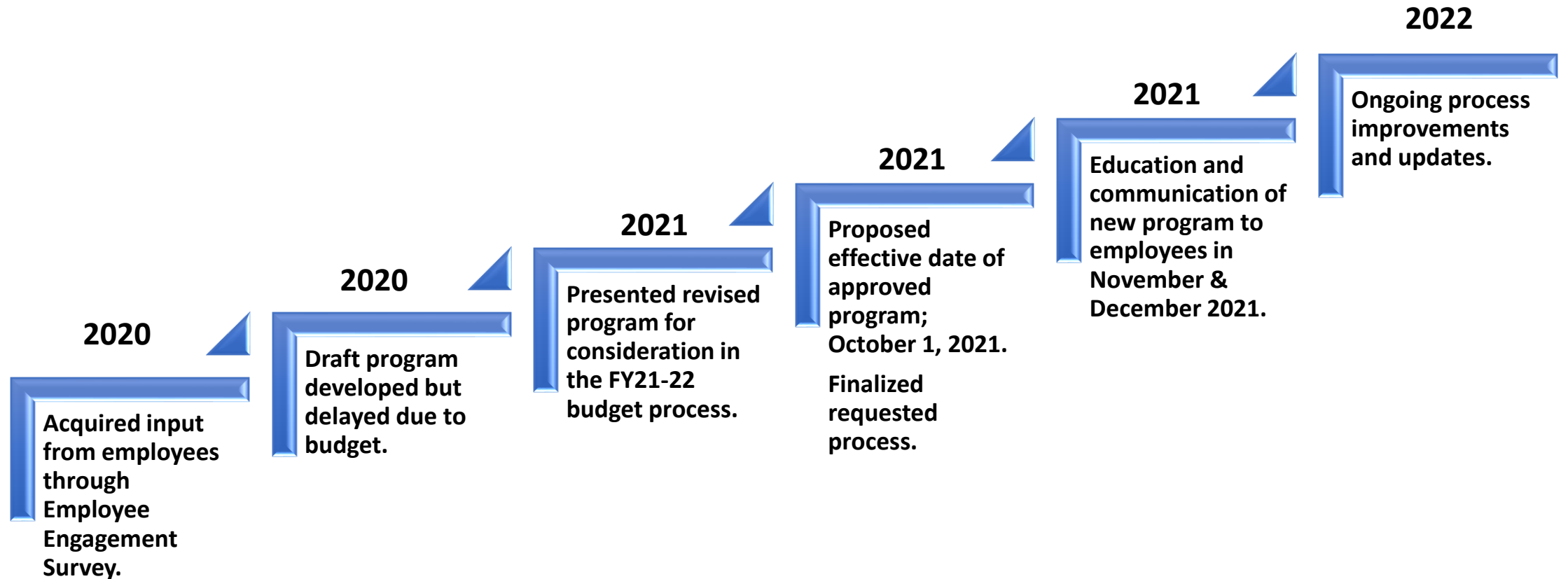


Sec 34-24. 2 PAID PARENTAL LEAVE

(a) Paid Parental Leave: On or after October 1, 2021, a maximum of six weeks of paid parental leave is available to employees following the birth of the employee's child or to care for the child after birth, or for the placement of a child with the employee for adoption or foster care or to care for the child after placement. Specific procedures and requirements for the administration of paid parental leave are outlined in the administrative directives of the city."



Employee Paid Parental Leave Implementation Timeline





City of Dallas

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

Agenda Information Sheet

File #: 21-1951

Item #: E.

Office of the City Auditor Briefing on Internal Audit Reports Released Between September 18, 2021 and October 15, 2021, Follow-up on Prior Report Briefings, and the Recommended 2022 Annual Internal Audit Plan

[Mark Swann, City Auditor, City Auditor's Office]

Office of the City Auditor

Fiscal Year 2022 Auditor Briefing Update



October 25, 2021
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee



Reports Issued to Date – October 2021

Independent Report on Agreed-Upon Procedures for the Department of Dallas Water Utilities Construction Project Procurement - Elm Fork Water Treatment Plant Filter Complex Project CIZ-DWU-220 23

Objective and Scope:

The objective of the agreed-upon procedures is solely to assist the City of Dallas City Council in evaluating the Department of Dallas Water Utilities' and Office of Procurement Services' compliance with Administrative Directive 4-05, *Contracting Standards and Procedures (Interim)*, relevant State of Texas statutes, and City of Dallas contracting and delivery procedures.

The Department of Dallas Water Utilities requested this attestation in accordance with Administrative Directive 4-05, Section 9.5.5, *Attestation Engagement Requirement for All Construction Projects \$50 Million and Greater*.

What We Found:

Dallas Water Utilities determined that the bids received for the project exceeded the available budget. As a result, Dallas Water Utilities requested we discontinue the procedures and release a report on the procedures that had been completed.

At the time Dallas Water Utilities requested discontinuing the agreed-upon attestation procedures, 12 of the 17 agreed-upon procedures had been performed. Procedure (I) had two exceptions. Specifically, rules A and D of the *City's Rules Governing the Receipt of Electronic Submission of Bids and Proposals*, were not followed.

Follow-Up on Prior Briefing

Audit of City Boards and Commissions (Part 1 of 2)

Objectives and Scope:

The objectives of this audit were to determine if:

- 1) Boards and commissions are in compliance with the City's Charter and Code – specifically (a) membership and vacancy; (b) meetings; (c) racial and ethnic diversity; (d) annual reports; (e) conflict of interest and financial disclosure; and, (f) protecting confidential information.
- 2) The City is monitoring the costs to operate boards and commissions.
- 3) All boards and commissions have members' roles and responsibilities defined in bylaws or another authoritative document.

The scope of the audit included management operations in Fiscal Years 2019 and 2020.

What We Found:

Responsibility for ensuring compliance with City requirements is fragmented and shared among multiple offices, departments, and positions.

Processes are in place for the review of board and commission member qualifications, financial and conflict of interest disclosures, and the protection of confidential information.

(see next page)

Follow-Up on Prior Briefing

Audit of City Boards and Commissions (Part 2 of 2)

What We Found: (continued...)

Processes could be improved to ensure:

- Compliance with City requirements.
- Transparent documentation and communication of board and commission operations.
- Monitoring of the costs to operate boards and commissions.

What We Recommend

We recommend City management:

- Establish a single authority that ensures compliance with City requirements.
- Improve procedures to ensure compliance with City requirements and capture all costs to operate the boards and commissions.

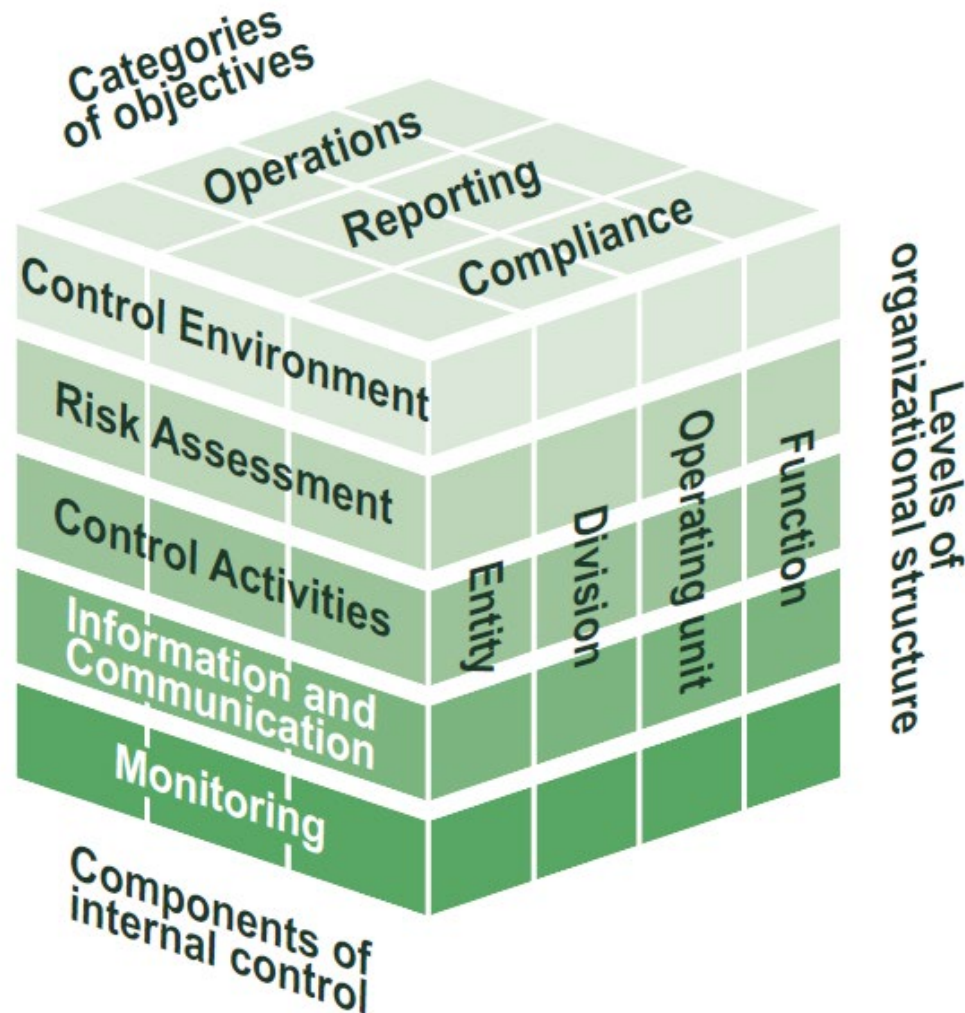
Fiscal Year 2022 Recommended Audit Work Plan



Audit Plan Explained

The Audit Plan attempts to identify the risks that matter and provide City-wide audit coverage by allocating 19,000 resource hours to complete 19 audit or attestation engagements. Also, 5,000 resource hours are required to support matters received on the City's Fraud, Waste, and Abuse Hotline.

Standards for Internal Control in the Federal Government (Green Book)



Fiscal Year 2022 Risk Assessment

No.	Fund Type	Department Abbreviation	Audit Unit Description	FY2022 - Planned Budget	Risk Weight	Risk Weight = Values Only	Audit Plan	Last Audit or Other Review	City Management / Industry Input
1	EF	DWU	DWU-EF: Wastewater Collection & Treatment	77,788,849	1,245	●		Apr-14	2
2	GF	CCO	CCO: Financial Reporting	5,557,371	1,240	●		External Audit	0
3	GF	DPD	DPD: Police Investigations	92,812,229	1,230	●			2
4	EF	DWU	DWU-EF: Water Utilities Customer Account Services	33,348,792	1,230	●	2021	Aug-15	3
5	GF	CCO	CCO: Payroll	2,034,824	1,215	●	2021		3
6	GF	MGT	MGT: 3-1-1 Customer Service Center	5,079,860	1,200	●		Sep-16	5
7	Debt	DEBT	Debt Services	348,776,403	1,200	●			0
8	GF	DFR	DFR:EMS	20,718,565	1,190	●	2022		2
9	GF	DPD	DPD: Police Field Patrol & Support	327,180,806	1,190	●	2022	KPMG 2019 Study	5
10	GF	BMS	BMS: Budget, Utility	2,244,121	1,185	●	2022		1
11	EF	DWU	DWU-EF: Water Production & Delivery	110,722,482	1,185	●		Mar-19	2
12	GF	DFR	DFR: Fire Dispatch & Communications	24,076,886	1,175	●		KPMG 2020 Study	2
13	GF	HR	HR: Consulting	2,625,599	1,160	●			1
14	GF	DPD	DPD: Police Operational Support (9-1-1)	47,045,959	1,135	●		KPMG 2020 Study	5
15	ISF	ITS	ITS-ISF: Public Safety	6,386,221	1,120	●		Ad Hoc Committee	6
16	CAP	CAP	CAP: General Purpose	445,104,717	1,020	●	2022		0
17	ISF	ITS	ITS -ISF: 9-1-1 Technology Services; Public Safety Support	14,341,472	1,075	●		KPMG 2020 Study	6
18	GF	DFR	DFR: Fire-Rescue Response	244,587,486	1,065	●	2022		2
19	GF	MGT	MGT: Emergency & Sustainability	2,044,673	1,035	●			0
20	EF	DWU	DWU-EF: DWU General Expense	136,023,723	1,025	●			0
21	EF	DWU-SDM	DWU-SDM-EF: Storm Water Services	69,314,586	980	●			2
22	EF	AVI	AVI-EF-Dallas Love Field	90,442,605	970	●	2022		0
23	ISF	ITS	ITS-ISF: Employee Support	40,609,996	965	●			6
24	GF	SEC	SEC: Open Records & Records Management	1,484,047	940	●		Feb-20	0
25	EF	SAN	SAN-EF: Citizen Sanitation Services	96,625,171	925	●			0

Links to Reports

Although reports are linked throughout the presentation, here is a list of all reports linked in one place for your convenience.

1. [Audit of City Boards and Commissions](#)
2. [Independent Report on Agreed-Upon Procedures for the Department of Dallas Water Utilities Construction Project Procurement - Elm Fork Water Treatment Plant Filter Complex Project CIZ-DWU-220 23](#)

Office of the City Auditor

Fiscal Year 2022 Auditor Briefing Update



October 25, 2021
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee



Reports Issued to Date

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Memorandum



DATE: September 30, 2021

TO: Terry S. Lowery, Director – Department of Dallas Water Utilities
Chhunhy Chhean, Director – Office of Procurement Services

SUBJECT: Independent Report on Agreed-Upon Procedures for the Department of Dallas Water Utilities
Construction Project Procurement – Elm Fork Water Treatment Plant Filter Complex Project
CIZ-DWU-220 23

Attached for your review is the *Independent Report on Agreed-Upon Procedures for the Department of Dallas Water Utilities Construction Project Procurement – Elm Fork Water Treatment Plant Filter Complex Project CIZ-DWU-220 23*. The Agreed-Upon Procedures are included in [Attachment 1](#). Five procedures were not performed as a result of the August 23, 2021, Dallas Water Utilities request to discontinue the agreed-upon attestation procedures. Dallas Water Utilities made the request after determining it would recommend canceling the current procurement because the bids received exceeded the available budget. Procedure (I) had two exceptions.

We have performed these procedures which were agreed to by the Department of Dallas Water Utilities and the Office of Procurement Services, solely to assist the City of Dallas City Council in evaluating the Department of Dallas Water Utilities' and the Office of Procurement Services' compliance with the requirements of Administrative Directive 4-05, *Contracting Standards and Procedures (Interim)*, relevant State of Texas statutes, and City of Dallas contracting and delivery procedures.

If you have any questions, please contact me at (214) 670-3222 or by email at mark.swann@dallascityhall.com.

Sincerely,



Mark S. Swann
City Auditor

Attachment

C: Honorable Mayor and Members of City Council

T.C. Broadnax, City Manager

Christopher J. Caso, Interim City Attorney

Kimberly Bizer Tolbert, Chief of Staff

Majed A. Al-Ghafry, Assistant City Manager

M. Elizabeth Reich, Chief Financial Officer



Independent Report on Agreed-Upon Procedures for the Department of Dallas Water Utilities Construction Project Procurement – Elm Fork Water Treatment Plant Filter Complex Project CIZ-DWU-220 23

September 30, 2021

Mark S. Swann, City Auditor

Mayor

Eric Johnson

Mayor Pro Tem

Chad West

Deputy Mayor Pro Tem

Jaime Resendez

Council Members

Carolyn King Arnold

Tennell Atkins

Adam Bazaldua

Paula Blackmon

B. Adam McGough

Cara Mendelsohn

Jesse Moreno

Omar Narvaez

Paul E. Ridley

Jaynie Schultz

Casey Thomas, II

Gay Donnell Willis

Executive Summary

Objective and Scope

The objective of the agreed-upon procedures attestation engagement is solely to assist the City of Dallas City Council in evaluating the Department of Dallas Water Utilities' and Office of Procurement Services' compliance with Administrative Directive 4-05, *Contracting Standards and Procedures (Interim)*, relevant State of Texas statutes, and City of Dallas contracting and delivery procedures.

The Department of Dallas Water Utilities requested this attestation in accordance with Administrative Directive 4-05, Section 9.5.5, *Attestation Engagement Requirement for All Construction Projects \$50 Million and Greater*.

Five procedures were not performed as a result of the August 23, 2021, Dallas Water Utilities request to discontinue the agreed-upon attestation procedures due to plans to cancel the current bids, because the bids received exceeded the available budget.

Background

The Elm Fork Water Treatment Plant Filter Complex has been identified for replacement as part of Dallas Water Utilities' long-term water capital program planning. The Elm Fork Water Treatment Plant Filter Complex has reached the end of its useful life and the project plans to improve water quality and filtration efficiency.

The project was estimated to cost between \$130 million and \$145 million. The two bids received were for approximately \$237.3 million and \$252.5 million. Dallas Water Utilities determined that the bids received for the project exceeded the available budget.

With City Council approval, Dallas Water Utilities plans to cancel the current bids and phase or repackage the needed improvements to match the available budget.

What We Found

At the time Dallas Water Utilities requested discontinuing the agreed-upon attestation procedures, 12 of the 17 agreed-upon procedures had been performed. Procedure (I) had two exceptions. Specifically, rules A and D of the City's *Rules Governing the Receipt of Electronic Submission of Bids and Proposals*, were not followed.

See [Attachment 1](#) for the list of procedures, the exception, and actions taken by management as a result of the exception.

Results:

Independent Agreed-Upon Procedures Report

The Office of the City Auditor conducted 12 of the 17 procedures described in [Attachment 1](#), which were agreed to by the Department of Dallas Water Utilities and the Office of Procurement Services, solely to assist the City of Dallas City Council in evaluating the Department of Dallas Water Utilities' and the Office of Procurement Services' compliance with Administrative Directive 4-05, *Contracting Standards and Procedures (Interim)*, relevant State of Texas statutes, and City of Dallas contracting and delivery procedures. The Department of Dallas Water Utilities and Office of Procurement Services are responsible for the establishment and execution of operational procedures. The sufficiency of these procedures is solely the responsibility of the parties specified in this report. Consequently, we make no representation regarding the sufficiency of the procedures described in [Attachment 1](#) either for the purpose for which this report has been requested or for any other purpose.

The Department of Dallas Water Utilities requested this attestation of agreed-upon procedures on March 16, 2021. After the Department of Dallas Water Utilities determined the bids received exceeded the available budget and planned to cancel the bids, the Department of Dallas Water Utilities requested the City Auditor discontinue the agreed-upon procedures effective August 23, 2021, and release a report based on the procedures performed.

Two exceptions were noted for Agreed-Upon Procedure (I). The procedure was to confirm the City received sealed bids/proposals within the due date and time, opened them, and subsequently read them in compliance with state law. The procurement did not comply with rules A and D of the City's *Rules Governing the Receipt of Electronic Submission of Bids and Proposals*, which are required for compliance with state law. Management noted that it has taken actions to correct the two exceptions. See [Attachment 1](#) for the specific exceptions.

The purpose of this report is intended solely for the information and use of the Dallas City Council and City management and is not intended to be and should not be used by anyone other than these specified parties. Accordingly, this report is not suitable for any other purpose. The Office of the City Auditor was not engaged to and did not conduct an examination or review, the objective of which would be the expression of an opinion or conclusion, respectively, on compliance. Accordingly, the Office of the City Auditor does not express such an opinion or conclusion. Had additional procedures been performed, other matters might have been identified that would have been reported.

The agreed-upon procedures were conducted in accordance with the United States generally accepted government auditing standards.

Signature:

A handwritten signature in blue ink, appearing to read "Mark S. Swann", with a long horizontal flourish extending to the right.

Mark S. Swann, CPA
City Auditor
City of Dallas, Texas

September 30, 2021

ATTACHMENT 1: Agreed-Upon Procedures

Independent Report on Agreed-Upon Procedures for the Department of Dallas Water Utilities Construction Project Procurement – Elm Fork Water Treatment Plant Filter Complex Project CIZ-DWU-220 23

September 30, 2021

Agreed-Upon Procedures

As stated in Administrative Directive 4-05, *Contracting Standards and Procedures, (Interim)* Section 9.5.5 C. 4.

- (a) Confirm the documentation to support the procurement is provided by the Department of Dallas Water Utilities, Office of Procurement Services, and other applicable City departments.

No Exceptions.

- (b) Confirm the solicitation complied with Administrative Directive 4-05, *Contracting Standards and Procedures (Interim)*, City ordinances, applicable State law, and departmental policies and procedures.

No Exceptions.

- (c) Confirm the scope of work/specifications were written in a manner that promotes competition and competitive pricing.

No Exceptions.

- (d) Confirm the specifications identify the criteria for with the Department of Dallas Water Utilities could determine that a bid is responsive and responsible.

No Exceptions.

- (e) Confirm that the Department of Dallas Water Utilities performed due diligence when developing the bid specifications by consulting with other departments, such as the City Attorney's Office, and documenting the consultation.

No Exceptions.

- (f) Confirm the procurement was advertised appropriately in accordance with State law.

No Exceptions.

- (g) Confirm the Department of Dallas Water Utilities and the Office of Procurement Services used appropriate commodity code(s) to send notifications to the vending community from the City's solicitation system.

No Exceptions.

- (h) Confirm the Department of Dallas Water Utilities and the Office of Procurement Services sent solicitation notices and addenda (if applicable) to the vending community with sufficient time for response.

No Exceptions.

- (i) If the Department of Dallas Water Utilities held a pre-proposal/pre-bid meeting, confirm the meeting was held.

No Exceptions.

- (j) Confirm the specifications were posted for a reasonable period of time on the City's solicitation system.

No Exceptions.

- (k) Confirm the Department of Dallas Water Utilities obtained appropriate nondisclosure and conflict of interest forms for any consultants and/or subject matter experts used in the procurement process, if applicable. Additionally, if applicable, confirm the Department of Dallas Water Utilities included conflict-of-interest and nondisclosure policy language in the scope of work/specifications.

No Exceptions.

- (l) Confirm the City received sealed bids/proposals within the due date and time, opened them, and subsequently read them in compliance with State law.

Exceptions.

The bid process did not comply with rules A and D of the City's *Rules Governing the Receipt of Electronic Submission of Bids and Proposals*. The City's *Rules Governing the Receipt of Electronic Submission of Bids and Proposals* were established to comply with the state law for receiving electronic bids. The following discusses the exceptions to these rules.

A. All users of the electronic system shall be assigned a unique user name and password.

Two people shared an account used to review the bid documents. Using a shared account increases the risk that the City cannot track who accessed or potentially changed bid documents.

The account was created to give City departments one generic account they could use to obtain Office of Procurement Services support for their projects in the Bonfire procurement system. Two people shared the account in case the primary person was not available, and the Office of Procurement Services needed to respond to a department request.

D. All data shall be encrypted using a time-sensitive mechanism that allows the data to be decrypted only after the Bid Opening specified for each solicitation.

The encryption mechanism in the Bonfire procurement system was set to allow access to the submitted bids after the deadline for bid submission passed, but before the bid opening time, which was about one hour later. The bids were accessed by Dallas Water Utilities and Office of Procurement Services employees starting at 1:01 p.m., one minute after the bid submission deadline and before the 2:00 p.m. bid opening time.

Accessing submitted bids before the bid opening time increases the risk that bids can be changed to favor a bidder. The third-party company that operates the Bonfire procurement system confirmed that no bid documents were changed prior to the bid opening.

Action Taken to Address the Exceptions

Management in the Office of Procurement Services took the following corrective actions after being made aware of the two exceptions:

- A.** The generic account was restricted to one individual. No other individuals can access that generic account.

- D.** The Office of Procurement Services has changed its practices to not open bid documents until after the bid opening time. The Office of Procurement Services now places the project in a special mode in the Bonfire procurement system that restricts access to bid documents to other departments until after the bid opening time.

- (m) Confirm the City received and evaluated the bids/proposals and found them to meet the minimum requirements/qualifications for low bid OR that the most advantageous proposer was determined based on the published evaluation criteria.

Not Performed.

- (n) Confirm the Department of Dallas Water Utilities performed due diligence when a bidder is disqualified or in the event of a bid protest by consulting with the City Attorney's Office and informed the City Council of a bid protest and response in accordance with Administrative Directive 4-05, *Contracting Standards and Procedures, (Interim)*, 9.5.3.

Not Performed.

- (o) Obtain a representation from the Department of Economic Development that the Department of Economic Development followed the City's Business Inclusion and Development policies outlined by City Council.

Not Performed.

- (p) Confirm the Department of Dallas Water Utilities review and evaluation process confirmed the lowest bid or highest ranked vendor, and that the Department of Dallas Water Utilities appropriately documented the determination.

Not Performed.

- (q) Confirm the Department of Dallas Water Utilities used the Federal System for Award Management website to confirm that the lowest responsible bidder is not currently excluded.

Not Performed.

Released Reports - Follow-Up

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Audit of City Boards and Commissions

August 4, 2021

Mark S. Swann, City Auditor

Mayor

Eric Johnson

Mayor Pro Tem

Chad West

Deputy Mayor Pro Tem

Jaime Resendez

Council Members

Carolyn King Arnold

Tennell Atkins

Adam Bazaldua

Paula Blackmon

B. Adam McGough

Cara Mendelsohn

Jesse Moreno

Omar Narvaez

Paul E. Ridley

Jaynie Schultz

Casey Thomas, II

Gay Donnell Willis

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Executive Summary

Objective and Scope

The objectives of this audit were to determine if:

- 1) Boards and commissions are in compliance with the City's Charter and Code – specifically
 - (a) membership and vacancy;
 - (b) meetings; (c) racial and ethnic diversity; (d) annual reports;
 - (e) conflict of interest and financial disclosure; and, (f) protecting confidential information.
- 2) The City is monitoring the costs to operate boards and commissions.
- 3) All boards and commissions have members' roles and responsibilities defined in bylaws or another authoritative document.

The scope of the audit included management operations in Fiscal Years 2019 and 2020.

What We Recommend

We recommend City management:

- Establish a single authority that ensures compliance with City requirements.
- Improve procedures to ensure compliance with City requirements and capture all costs to operate the boards and commissions.

Background

Approximately 500 people serve on 52 boards and commissions established by City Council, providing direction and recommendations for City operations, such as economic development, parks, libraries, arts, police oversight, and planning.

The operating requirements for board and commission membership, activities, and operations are primarily established by the City's Charter and Code but may also be established by State laws.

For Fiscal Year 2020, the City will spend over \$800,000 to support the boards and commissions.

What We Found

Responsibility for ensuring compliance with City requirements is fragmented and shared among multiple offices, departments, and positions.

Processes are in place for the review of board and commission member qualifications, financial and conflict of interest disclosures, and the protection of confidential information.

Processes could be improved to ensure:

- Compliance with City requirements.
- Transparent documentation and communication of board and commission operations.
- Monitoring of the costs to operate boards and commissions.

Objectives and Conclusions

1. Are boards and commissions in compliance with the City's Charter and Code covering:
 - (a) membership and vacancy; (b) meetings; (c) racial and ethnic diversity; (d) annual reports; (e) conflict of interest and financial disclosure; and, (f) protecting confidential information?

Partially achieved. Responsibility for ensuring compliance with City requirements is fragmented and shared among multiple offices, departments, and positions. This fragmentation makes it difficult to ensure compliance with City requirements. Testing samples indicated compliance can be improved for most requirements reviewed. See [Observation A](#) and [Section 2](#) for specific areas identified for improvement.

2. Is the City monitoring costs for Boards and Commissions?

Partially achieved. Only the City Secretary's Office and the Office of Community Police Oversight have budgeted and actual costs related to operating boards and commissions reported in the City's approved annual budget. Costs for all other offices, departments and positions responsible for ensuring compliance with City requirements and supporting boards and commission are not tracked and reported. See [Observation A](#) and [Observation B](#).

3. Do all boards and commissions have members' roles and responsibilities defined in bylaws or another authoritative document?

Generally, yes. Forty-two of the 52 boards and commissions have members' roles and responsibilities defined in bylaws or another authoritative document. See [Observation C](#).

Audit Results

As required by *City Council Resolution 88-3428*, departments will establish internal controls in accordance with the standards established by the Comptroller General of the United States pursuant to the *Federal Managers' Financial Integrity Act of 1982*. Administrative Directive 4-09, *Internal Control* prescribes the policy for the City to establish and maintain an internal control system. The audit observations listed are offered to assist management in fulfilling their internal control responsibilities.

SECTION 1 – GLOBAL OBSERVATIONS

Observation A: Responsibility for Compliance

Responsibility for ensuring boards and commissions are in compliance with the City's Charter and Code is decentralized. There is not one focal point with responsibility to ensure boards and commissions comply the City's Charter and Code. The City Secretary, City Manager, City Council, department directors and boards and commissions coordinators all have responsibilities ensuring that boards and commissions comply with the City's Charter and Code requirements. This increases the risk that boards

and commissions are not in compliance with the City's Charter and Code and achieving the objectives of each board and commission.

The lack of one focal point for boards and commissions oversight, with the responsibility for ensuring compliance with the City's Charter and Code, is a contributing factor for many of the observations identified in this audit report, including: racial and ethnic diversity, annual reports, member qualification reviews, and on-time reporting of meeting documentation.

According to the City Secretary's Office and City Manager's Office, the current training the City Secretary's Office provides to boards and commissions chairs, vice-chairs, and coordinators can be improved and expanded to more boards and commissions members and coordinators to increase awareness of the City's Charter and Code requirements for boards and commissions.

Criteria

- ❖ Government Accountability Office, *2020 Annual Report, Additional Opportunities to Reduce Fragmentation, Overlap, and Duplication and Achieve Billions in Financial Benefits*
- ❖ Standards for Internal Control in the Federal Government, *Principle 3 – Establish Structure, Responsibility, and Authority*

Assessed Risk Rating:

Moderate

We recommend the **City Manager in consultation with the City Secretary and the City Attorney:**

A.1: Present to the City Council, a proposal, to assign overall responsibility for ensuring boards and commissions operations comply with the City's Charter and Code to one position.

We recommend the **City Secretary:**

A.2: Improve and expand training on compliance with boards and commissions requirements to more boards and commissions members and coordinators.

Observation B: Monitoring Operating Costs

The City does not track the total costs of operating board and commissions. As a result, the City Manager and City Council lack information that should be considered when assessing the performance of each board and commission and establishing new boards and commissions.

Only the City Secretary's Office and Office of Community Police Oversight, which supports the Community Police Oversight Board, have budgeted and actual costs related to operating boards and commissions reported in the City's approved annual budget. The following budgeted costs were reported during the audit period:

- City Secretary's Office Fiscal Year 2019 Budget - \$388,131
- City Secretary's Office Fiscal Year 2020 Budget - \$321,706
- Office of Community Police Oversight (new office) Fiscal Year 2020 Budget - \$475,000

Sixteen City departments and offices responsible for coordinating boards and commissions have costs related to staff time and materials to prepare for and facilitate meetings. These costs are not specific "line items" reported in the City's approved annual budget or reported individually by each board or commission to City Council.

Criteria

- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities* and *Principle 16 – Perform Monitoring Activities*

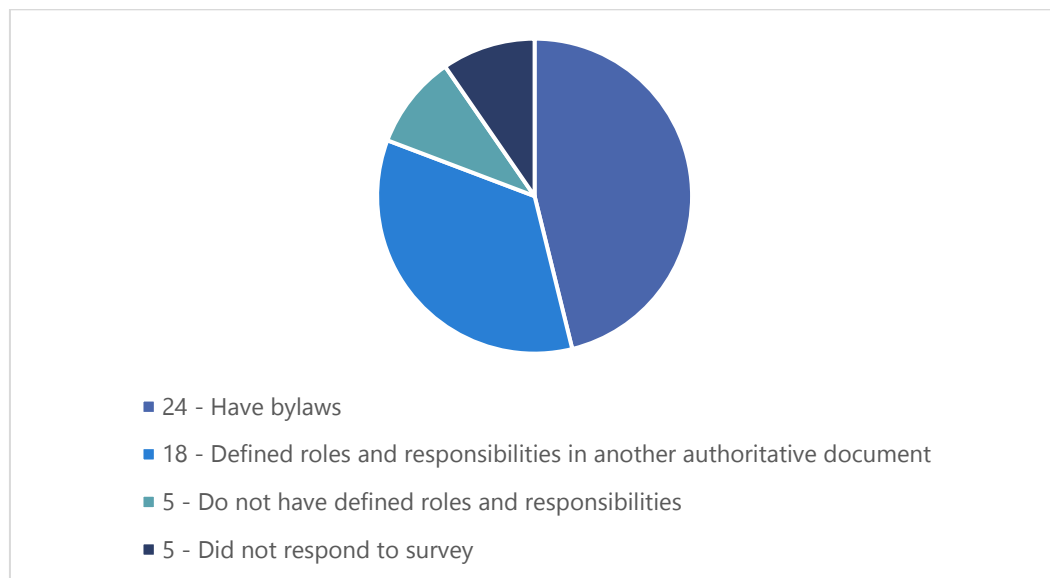
Assessed Risk Rating:

Moderate

We recommend the **City Manager**:

- B.1:** Establish procedures to account for all costs to operate each board and commission and report the total cost by board and commission to the City Council on an annual basis.

Boards and Commissions with Defined Roles and Responsibilities



Source: City Auditor's Office September 2020 survey of boards and commissions coordinators and additional documents provided by the City Attorney's Office in April 2021.

Criteria

- ❖ The City of Kansas City, Missouri- City Auditor's Office, Governance Assessment Performance Audit Report, 2019, *Governance Assessment Checklist*
- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities* and *Principle 16 – Perform Monitoring Activities*

Assessed Risk Rating:

Moderate

We recommend the **City Manager**:

C.1: Ensure all boards and commissions have defined roles and responsibilities of members either in bylaws or another authoritative document.

The racial and ethnic make-up of boards and commissions is not representative of the City's population. As a result, there is an increased risk that boards and commissions will not proportionately represent the City's residents in recommendations and decisions.

There is no procedure to ensure the racial and ethnic make-up of boards and commissions reflects the racial and ethnic make-up of the City's population, as nearly as may be practicable, as required by City Charter, Chapter XXIV, *Sec. 13. Appointment and Tenure of Commissions and Boards (d)*. Although the City Secretary's Office provides the City Council a demographic report every two years as part of their on-boarding process or upon request, the report provided does not include comparative information on the City's population needed to determine compliance with the City Charter.

A high-level analysis shows Hispanic members have lower representation on boards and commissions than their percentage of the population, while white members have greater representation than their percentage of the population. Black and Asian members were represented at close to their percentage of the population. Women also have lower representation than their percentage of the population.

A detailed analysis was not performed due to differences in time period reported and how race was classified between the City Secretary's Office demographic reports and United States Census data. See [Exhibit 2](#) for a high-level analysis.

Exhibit 2:

Comparison of Boards and Commissions Members to City Residents

Population	Hispanic	White	Black	Asian	Other	Female	Male
City of Dallas Residents	41.7%	29.0%	24.3%	3.4%	1.6%	50.4%	49.6%
Boards and Commissions Members	11.8%	62.7%	22.5%	2.3%	0.7%	39.9%	60.1%

Sources: United States Census population estimates for July 1, 2019 based on the United States Census 2018 population survey and City of Dallas Board Member demographic report for 2017 through 2019.

Criteria

- ❖ City Charter, Chapter XXIV, Sec. 13, *Appointment and Tenure of Commissions and Boards (d)*
- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

High

We recommend the **Director of the Mayor and City Council Office:**

D.1: Develop procedures to ensure the racial and ethnic membership of boards and commissions reflect the racial and ethnic make-up of the City's population, as nearly as may be practicable.

Observation E: Annual Reports

Not all City boards and commissions Fiscal Year 2019 annual reports comply with the City's Charter and Code requirements. Noncompliance with the City's Charter and Code requirements increases the risk that interested parties would not have enough information on activities relating to boards and commissions.

The City Manager's Office was able to provide five of the ten board and commission Fiscal Year 2019 annual reports selected for review. The annual report is required to communicate the missions, achievements, recommendations, and goals of the respective board or commission. Of the five annual reports reviewed:

- One complied with all applicable City Charter and Code requirements.
- Two did not have the required memo, including transmission to the City Council.
- All lacked documentation of the review and evaluation of the annual reports performed by the City Manager's Office.

In addition to the noncompliance with the City's Code requirements, three annual reports were not posted on the City's website.

Criteria

- ❖ City Charter, Chapter XXIV, Sec. 19, *Reports*
- ❖ City Code, Chapter 8, Sec. 8-1.1, *Reports to the City Council*
- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

Moderate

We recommend the **City Manager:**

E.1: Develop procedures to ensure compliance with requirements of City Code, Chapter 8, Sec. 8-1.1, *Reports to the City Council* for all applicable boards and commissions.

E.2: Develop procedures to ensure all board and commission annual reports are posted to the City's website.

Observation F: Meeting Documentation

Not all City boards and commissions meeting documentation complies with the City's Code requirements. Noncompliance with the City's Code requirements increases the risk that interested parties would not have enough information on activities relating to boards and commissions.

The following instances of noncompliance with the City's Code requirements were noted from a review of meeting documentation for ten boards and commissions during Fiscal Year 2019 and 2020:

- Eleven meeting minutes of a sample of 30 meetings (31 percent) were not sent to the City Secretary's Office within five days of approval.
- Six boards and commissions did not report meeting attendance during the period.
- Four boards and commissions reported meeting attendance within the required five days 60 percent of the time.

While not exceptions to the City's Code requirements, the following observations demonstrate opportunities to improve transparency:

- Meeting minutes for 56 meetings (45 percent) out of a sample of 125 meetings were not available online.
- Two of the seven executive sessions (29 percent) did not state the reason or relevant citation for the executive session in the meeting minutes.

Criteria

- ❖ City Code, Chapter 8, *Boards and Commissions*:
 - Sec. 8-4 (a)
 - Sec. 8-6 (a), (b), (c), (d)
 - Sec. 8-8 (a), (b)
 - Sec. 8-20 (a), (b), (c)
- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

Moderate

We recommend the **City Manager**:

F.1: Develop procedures to ensure compliance with requirements of City Code, Chapter 8, *Boards and Commissions*; Sec. 8-4 (a); Sec. 8-6 (a), (b), (c), (d); Sec. 8-8 (a), (b); and, Sec. 8-20 (a), (b), (c).

F.2: Develop procedures to ensure all meeting minutes are posted to the City's website.

Observation G: Acceptance of Appointment

A review of 77 boards and commissions members found 15 (19 percent) did not have documentation of acceptance within 15 days or were late in acceptance of the appointment. As a result, there is an increased risk that boards and commissions members are serving in positions that should have been declared vacant and required new appointments.

The following is a breakdown of the exceptions identified:

- No documentation of timely acceptance for ten of 77 members (13 percent).
- Documentation of late acceptance for five of 77 members (6 percent).

The City Secretary's Office converted to a new system in 2017 to document the appointment acceptance procedures. However, the system did not document the date of acceptance in all cases.

The appointee must return the signed acceptance of appointment to the City Secretary within 15 calendar days from the date of receiving notice of appointment, according to the requirement. The City Secretary's Office adds days (a grace period) to allow time for the appointee to receive the notice of appointment through the mail. The grace period is still used although notifications under the new system are sent electronically, without delays.

Criteria

- ❖ City Code, Chapter 8, Sec. 8-1.2, *Notice of Appointment; Acceptance, (a), (b)*
- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

Moderate

We recommend the **City Secretary**:

G.1: Establish procedures to ensure each appointed board member's vetting file includes documentation of acceptance of appointment within 15 days or the reason for late acceptance.

Observation H: Vacancies

Seven of the 52 boards and commissions (13.5 percent) had vacancy rates greater than 40 percent during fiscal years 2019 and 2020. As a result, there is an increased risk that high-vacancy boards or commissions will have to cancel meetings due to a lack of quorum and not represent the interests of the City's residents.

Special qualifications required for most of the high-vacancy boards and commissions make the positions difficult to fill. Two boards and commissions (Building Inspection Advisory, Examining and Appeals Board and Fire Code Advisory and Appeals Board) rely on members serving in holdover capacity after their terms have expired. Also, there is confusion among City offices and departments about their responsibilities for assisting the City Council and City Manager in the recruitment of boards and commissions members.

[Exhibit 3](#) lists the seven boards and commissions with a vacancy rate greater than 40 percent and their vacancy rates in fiscal years 2019 and 2020.

Exhibit 3:

Boards and Commissions with Vacancy Rates Greater Than 40 Percent

Board or Commission	Vacant Positions and Percentage In:		
	Authorized Positions	May 2019	May 2020
Building Inspection Advisory, Examining and Appeals Board	16	8 (50%)	9 (56%)
Fire Code Advisory and Appeals Board	9	4 (44%)	4 (44%)
North Oak Cliff Municipal Management District	9	4 (44%)	4 (44%)
North Texas Education Finance Corporation	11	10 (91%)	8 (73%)
Reinvestment Zone Five Board (City Center)	6	3 (50%)	3 (50%)
Reinvestment Zone Eleven Board (Downtown Connection)	6	3 (50%)	3 (50%)
Reinvestment Zone Twenty-One Board (University)	6	6 (100%)	3 (50%)

Source: City Auditor's Office analysis of City Secretary's Office vacancy reports as of May 31, 2019 and May 29, 2020.

The City Secretary's Office posts weekly boards and commissions vacancy reports to their website. While the boards and commissions vacancy reports are not required to be retained, the lack of past vacancy reports limited the vacancy rate analysis to the two reports used in [Exhibit 3](#).

Criteria

- ❖ City Charter, Chapter XXIV, Sec. 17, *Board and Commission Members (a)*
- ❖ City Code Chapter 8, Sec. 8-20, *Attendance (d)*
- ❖ Standards for Internal Control in the Federal Government, *Principle 10 – Design Control Activities*

Assessed Risk Rating:

Moderate

We recommend the **City Manager and the Director of the Mayor and City Council Office in consultation with the responsible Department and Office Directors:**

H.1: Review the qualifications and requirements for hard-to-fill boards and commissions positions and present to the City Council a proposal to revise the qualifications and requirements.

H.2: Establish procedures to identify boards and commissions with high vacancy rates and communicate these boards and commissions to City Council members for their actions.

We recommend the **City Secretary:**

H.3: Establish a retention period for boards and commissions vacancy reports.

- Having qualified members who conduct themselves in the best interests of the City's residents.
- Conducting open and transparent meetings.
- Clearly reporting on activities and accomplishments.

City Code, Chapter 8, *Boards and Commissions* defines a board as *"a board or commission of the city that is established by ordinance or the Charter of the City of Dallas."* There is not a list of which boards and commissions meet that definition and must comply with City Code, Chapter 8, *Boards and Commissions* requirements.

The City Secretary's Office maintains a website which states the authority that established each board or commission. However, the website does not state whether the board or commission must comply with the City Code, Chapter 8, *Boards and Commissions* requirements.

Criteria

- ❖ City Code Chapter 8, Sec. 8-1, *Definitions (1)*
- ❖ Standards for Internal Control in the Federal Government, *Principle 2 – Exercise Oversight Responsibility and Principle 10 – Design Control Activities*.

Assessed Risk Rating:

Moderate

We recommend the **City Secretary**:

I.1: Establish and maintain a current list of all boards and commissions and whether the board or commission must comply with City Code, Chapter 8, *Boards and Commissions*.

Appendix A: Background and Methodology

Background

The City's Fiscal Year 2019-20 Annual Budget states on page 575, *"Civic participation in government is a cornerstone of representative democracy and boards and commissions offer residents an opportunity to actively participate in their local government."* Approximately 500 people serve on the City's 52 boards and commissions.

The boards and commissions are established by ordinance or the Charter of the City of Dallas to serve various roles. The roles served by the 52 boards and commissions are as follows:

- Advisory – Provides advice or recommendations to the City Council on issues or policies.
- Quasi-Judicial – Has the power to exercise sovereign functions of government, such as determining the rights of one or more parties under State law, city ordinances, regulations or general laws, largely independent of the controls of others (e.g. Park Board).
- Instrumentality – A subsidiary of local government created for a special purpose (e.g. Dallas Housing Finance Corp.).
- Municipal Management Districts – An example is Trinity River West.

Boards and commissions members are appointed by the following methods:

- The Mayor and each City Council member appoint one member and each member is confirmed by the City Council.
- The City Council collectively appoints and confirms the members. This is the method used for reinvestment zone advisory boards.
- The Mayor appoints members who are confirmed by the City Council.
- The City Manager appoints members who are confirmed by the City Council.
- Members serve on the basis of their position, such as the Mayor or Chief Financial Officer serving on certain boards and commissions.

The City Charter and Code assigns certain operational responsibilities for boards and commissions to the following City officials, offices and departments:

Mayor and City Council

The Mayor and City Council are responsible for appointing most board and commission members. The Mayor appoints the chair of each board subject to confirmation by the City Council. The vice-chair of every board and commission is appointed by the City Council, unless otherwise provided in State law, City Charter or City Code. The Mayor and City Council Office provides staff support to the City Council, for board and commission appointments. City Council can request boards and commissions reports.

City Manager

The City Manager appoints members to three boards and commissions. Assistant City Managers serve on Municipal Management District boards. The City Manager can request boards and commissions reports and is required to review and evaluate all board and commission annual reports and send them to the City Council.

City Secretary's Office

The City Secretary's Office is responsible for ensuring appointed board members meet specific qualifications for membership and obtaining the required documentation, such as appointment acceptance forms, conflict of interest disclosures, and financial disclosures. The City Secretary's Office also receives required documentation on board and commission activities including meeting schedules, annual reports, meeting agendas, meeting attendance records, and meeting minutes. The City Secretary's Office provides staff support to the Ethics Commission and Permit and License Appeal Board.

City Departments and Offices

Eighteen City departments and offices provide support to boards and commissions through coordinators. The coordinators are responsible for:

- Ensuring compliance with Texas Open Meetings Act requirements
- Providing the City Secretary's Office with the required documentation on board and commission activities, as noted in the [City Secretary's Office](#) section above.
- All other activities needed to facilitate the boards and commissions meetings.

Six organizations outside of the City government structure also provide support to boards and commissions.

City Attorney's Office

The City Attorney's Office provides legal opinions and guidance when needed.

- Interviewed personnel from the various offices and departments responsible for performing boards and commissions functions.
- Reviewed policies and procedures, relevant City Charter and Code and State law compliance requirements, applicable Administrative Directives, and best practices guidance.
- Surveyed boards and commissions coordinators.
- Performed various analyses and reviewed documents as needed to support conclusions.
- Considered risk of fraud, waste and abuse.
- Considered all five internal control components of the *Standards for Internal Control in the Federal Government*.

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

Major Contributors to the Report

Dapo Juba, MBA, CISA – Auditor
Shino Knowles, CPA – Auditor
Dan Genz, CIA, CFE – In-Charge Auditor
Rory Galter, CPA – Audit Manager

Appendix B: Defining Members' Roles and Responsibilities

A survey of the coordinators for the 52 boards and commissions was conducted in September 2020. The responses were the basis for [Observation C](#). After the survey, the City Attorney's Office provided additional authoritative documents with roles and responsibilities that were incorporated in the results. The following is a listing of each board's and commission's response.

Members' Roles and Responsibilities Defined in Bylaws

- | | |
|---|--|
| 1. Dallas Area Partnership to End and Prevent Homelessness Local Government Corporation | 13. Reinvestment Zone Eleven Board (Downtown Connection) |
| 2. Dallas Area Rapid Transit Board | 14. Reinvestment Zone Twelve Board (Deep Ellum) |
| 3. Dallas Housing Authority Board – Housing Solutions for North Texas | 15. Reinvestment Zone Thirteen Board (Grand Park South) |
| 4. North Texas Education Finance Corporation | 16. Reinvestment Zone Fourteen Board (Skillman Corridor) |
| 5. Reinvestment Zone Three Board (Oak Cliff Gateway) | 17. Reinvestment Zone Fifteen Board (Fort Worth Avenue) |
| 6. Reinvestment Zone Four Board (Cedars Area) | 18. Reinvestment Zone Sixteen Board (Davis Gardens) |
| 7. Reinvestment Zone Five Board (City Center) | 19. Reinvestment Zone Seventeen Board (Transit-Oriented Development) |
| 8. Reinvestment Zone Six Board (Farmers Market) | 20. Reinvestment Zone Eighteen Board (Maple/Mockingbird) |
| 9. Reinvestment Zone Seven Board (Sports Arena) | 21. Reinvestment Zone Nineteen Board (Cypress Waters) |
| 10. Reinvestment Zone Eight Board (Design District) | 22. Reinvestment Zone Twenty Board (Mall Area Redevelopment) |
| 11. Reinvestment Zone Nine Board (Vickery Meadow) | 23. Reinvestment Zone Twenty-One Board (University) |
| 12. Reinvestment Zone Ten Board (Southwest Medical) | 24. Trinity Corridor Local Government Corporation |

- | | |
|--|--|
| 1. Arts and Culture Advisory Commission | 10. Employees Retirement Fund Board |
| 2. Board of Adjustment | 11. Ethics Advisory Commission |
| 3. Building Inspection Advisory, Examining & Appeals Board | 12. Judicial Nominating Committee |
| 4. City Plan and Zoning Commission | 13. Landmark Commission and Task Force |
| 5. Civil Service Board | 14. North Oak Cliff Municipal Management District |
| 6. Community Development Commission | 15. Park and Recreation Board |
| 7. Cypress Waters Municipal Management District | 16. Permit and License Appeal Board |
| 8. Dallas-Fort Worth International Airport Board | 17. Senior Affairs Commission |
| 9. Dallas Police and Fire Pension System Board of Trustees | 18. Trinity River West Municipal Management District |

Members' Roles and Responsibilities not Defined

- | | |
|--|--|
| 1. Animal Advisory Commission | 4. South Dallas/Fair Park Opportunity Fund Board |
| 2. Citizen Homelessness Commission | |
| 3. Martin Luther King Jr. Community Center Board | 5. Youth Commission |

No Response to Survey

- | | |
|--|--------------------------------|
| 1. Community Police Oversight Board | 4. Housing Finance Corporation |
| 2. Dallas Central Appraisal District Board | 5. Municipal Library Board |
| 3. Fire Code Advisory and Appeals Board | |

Appendix C: Management's Response

Memorandum



DATE: July 30, 2021
TO: Mark S. Swann – City Auditor
SUBJECT: Response to Audit of City Boards and Commissions

This letter acknowledges the City Secretary's Office received the *Audit of City Boards and Commissions* and submitted responses to the recommendations.

Unfortunately, the Audit of City Boards and Commissions was not conducted in a cohesive and collaborative manner, which resulted in unrealistic recommendations. For example, a recommendation of: ***Develop procedures to ensure the racial and ethnic membership of boards and commissions reflect the racial and ethnic make-up of the City's population.*** Members to boards and commissions are selected, nominated, and appointed by city council members and/or mayor; therefore, for city staff to develop procedures for this action to control the racial and ethnic membership is unrealistic, as it is not within their control. A second example, a recommendation of: ***Present to the City Council, a proposal, to assign overall responsibility for ensuring boards and commissions operations comply with the City's Charter and Code to one position.*** The City Code, in conjunction with the City Charter is evident that the City Secretary is to ensure compliance of boards and commissions. In addition, the City Charter and Code also provide the officers of boards and commissions with operations of their respective board.

City Boards and Commissions responsibilities are across three different city structures (city secretary, city attorney and city manager). It would have been beneficial to have all parties initially provide a collaborative overview of the process, rather than the audit be solely conducted in an isolated format.

Sincerely,

Biliera Johnson
Biliera Johnson
City Secretary

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

Memorandum



DATE: July 28, 2021

TO: Mark S. Swann – City Auditor

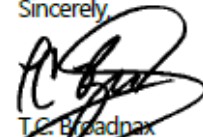
SUBJECT: Response to Audit of City Boards and Commissions

This letter acknowledges the City Manager's Office received the *Audit of City Boards and Commissions* and submitted responses to the recommendations in consultation with the City Secretary and the Mayor and City Council Office.

While the City Manager's Office respects the work and findings of the City Auditor's Office, we generally believe most of the recommendations are already sufficiently addressed through existing processes that the City Manager's Office and his departments follow to comply with the City Charter and the City Code. Further, we feel that any remaining risk is small and the cost to implement the controls recommended in the audit would exceed the benefit. However, the City Manager's Office and his departments will take additional steps as described in our responses to further reduce risk and facilitate effective boards and commissions.

The City Manager's Office agrees to implement the recommendations related to helping ensure boards and commissions have a quality and diverse candidate pool by reviewing the existing qualifications and requirements for hard-to-fill positions on boards and commissions with numerous vacancies and providing the City Council a proposal, as needed. Additionally, the City Manager's Office will review and edit vacancy requirements, including a review of the racial and ethnic make-up of boards and commissions, to help ensure boards and commissions can operate effectively and are representative of the City population.

Sincerely,



T.C. Broadnax
City Manager

C: Bilierae Johnson, City Secretary
Kimberly Bizer Tolbert, Chief of Staff
M. Elizabeth Reich, Chief Financial Officer
Carrie Rogers, Director, Mayor and City Council Office

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

City Auditor's Response

The Office of the City Auditor conducts audits in as open, transparent, and collaborative nature as possible. As the City Secretary notes and we note in [Observation A](#), *"City Boards and Commissions responsibilities are across three different city structures (city secretary, city attorney, and city manager)."* This structure made it challenging to conduct the audit collaboratively while performing the audit virtually. However, meetings were held, weekly status reports distributed, and two discussion draft audit reports were shared with all parties to help foster a collaborative approach.

The City Auditor is responsible for reporting the observation if it is reasonable and could improve the City's operational effectiveness, efficiency, equity, or safeguarding of assets. While the auditees disagreed with 10 of the 14 recommendations and accepted the risk, six of the compliance-related recommendations not accepted will be addressed through improved compliance training.

City Secretary's Responses to Recommendations

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
SECTION 1: GLOBAL OBSERVATIONS				
Moderate	We recommend the City Secretary:			
	A.2: Improve and expand training on compliance with boards and commissions requirements to more boards and commissions members and coordinators.	Agree: Continue to improve training on compliance with boards and commissions requirements to boards and commissions members and coordinators. Expansion will include an online training/informational video.	10/01/2021	07/01/2022
SECTION 2: COMPLIANCE WITH THE CITY'S CHARTER AND CODE				
Moderate	We recommend the City Secretary:			
	G.1: Establish procedures to ensure each appointed board member's vetting file includes documentation of acceptance of appointment within 15 days or the reason for late acceptance.	Agree: Update current procedures to ensure each appointed board member's vetting file includes <u>electronic</u> documentation of acceptance of appointment within 15 days or the reason for late acceptance.	10/01/2021	07/01/2022
	H.3: Establish a retention period for boards and commissions vacancy reports.	Accept Risk: A retention period for boards and commissions vacancy reports exists. (Considered a 'transitory record'.) They are produced or received in the course of routine actions, in the preparation of other records which replace them, or for convenient reference. NO RISK	N/A	N/A

Assessed Risk Rating	Recommendation	Concurrence and Action Plan		Implementation Date	Follow-Up/ Maturity Date
	I.1: Establish and maintain a current list of all boards and commissions and whether the board or commission must comply with City Code, Chapter 8, <i>Boards and Commission</i> .	Accept Risk:	<p>A list of all boards and commissions, along with their appropriate authority (for compliance) is listed on the City Secretary's website.</p> <p>The City Attorney's Office needs to advise, as they develop/interpret ordinances and/or authority regulations. NO RISK/HANDLED INTERNALLY</p>	N/A	N/A

City Manager and Mayor and City Council Office Responses to Recommendations

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
SECTION 1: GLOBAL OBSERVATIONS				
Moderate	We recommend the City Manager in consultation with the City Secretary and the City Attorney:			
	A.1: Present to the City Council, a proposal, to assign overall responsibility for ensuring boards and commissions operations comply with the City's Charter and Code to one position.	Accept Risk: At this time, the City Manager does not see a need to present a proposal to the City Council and therefore is accepting the risk for this recommendation. However, the City Manager's Office will monitor respective departments to ensure compliance with the City's Charter and Code. Additionally, the City Manager's Office and the City Secretary's Office agree that the City Secretary will ensure City staff and board members will receive <i>training to help ensure compliance.</i>	N/A	N/A
Moderate	We recommend the City Manager:			
	B.1: Establish procedures to account for all costs to operate each board and commission and report the total cost by board and commission to the City Council on an annual basis.	Accept Risk: Currently, costs to operate boards and commissions are incorporated in the City's annual budget process. The City Manager's Office does not believe it is practical to establish additional procedures to account for and report total costs by board or commission and therefore will accept the risk for this recommendation.	N/A	N/A

Assessed Risk Rating	Recommendation		Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
	C.1: Ensure all boards and commissions have defined roles and responsibilities of members either in bylaws or another authoritative document.	Accept Risk:	We will accept the risk for this recommendation. Article III, Chapter 8-9 (Chair and Vice Chair) provides guidelines for the roles of the Chair and Vice Chair of most boards and commissions. Additionally, the City Secretary's Office ensures City staff and those board members will be trained on compliance with all authorities governing boards and commissions.	N/A	N/A
SECTION 2: COMPLIANCE WITH THE CITY'S CHARTER AND CODE					
High	We recommend the Director of the Mayor and City Council Office:				
	D.1: Develop procedures to ensure the racial and ethnic membership of boards and commissions reflect the racial and ethnic make-up of the City's population, as nearly as may be practicable.	Accept Risk:	While MCC will not be implementing the recommendation as written, we will coordinate with CMO as they implement recommendation H.2 to help mitigate the identified risk.	N/A	N/A
Moderate	We recommend the City Manager:				
	E.1: Develop procedures to ensure compliance with requirements of City Code, Chapter 8, Sec. 8-1.1, <i>Reports to the City Council</i> for all applicable boards and commissions.	Accept Risk:	The City Secretary's Office will ensure city staff and board members will be trained on compliance with all authorities governing boards and commissions and therefore, the City Manager does not see a need to develop separate procedures to ensure compliance. Additionally, the City Manager's Office will monitor respective departments to ensure compliance and can commit to distributing an annual directive city-wide as a reminder.	N/A	N/A

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
	E.2: Develop procedures to ensure all board and commission annual reports are posted to the City's website.	Accept Risk: The City Secretary's Office will ensure city staff and board members will be trained on compliance with all authorities governing boards and commissions and therefore, the City Manager does not see a need to develop separate procedures to ensure compliance. Additionally, the City Manager's Office will monitor respective departments to ensure compliance and can commit to distributing an annual directive City-wide as a reminder.	N/A	N/A
	F1: Develop procedures to ensure compliance with requirements of City Code, Chapter 8, <i>Boards and Commissions</i> : Sec. 8-4 (a); Sec. 8-6 (a), (b), (c), (d); Sec. 8-8 (a), (b); and, Sec. 8-20 (a), (b), (c).	Accept Risk: The City Secretary's Office will ensure City staff and board members will be trained on compliance with all authorities governing boards and commissions and therefore, the City Manager does not see a need to develop separate procedures to ensure compliance. Additionally, the City Manager's Office will monitor respective departments to ensure compliance and can commit to distributing an annual directive City-wide as a reminder.	N/A	N/A
	F.2: Develop procedures to ensure all meeting minutes are posted to the City's website.	Accept Risk: The City Secretary's Office will ensure City staff and board members will be trained on compliance with all authorities governing boards and commissions and therefore, the City Manager does not see a need to develop separate procedures to ensure compliance. Additionally, the City Manager's Office will monitor respective departments to ensure compliance and can commit to distributing an annual directive City-wide as a reminder.	N/A	N/A

Assessed Risk Rating	Recommendation	Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
Moderate	We recommend the City Manager and the Director of the Mayor and City Council Office in consultation with the responsible Department and Office Directors:			
	H.1: Review the qualifications and requirements for hard-to-fill boards and commissions positions and present to the City Council a proposal to revise the qualifications and requirements.	Agree: The City Manager's Office, in consultation with designated departments, will agree to review the qualifications and requirements for hard-to-fill board and commission positions will be considered should the board have numerous vacancies. The City Council will then receive a proposal to revise the qualifications and requirements when possible.	6/30/2022	9/30/2022
	H.2: Establish procedures to identify boards and commissions with high vacancy rates and communicate these boards and commissions to City Council members for their actions.	Agree: The City Manager's Office will work with stakeholders to review and edit vacancy requirements including a review to ensure the racial and ethnic make-up of boards and commissions is representative of the City's population as nearly as many be practicable. This information will be provided to City Council when possible.	6/30/2022	9/30/2022



OFFICE OF THE CITY AUDITOR

FISCAL YEAR 2022 RECOMMENDED AUDIT WORK PLAN

(Version 2 – October 19, 2021)

OCTOBER 27, 2021

MARK S. SWANN
CITY AUDITOR

The Office of the City Auditor is an objective lens serving the public interest.



FISCAL YEAR 2022 RECOMMENDED AUDIT WORK PLAN

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

The City of Dallas (City) Office of the City Auditor performs work for and under the direction of the Dallas City Council. The Fiscal Year 2022 Recommended Audit Work Plan (Audit Plan) is designed to address risk related to the delivery of City services and satisfy responsibilities established by the Dallas City Charter, meet the needs of the City Council, and outline the professional services that the Office of the City Auditor plans to initiate and/or complete during the Fiscal Year 2022.

This Audit Plan is based on a risk prioritization assessment updated in Summer 2021 and requests received from City management, council members, and audit staff. The Audit Plan attempts to identify the risks that matter and provide City-wide audit coverage by allocating 19,000 resource hours to complete 19 audit or attestation engagements. Also, 5,000 resource hours are required to support matters received on the City's Fraud, Waste, and Abuse Hotline.

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

AUDIT AND ATTESTATION SERVICES

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

PERFORMANCE AUDITS

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

program effectiveness, economy, and efficiency; internal control; compliance; and, prospective analyses.

ATTESTATION ENGAGEMENTS

The Office of the City Auditor conducts attestation engagements to address a broad range of financial or non-financial objectives. An attestation engagement results in an examination, a review, or an agreed-upon procedures report on a subject matter or an assertion about a subject matter that is the responsibility of another party.

FINANCIAL AUDITS

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

OTHER PROFESSIONAL SERVICES

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

INVESTIGATIVE SERVICES

The Office of the City Auditor provides investigative services to evaluate and investigate allegations of fraud, waste, and abuse and maintains a Hotline as a tool for the confidential reporting of allegations. Investigations are conducted in accordance with *Quality Standards for Inspection and Evaluation* issued by the Council of the Inspectors General on Integrity and Efficiency. Criminal allegations are referred to appropriate law enforcement authorities. Significant findings of fraud are reported to the Mayor, the Chair of the Government Performance & Financial Management Committee, the City Attorney, and City management as required by Council Resolutions and Administrative Directives.

CITY COUNCIL SUPPORT

The Office of the City Auditor is authorized to conduct audits, attestation engagements, or other professional services for individual City Council Members, provided the request will not impact the completion of the Audit Plan. If in the judgment of the City Auditor, a request will impact the completion of the Audit Plan, the City Auditor is to request that the Council Member submit the request in writing for consideration and approval by the Government Performance & Financial

Management Committee, or its equivalent, and the City Council as an amendment to the Audit Plan. All work products will be produced at the direction of the City Auditor.

MANAGEMENT ASSISTANCE

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

LITIGATION SUPPORT

The Office of the City Auditor is authorized to perform audits and attestation services and other professional services at the request of the City Attorney. The services provided by the Office of the City Auditor depend on the needs of the City Attorney. These services may include, but are not limited to, research, analysis, and computer forensics.

INDEPENDENCE DISCLOSURES

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

COMPETENCY AFFIRMATION

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

No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate
Fiscal Year 2022 Audit Work Plan				
1	Aviation	Cybersecurity	→ How do Aviation cybersecurity capabilities benchmark with the Cybersecurity Capability Maturity Model (C2M2), Version 2 Toolkit? a) Asset, Change, and Configuration Management b) Threat and Vulnerability Management c) Risk Management d) Identity and Access Management e) Situational Awareness f) Event and Incident Response, Continuity of Operations g) Third-Party Risk Management h) Workforce Management i) Cybersecurity Architecture j) Cybersecurity Program Management	900
2	City Controller's Office	Short-Term Rental and Hotel Occupancy Tax Collections	→ Are processes in place to ensure updated and complete populations for collections? → Are internal controls in place and effective to ensure all payments received are recorded and deposited timely?	900
3	Civil Service	Personnel Appeals	→ Are policies and procedures effective to ensure fair application of internal employee appeals and appeals of terminations and demotions of City employees?	900
4	Dallas Fire-Rescue	Uniform Personnel Recruitment and Candidate Selection	→ Are candidate sourcing strategies and community outreach effective? → Are candidate sourcing strategies aligned with department diversity strategy? → Does the candidate selection process reflect best practices and promote a quality hire?	900
5	Dallas Police	Uniform Personnel Recruitment and Candidate Selection	→ Are candidate sourcing strategies and community outreach effective? → Are candidate sourcing strategies aligned with department diversity strategy?	900

No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate
Fiscal Year 2022 Audit Work Plan				
			→ Does the candidate selection process reflect best practices and promote a quality hire?	
6	Dallas Police	Body-Worn and In-Car Camera Operations	→ Are controls in place to ensure body-worn camera users comply with the Dallas Police Department's directives for body-worn cameras? → Are controls in place to ensure in-car camera users comply with the Dallas Police Department's directives for in-car cameras?	900
7	Development Services	Enterprise Fund Expenses	→ What are the top ten expense categories the Development Services Enterprise Fund uses? Do the uses promote the public good? → Are there unusual financial transactions where the public benefit cannot be explained?	900
8	Economic Development	Economic Development Incentive Programs	→ Are development incentives managed to provide maximum public good? <ul style="list-style-type: none"> - Payment in lieu of taxes - Discounted land sales and land write-downs - Development/redevelopment district creation - Permit fee waivers - Tax increment financing → Development infrastructure grants	900
9	Human Resources / Civil Service	Talent Acquisition	→ Is the talent acquisition process efficient? → Are candidate sourcing strategies and community outreach effective? → Does the candidate selection process reflect best practices and promote a quality hire? → Are candidate sourcing strategies aligned with the City's diversity strategy?	900

No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate
Fiscal Year 2022 Audit Work Plan				
10	Information and Technology Services	Cybersecurity	→ How do Information and Technology Services' cybersecurity capabilities benchmark with the Cybersecurity Capability Maturity Model (C2M2), Version 2 Toolkit? a) Asset, Change, and Configuration Management b) Threat and Vulnerability Management c) Risk Management d) Identity and Access Management e) Situational Awareness f) Event and Incident Response, Continuity of Operations g) Third-Party Risk Management h) Workforce Management i) Cybersecurity Architecture j) Cybersecurity Program Management	900
11	Information and Technology Services	SAP Business Consulting Division/ Deloitte Consulting	→ Is SAP user-provisioning managed and access maintained using the principle of least privilege? → Are the Deloitte Consulting contract performance and billings to contract pricing terms monitored? → Is contracting with a third party efficient for this service?	900
12	Office of Budget & Management Services	Franchise Fees Compliance	→ Verify franchise fees (which may include utilities, cable, and telephone), identified by a third-party vendor on a percentage of recovery basis, are received by the City and vendor invoices are accurate.	100
13	Office of Budget & Management Services	Sales/Use Tax Compliance	→ Verify sales/use taxes, identified by a third-party vendor on a percentage of recovery basis, are received by the City and vendor invoices are accurate.	300

No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate
Fiscal Year 2022 Audit Work Plan				
14	Office of Community Care	Women Infants and Children (WIC) Supplemental Nutrition Program Administration	<ul style="list-style-type: none"> → Are uniform policies, procedures, and practices for program eligibility in place and followed at each field office? → Are levels of compliance with program eligibility requirements consistent at each field office? → Can program service delivery and compliance be improved? 	900
15	Office of Environmental Quality & Sustainability	Environmental Stewardship Training	<ul style="list-style-type: none"> → Is the environmental stewardship training program effective and efficient? 	900
16	Office of Risk Management	General Liability and Subrogation Claims Administration	<ul style="list-style-type: none"> → Do citizens have a fair and accessible means to address claims? → Are claims reserve amounts and insurance coverage methodically determined? → Do controls ensure subrogation amounts and/or insurance claims are identified, investigated, and collected? 	900
17	Procurement Services	Procurement Advertisement Practice	<ul style="list-style-type: none"> → Does the procurement advertisement practice reflect best practices to promote competition and competitive pricing? → Are scope of work/specifications written in a manner that promotes competition and competitive pricing? 	600
18	Multiple Departments	Fiscal Year Budget Revenue Estimates	<ul style="list-style-type: none"> → Does the City of Dallas have effective processes to ensure reasonable proposed budget revenues are included in the City Manager's <i>Fiscal Year 2023-24 Proposed Annual Budget</i>? 	600
19	Sanitation Services	Personnel	<ul style="list-style-type: none"> → Are department procedures effective to ensure fair application of personnel decision-making processes (hiring, promotion, discipline, termination, etc.)? → Do department procedures support fairness in the assignment of equipment, work assignments, and other personnel benefits (Uniform Vouchers, etc.)? 	900

No.	Department/ Division	Topic	Preliminary Objective(s)	Hours Estimate
Fiscal Year 2022 Audit Work Plan				
20	To Be Determined	Capital Project X 1	<ul style="list-style-type: none"> → Are controls implemented to ensure the fiscal management and administrative oversight for individual major construction projects? → Are costs charged to the construction project supported, reviewed, and approved? → Are costs closed out and capitalized in the City's fixed asset records? 	900

No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate
In-Progress Engagements from Fiscal Year 2021 Audit Work Plan				
1	Aviation	Capital Project	→ Administrative Directive 4.5 - <i>Contracting Standards and Procedures</i> attestation for Department of Aviation Construction Project Procurement – Crossfield Taxiways at Dallas Love Field.	600
2	City Attorney – Community Court	Community Courts Treatment Services	→ Are controls in place to ensure that the financial activities of the Community Court comply with applicable City of Dallas financial policies? → Are case files identified, tracked, and monitored for changes in case disposition authorized by a judge and changes in disposition recorded? → Are case files secured?	300
3	Dallas Animal Services	Dangerous and Aggressive Dog Investigation and Determination Process	→ Are controls in place to ensure dangerous and aggressive dog investigations comply with management's expectations and Dallas City Code? → Is the determination of dangerous and aggressive dogs efficient and effective?	700
4	Dallas Police	Overtime Time Management	→ Was there any unusual employee overtime usage that indicates waste or abuse? → Does the Dallas Police Department manage overtime in a way that limits the financial and operational impact to Department service delivery objectives?	300
5	Dallas Water Utilities	Storm Water Billing Calculations	→ Are property storm water impervious area determinations and fees in accordance with procedures and rate classification?	300

No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate
In-Progress Engagements from Fiscal Year 2021 Audit Work Plan				
6	Equipment and Fleet Maintenance	Fleet Downtime Performance Monitoring	<ul style="list-style-type: none"> → What is the source of various fleet downtime data? → How does the City of Dallas ensure the reliability of the collected downtime data? → What is the mean downtime or mean time to repair by vehicle category? → Has any of the downtime of any equipment resulted in needing to rent replacement equipment? If yes, how much did that cost? → What is the mean time between repairs for vehicles? → How do criteria used for fleet/equipment replacement compare to other similar cities/industry standards? → What is the mean downtime for vehicle body repair? → What percentage of vehicles experience downtime for bodywork versus mechanical work? 	600
7	Human Resources	Language Incentive and Jury Duty Pay	<ul style="list-style-type: none"> → Does documentation support employee language incentive and jury duty compensation? → Are language incentives and jury duty compensation calculated correctly? → Are there other best practices or alternative incentives to ensure City employees can communicate with our citizens? 	300
8	Housing and Neighborhood Revitalization	Home Buying and Preservation Assistance	<ul style="list-style-type: none"> → Does the Homebuyer Assistance Program: (1) align with governance requirements; and, (2) meet the City's objectives for the program? → Does the Home Improvement and Preservation Program: (1) align with governance requirements; and, (2) meet the City's objectives for the program? 	450

No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate
In-Progress Engagements from Fiscal Year 2021 Audit Work Plan				
9	Information and Technology Services	Incident Response Plan	<ul style="list-style-type: none"> → Is the computer incident response plan documented, communicated, and practiced helping to minimize the impact of harmful computer incidents? → Are backup logs complete and reviewed for exceptions? 	150
10	Mayor and City Council Office	Special Audit	<p>Special Audit to determine if former City Council members:</p> <ul style="list-style-type: none"> → Controlled and accounted for City assets. → Officeholder account expenditures were for a public purpose, → Were removed as authorized agents of the City. → Did not have any outstanding City debts. 	400
11	Office of Budget & Management Services/ Aviation	Coronavirus Aid, Relief and Economic Security --or CARES -- Act	<ul style="list-style-type: none"> → Do expenditures claimed for CARES Act funding comply with the Act's expense eligibility requirements? → Does documentary evidence support expenditures claimed for CARES Act funding? → Are CARES Act periodic reports accurate? 	150
12	Office of Homeless Solutions / Office of Emergency Management	Invoice Payment Internal Controls	<ul style="list-style-type: none"> → Part II Engagement: Are internal controls for the review and payment of hotel invoices effective? 	300
13	Office of Community Police Oversight	Police Community Oversight	<ul style="list-style-type: none"> → Is the work of the Office in compliance with the authorization given by the Community Police Oversight Board (Board)/City Manager and/or with City Codes? → Are the marketing procedures consistent with the direction the Board and the City Manager have given the Office? → Does the job description for the Office staff align with the functions of the Office described in the City Codes? → Does the Office manage its fiscal resources? 	250

No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate
In-Progress Engagements from Fiscal Year 2021 Audit Work Plan				
14	Public Works	Road-Paving Engineering, Construction, Inspection, Maintenance, and Repair Costs	<ul style="list-style-type: none"> → Are paving costs (cost per linear mile, percentage allocated to engineering consulting, engineering, and inspection) comparable with peer organizations? → Does documentation exist to support reported paving performance indicators? → Is the road work prioritization process equitable? → Are street cuts for utility work coordinated and repairs inspected? 	300
15	Transportation	Traffic Pedestrian Safety Controls	<ul style="list-style-type: none"> → Does Transportation have effective and efficient traffic control operations in relation to pedestrian safety? → Does the Dallas Police Department have pedestrian safety enforcement or public education initiatives? → Does the Department of Transportation effectively support the School Crossing Guard Program? 	200

No.	Department/ Division	Topic	Potential Objective(s)	Hours Estimate
Prescribed Assurance or Other Services				
1	Multiple Departments	Special Audits	Conduct audits under <i>Chapter IX, Section 4</i> of the City Charter of officers who vacate their offices due to death, resignation, removal, or expiration of term.	600
2	Multiple Departments	Attestations	Conduct audits under City Administrative Directive 4.5 - <i>Contracting Standards and Procedures</i> , of all construction projects with an estimated contract award of \$50 million and greater, prior to City Council consideration.	600
3	Multiple Departments	Prior Audit Follow-Up	City Auditor Responsibilities and Administrative Procedure Requirement to evaluate City Management's implementation of high impact prior audit recommendations.	1,200
4	Multiple Departments	Fraud, Waste and Abuse Investigations	Evaluate allegations of fraud, waste, and abuse, conduct investigations, and educate employees.	5,000
5	Multiple Departments	Council and Management Assistance	Unplanned assurance or advisory services requested by the Mayor, Council Members, or City management. Review Council annual attendance records in accordance with <i>Council Rules of Procedures 4.13</i> .	2,000

Audit Plan Total Estimated Work Hours 30,700

Available Resource Work Hours 23,000



City of Dallas

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

Agenda Information Sheet

File #: 21-1713

Item #: F.

Panhandling Deflection Program

[Ayeh Powers, Managing Attorney, City Attorney's Office; Christine Crossley, Director, Office of Homeless Solutions; David Pughes, Director, Office of Integrated Public Safety Solutions; Gary Lindsey, City Marshal, Dallas Marshal's Office]



City of Dallas

Panhandling Deflection Program

**Government Performance and
Financial Management
October 25, 2021**

OHS, CAO, OIPSS, Marshal's Office

Project Overview



- Recap of Work Done
- Consequences of Panhandling
- Holistic Approach
- Database
- Pathways to Enforcement
 - OHS Street Outreach
 - City Marshal
 - Mobile Crisis Intervention
 - Community Courts
- Panhandling Deflection Program Flowchart
- Public Education Campaign
- 311 Data Map
- Deterrents
- Pilot Targets
- Next Steps



Recap of Work Done In The Past 90 Days



2/2021 CAO Presentation to City Council

Mobile Crisis Intervention

- Manager, Supervisors and Caseworkers hired in September and October
- Briefed CHC on September 9, 2021 on Mobile Crisis Intervention and RIGHT Care

City Marshal's Office

- Location of panhandling calls; 911/311 calls by time of day and day of the week compiled
- Complaint calls mapped and high complaint locations identified

City Attorney's Office

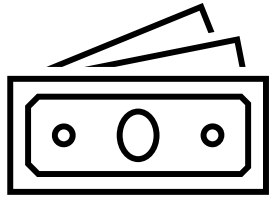
- To provide additional enforcement options, CAO has drafted proposed ordinances:
- Create offense for standing in a median
- Expand enforcement authority to allow city marshals to enforce the above prohibition and solicitation of occupants in vehicles

Office of Homeless Services

- 05/13/2021: Briefed the Citizen Homelessness Commission on draft Public Education Campaign Outreach plan
- 08/2021: Public listening sessions by District

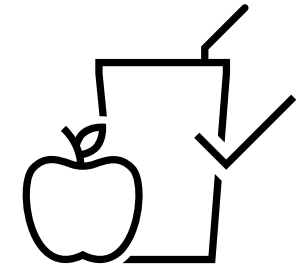
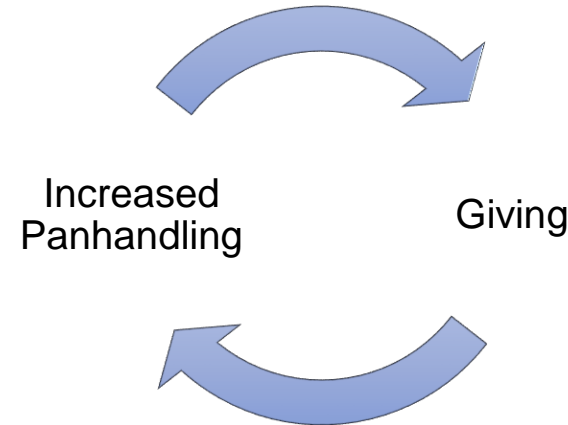


Consequences of Panhandling



- Encourages individuals to remain on the street
- Further discourages service-resistant recipients
- Creates a potentially dangerous situation for the donor and recipient of funds

☆ Panhandling ≠ Homelessness



- Hepatitis A
- No guarantee of safe food preparation and handling practices
- Discarded food attracts rodents and stray animals
- Litter is a burden to area property owners and sanitation staff
- Creation of an unsustainable relationship



Holistic Approach



- This panhandling diversion project is holistic and attempts to address through an integrated, data-driven approach
- In conjunction with the education and awareness campaign, multiple departments will work together to deter panhandling
 - Environmental deterrents
 - Outreach and services
 - Community courts
- Traditional law enforcement as a last resort



Proposed Data Collection and Integration Workflow

- 1 OHS, OIPSS and Marshal's Office will be able to enter data.



OHS



OIPSS



Marshal



Data stored securely
in the ArcGIS Cloud

- 2 Data can be accessed and entered via a smart application on a phone or tablet, or on a computer.



- 3 Data can then be displayed via customized internal operational dashboards and compiled into reports.



Picture source: ESRI

Office of Homeless Solutions



- 311-based Street Outreach Team engagement
- Service-resistant panhandlers captured in new database



- Engage the faith community, homeless services providers, and street charity event organizers
- Educate the public of the unintended consequences of street charity
- Identify donor and volunteer opportunities
- Match and connect street charity organizers with homeless services providers



City Marshal



- Partnered with a Crisis Intervention Caseworker
- Identify individuals illegally soliciting
- Conduct initial investigation and check the individual
 - Mental and physical status
 - Warrants
 - Resistant to services



If the individual is cooperative and in need of services, crisis intervention will take over and assess needs

If the individual is uncooperative and resistant to services, a V-citation will be issued



Mobile Crisis Intervention



- Crisis Intervention caseworkers will ride with a city marshal and conduct an initial assessment on individuals illegally soliciting
- Attempt to deflect the individual away from soliciting and the criminal justice system
- Determine root cause for individual panhandling
- Crisis Intervention caseworkers will be able to refer individuals in need of services
 - **Behavioral Health** – Includes mental health and substance
 - **Physical Health** - Includes primary healthcare services and individuals with disabilities
 - **Social Drivers of Health** – Includes assistance to address factors such as:
 - Access to food security
 - Access to shelter/housing
 - Employment assistance
 - Family reunification



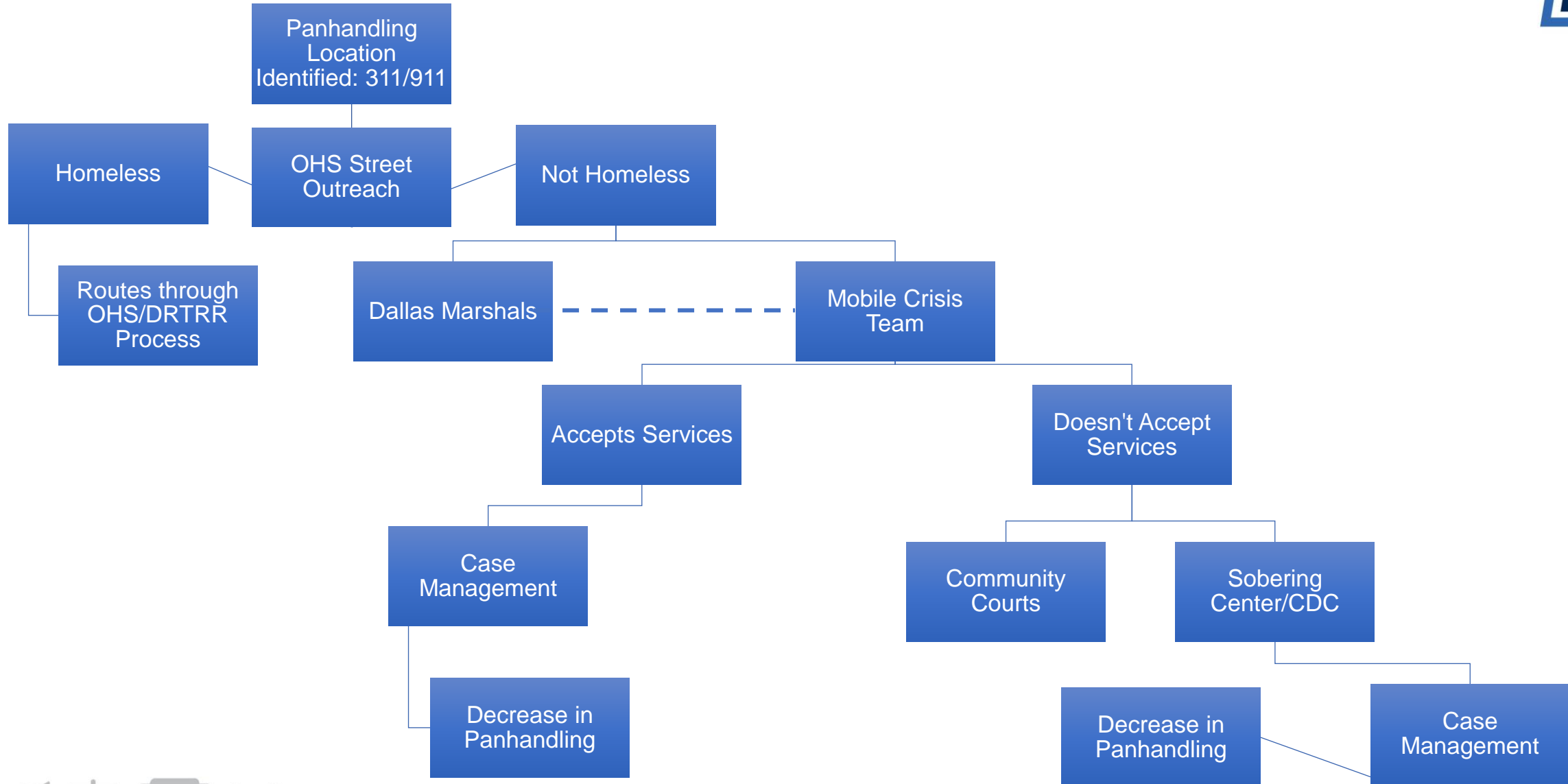
Community Courts



- The Community Courts will assist individuals cited for violation of Dallas City Code
- Community Courts provide defendants with the opportunity to address the V-citation and connect them to valuable resources that can include:
 - Mental health care
 - Substance abuse care
 - Housing, employment, and transportation needs
 - Basic life skills and financial literacy referrals
- A goal of Community Courts is to eliminate financial hardships:
 - In lieu of court costs, defendants perform supervised community service.
- Pilot Community Courts Street Knowledge Initiative
- Defendants who plead not guilty are referred to Municipal Court



Panhandling Deflection Program Flowchart



Public Education Campaign



- Direct residents to call 311 to report issues and ask for better ways to give sustainably
- Educate the public of the unintended consequences of street charity
- Engage the faith community, homeless services providers, and street charity event organizers
- Identify donor and volunteer opportunities
- Match and connect street charity organizers with homeless services providers
- Concepts of signs proposed for campaigns:



Call 311 to...
Llame al 311 para...



ACCESS/ACCESAR

Call for help with a safe place to stay, food or transportation.
Llame para pedir ayuda para conseguir un lugar seguro para quedarse, comida, o transporte.



DONATE/DONAR

Call to donate to programs helping our unsheltered residents.
Llame para donar a los programas que ayudan a nuestros residentes sin hogar.



REPORT/REPORTAR

Call to report an encampment.
Llame para informar de un campamento.



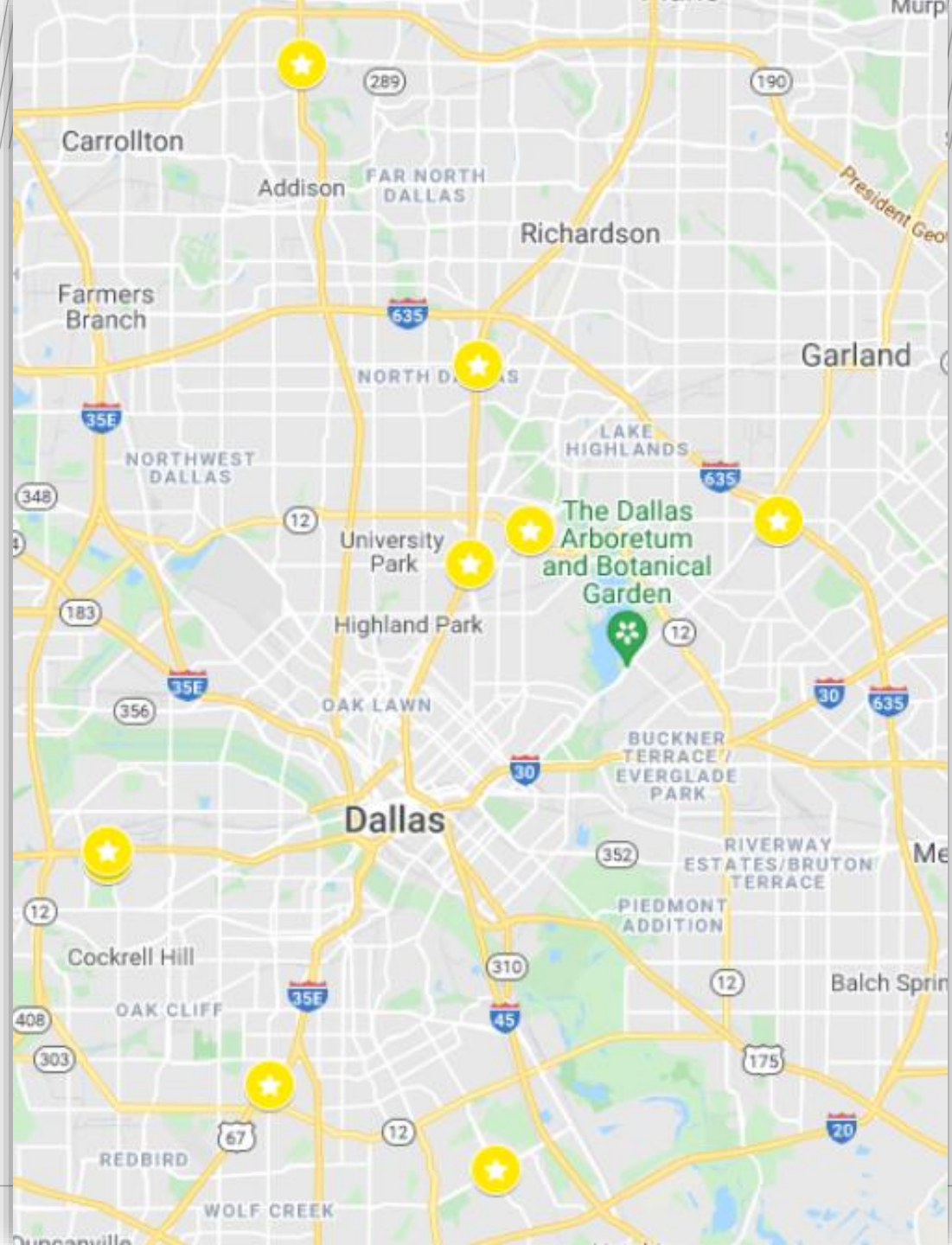
311 Data Map



Top 9 Locations

- Frankford Rd & Dallas North Tollway, D12
- Forest Ln & 75, D10 & D11
- W Northwest Hwy & Boedeker St, D13
- Shiloh Rd & E Northwest Hwy, D9
- Lovers Ln & 75, D14
- *Communications Dr & N Cockrell Hill Rd, D3 & D6
- *DFW Turnpike & N Cockrell Hill Rd, D3 & D6
- S Polk St & Hwy 67, D4
- Bonnie View Rd & Simpson Stuart Rd, D8

*2 signs only



Deterrents



- Public works is researching environmental changes to landscape



Deterrents Continued



- Noise as a deterrent

- Use of music
- Mosquito: Ultra-sonic anti-loitering device



Pilot Targets



- Goals:
 - Target and identify most active panhandlers and sites reporting panhandling at highest rates
 - Educate public on sustainable giving
 - Decrease giving to panhandlers
- Metrics over 6 months:
 - Reduce number of 911 calls for aggressive panhandling
 - Analyzation of 311 calls – frequency, location
 - Pilot Community Courts Street Knowledge Initiative and report back
 - Increased number of sites hardened
 - Number of V-citations
 - Number of people accessing Sobering Center/CDC
 - Number of people accessing Mobile Crisis services
 - Number of individuals accepting Community Courts services
 - Number of cases warranting adjudication



Next Steps



- Pilot
 - Beginning of November 2021:
 - Start public education outreach
 - Say No To Panhandling signage goes up
 - November 2021: Database soft-launch
 - End of November/Beginning of December 2021: 6-month pilot
 - Locations based on 311 and 911 data
 - Community Courts partnering with Marshal's Office
 - June 2022: Progress report to GPFM





City of Dallas

Panhandling Deflection Program

**Government Performance and
Financial Management
October 25, 2021**

OHS, CAO, OIPSS, Marshal's Office



City of Dallas

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

Agenda Information Sheet

File #: 21-1953

Item #: G.

Budget Accountability Report (information as of August 31, 2021)



BUDGET ACCOUNTABILITY REPORT

As of August 31, 2021

**Prepared by
Budget & Management Services**

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

**214-670-3659
financialtransparency.dallascityhall.com**

EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	16.5% under budget	16.5% under budget
Municipal Radio	32.6% under budget	10.9% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Sustainable Development and Construction	12.2% over budget	✓
Dallas Water Utilities	✓	✓
Information Technology	✓	✓
Radio Services	✓	9.6% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Bond and Construction Management	14.0% under budget	14.0% under budget
9-1-1 System Operations	8.1% over budget	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 15
On Target

! 8
Near Target

✗ 12
Not on Target

Year-End Forecast

✓ 21
On Target

! 5
Near Target

✗ 9
Not on Target

Budget Initiative Tracker

● 29
Complete

! 2
At Risk

✓ 4
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through August 31, 2021, 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 23, 2020, effective October 1, 2020, through September 30, 2021. 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, 2021. The variance is the difference between the FY 2020-21 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 August 31, 2021.

	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$235,992,351	\$235,992,351		\$250,424,498	\$14,432,147
Revenues	1,437,039,483	1,481,897,935	1,350,039,049	1,497,701,430	15,803,495
Expenditures	1,437,039,483	1,481,897,935	1,305,852,958	1,467,037,824	(14,860,111)
Ending Fund Balance	\$235,992,351	\$235,992,351		\$281,088,104	\$45,095,753

Fund Balance. As of August 31, 2021, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2019-20 audited unassigned ending fund balance and includes FY 2019-20 YE savings.

Revenues. Through August 31, 2021, General Fund revenues are projected to be \$15,803,000 over budget primarily due to sales tax (\$14,307,000) and property tax (\$15,650,000) revenues forecast to be over budget. This is partially offset by operating transfers in projected to be \$21,383,000 under budget.

Expenditures. Through August 31, 2021 General Fund expenditures are projected to be \$14,860,000 under budget primarily due to salary savings from vacant non-uniform positions across all General Fund departments.

FY 2020-21 Amended Budget. City Council amended the General Fund budget on June 9, 2021, by ordinance #31884 for mid-year appropriation adjustments. City Council further amended the General Fund budget on September 9, 2021 by ordinance #31986 for end-of-year appropriation adjustments.

June 9, 2021 revenue adjustments include:

- \$8,749,000 increase in Sales Tax

June 9, 2021 expense adjustments include:

- \$6,278,000 increase in Building Services
- \$822,000 increase in Elections
- \$1,649,000 increase in Code Compliance

September 9, 2021 revenue adjustments include:

- \$30,938,000 increase in Sales Tax
- \$5,171,000 increase in Property Tax

September 9, 2021 expense adjustments include:

- \$80,000 decrease in Budget and Management Services
- \$10,791,000 increase in Building Services
- \$75,000 decrease in City Auditor's Office
- \$100,000 decrease in City Controller's Office
- \$200,000 decrease in Independent Audit
- \$68,000 increase in City Secretary's Office
- \$32,000 increase in Elections
- \$25,000 decrease in Civil Service
- \$50,000 decrease in Code Compliance
- \$500,000 decrease in Court and Detention Services
- \$8,555,000 increase in Dallas Fire -Rescue
- \$13,101,000 increase in Dallas Police Department
- \$100,000 decrease in Housing and Neighborhood Revitalization
- \$100,000 increase in Judiciary
- \$300,000 decrease in Library
- \$264,000 increase in Office of Management Services
- \$7,181,000 increase in Non-Departmental
- \$75,000 decrease in Office of Arts and Culture
- \$87,000 increase in Office of Data Analytics and Business Intelligence
- \$611,000 increase in Park and Recreation
- \$100,000 decrease in Planning and Urban Design
- \$50,000 decrease in Procurement Services
- \$375,000 decrease in Public Works
- \$200,000 decrease in Sustainable Development and Construction
- \$450,000 decrease in Transportation
- \$2,000,000 decrease in Salary and Benefit Stabilization

FY 2020-21 Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax ¹	\$825,006,993	\$830,178,309	\$845,464,001	\$845,828,526	\$15,650,217
Sales Tax ²	296,324,365	336,011,501	259,928,827	350,318,262	14,306,761
Franchise and Other	115,907,401	115,907,401	105,963,632	120,975,455	5,068,054
Charges for Services	105,618,133	105,618,133	77,106,010	103,810,226	(1,807,907)
Fines and Forfeitures ³	23,554,646	23,554,646	22,647,640	24,988,725	1,434,079
Operating Transfers In ⁴	42,410,021	42,410,021	12,437,586	21,027,322	(21,382,699)
Intergovernmental ⁵	12,111,533	12,111,533	9,828,391	13,529,549	1,418,016
Miscellaneous ⁶	6,716,212	6,716,212	10,680,364	10,820,371	4,104,159
Licenses and Permits	5,023,871	5,023,871	4,514,557	4,934,953	(88,918)
Interest ⁷	4,366,308	4,366,308	1,468,041	1,468,041	(2,898,267)
Total Revenue	\$1,437,039,483	\$1,481,897,935	\$1,350,039,049	\$1,497,701,430	\$15,803,495

VARIANCE NOTES

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

1 Property Tax. City Council increased the property tax budget by \$5,171,000 on September 9 as part of the end-of-year appropriations adjustment process. Revenues are forecast to be \$15,650,000 over budget primarily because supplemental property values are significantly higher than the certified values due to a record number of protests at the time of certification.

2 Sales Tax. City Council increased the sales tax budget by \$8,749,000 on June 9 as part of the mid-year appropriations adjustment process. The budget was increased again by \$30,938,000 on September 9 through the end-of-year appropriations adjustment process. The year-end forecast has been revised to \$350,318,000 to reflect continued strong growth. The forecast includes \$4,200,000 received from the Texas Comptroller this year as part of audit findings from prior years (\$2,500,000 in December and \$1,700,000 in February).

3 Fines and Forfeitures. Revenues are forecast to be \$1,434,000 over budget primarily due to an increase in civil citation payments and dispositions.

4 Operating Transfers In. Revenues are forecast to be \$21,383,000 under budget primarily because General Fund revenue is forecast to exceed the budgeted amount, eliminating the need for the Sports Arena and Revenue Stabilization Fund transfers.

5 Intergovernmental Revenues are forecast to be \$1,418,000 over budget primarily due to larger-than-budgeted payments through DFW Airport revenue-sharing agreements.

6 Miscellaneous. Revenues are forecast to be \$4,104,000 over budget primarily due to auction sales exceeding budget by \$4,517,000.

7 Interest. Revenues are forecast to be \$2,898,000 under budget primarily due to the Federal Reserve lowering interest rates.

FY 2020-21 Financial Forecast Report

GENERAL FUND EXPENDITURES

Expenditure Category	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	\$241,523,414	\$239,251,377	\$196,868,811	\$217,797,080	(\$21,454,297)
Civilian Overtime	7,514,598	7,415,838	9,630,067	10,922,569	3,506,731
Civilian Pension	33,844,770	33,683,806	28,169,579	31,397,292	(2,286,514)
Uniform Pay	481,652,999	479,350,661	433,453,452	476,713,800	(2,636,861)
Uniform Overtime	30,835,323	54,862,512	54,715,531	59,316,050	4,453,538
Uniform Pension	167,665,603	167,665,603	151,823,605	168,814,884	1,149,281
Health Benefits	72,562,299	72,613,814	55,345,558	72,613,814	0
Workers Comp	16,977,554	16,977,554	16,977,554	16,977,904	350
Other Personnel Services	11,738,318	11,568,604	10,654,332	11,536,270	(32,334)
Total Personnel Services¹	1,064,314,878	1,083,389,770	957,638,490	1,066,089,665	(17,300,107)
Supplies ²	74,443,068	72,956,954	59,200,604	77,444,654	4,487,700
Contractual Services ³	405,650,955	429,035,624	346,839,797	431,879,197	2,843,573
Capital Outlay ⁴	11,244,563	15,008,933	15,373,258	17,572,678	2,563,745
Reimbursements ⁵	(118,613,981)	(118,493,346)	(73,199,191)	(125,948,372)	(7,455,026)
Total Expenditures	\$1,437,039,483	\$1,481,897,935	\$1,305,852,958	\$1,467,037,822	(\$14,860,111)

VARIANCE NOTES

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

1 Personnel Services. Personnel services are forecast to be \$17,300,000 under budget primarily due to salary savings from non-uniform employees across all General Fund departments.

2 Supplies. Supplies are forecast to be \$4,488,000 over budget primarily due to an increase in maintenance on DFR fleet for apparatus/ambulances, the purchase of medical PPE and usage of medical supplies for staff at COVID-19 vaccination clinics, higher-than-budgeted uniform and equipment expenses for existing DPD uniform employees, and a Housing Street Reconstruction project that will be fully reimbursed by Community Development Block Grant (CDBG) funds within the Public Works Department.

3 Contractual Services. Contractual services are forecast to be \$2,844,000 over budget due to maintenance work related to COVID-19 not completed by December 30, repairs related to the winter storm which are not eligible for insurance reimbursement, various concrete projects completed by a contractor due to Public Works (PBW) staff working on a Housing Street Reconstruction project that will be fully reimbursed by CDBG funds. This is partially offset by savings in master lease drawdowns and a reduced annual TIF district payment, and a reduction in the annual payment to Dallas County for the jail contract due to delays in contract execution.

4 Capital Outlay. Capital outlays are forecast to be \$2,564,000 over budget due to the purchase of a new generator for the jail facility (\$350,000), refrigerant replacement (\$415,000), and the replacement of HVAC units at multiple locations.

VARIANCE NOTES

5 Reimbursements. Reimbursements are forecast to be \$7,455,000 better than budget due to an unbudgeted reimbursement from Community Development Block Grant funds to cover a street operations project (\$3,600,000) and ARPA reimbursements for DPD's (\$3,600,000) and DFR's (\$2,260,000) vaccination efforts.

FY 2020-21 Financial Forecast Report

GENERAL FUND EXPENDITURES

Expenditure by Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
Budget and Management Services ¹	\$4,172,709	\$4,092,709	\$3,332,972	\$3,825,642	(\$267,067)
Building Services ²	23,397,410	40,466,575	31,029,505	40,465,879	(696)
City Attorney's Office	16,978,300	16,978,300	14,784,361	16,678,617	(299,683)
City Auditor's Office ³	3,123,860	3,048,860	2,548,137	2,870,599	(178,261)
City Controller's Office ⁴	8,004,574	7,904,574	7,280,155	7,678,405	(226,169)
Independent Audit ⁵	945,429	745,429	745,000	745,000	(429)
City Manager's Office	2,918,134	2,918,134	2,558,113	2,874,488	(43,646)
City Secretary's Office ⁶	2,886,027	2,954,027	2,572,037	2,920,212	(33,815)
Elections ⁷	1,106,896	1,960,528	1,928,494	1,945,027	(15,501)
Civil Service ⁸	2,946,744	2,921,744	2,268,792	2,588,490	(333,254)
Code Compliance ⁹	32,209,414	33,808,725	27,830,095	33,108,257	(700,468)
Court and Detention Services ¹⁰	23,811,595	23,311,595	18,271,336	21,531,931	(1,779,664)
Jail Contract ¹¹	9,547,117	9,547,117	4,773,558	4,773,558	(4,773,559)
Dallas Animal Services ¹²	15,314,969	15,314,969	13,248,184	14,766,315	(548,654)
Dallas Fire-Rescue ¹³	315,544,933	324,099,522	293,071,166	324,095,913	(3,609)
Dallas Police Department ¹⁴	513,535,030	526,635,631	480,598,470	526,508,896	(126,735)
Housing and Neighborhood Revitalization ¹⁵	3,587,062	3,487,062	2,345,678	3,275,328	(211,734)
Human Resources	6,055,192	6,055,192	5,243,649	5,989,695	(65,497)
Judiciary ¹⁶	3,663,199	3,763,199	3,233,217	3,639,738	(123,461)
Library ¹⁷	32,074,999	31,774,999	26,394,076	31,417,889	(357,110)
Management Services					
311 Customer Service Center ¹⁸	4,639,768	4,439,768	2,910,932	4,365,056	(74,712)
Communications, Outreach, and Marketing ¹⁹	2,295,750	2,195,750	1,662,145	1,887,299	(308,451)
Emergency Management Operations ²⁰	1,152,959	1,726,959	1,324,497	1,576,889	(150,070)
Office of Community Care ²¹	8,415,504	8,165,505	4,503,185	8,117,923	(47,582)
Office of Community Police Oversight ²²	545,133	545,133	325,157	466,077	(79,056)
Office of Environmental Quality and Sustainability	4,247,434	4,247,433	4,188,217	3,845,077	(402,356)
Office of Equity and Inclusion ²³	2,401,046	2,641,135	2,001,718	2,332,873	(308,262)
Office of Government Affairs	937,370	937,370	830,404	896,228	(41,142)
Office of Historic Preservation ²⁴	728,797	728,797	573,049	653,209	(75,588)
Office of Homeless Solutions	12,364,516	12,364,516	8,933,812	12,248,866	(115,650)
Office of Integrated Public Safety Solutions ²⁵	3,393,814	3,393,814	2,030,011	2,215,100	(1,178,714)
Mayor and City Council	5,140,653	5,140,653	4,460,495	5,016,617	(124,036)
Non-Departmental ²⁶	113,461,571	120,642,636	101,149,734	120,617,095	(25,541)
Office of Arts and Culture ²⁷	20,204,697	20,129,697	19,660,976	20,129,425	(272)
Office of Data Analytics and Business Intelligence ²⁸	1,261,913	1,348,913	1,224,144	1,163,199	(185,714)
Office of Economic Development	5,442,727	5,442,727	4,669,515	5,432,714	(10,013)
Park and Recreation ²⁹	94,313,446	94,924,446	84,636,551	94,018,869	(905,577)
Planning and Urban Design ³⁰	3,312,735	3,212,735	2,636,551	3,002,226	(210,509)
Procurement Services ³¹	3,018,085	2,968,085	2,430,690	2,831,227	(136,858)
Public Works ³²	76,141,197	75,766,197	71,435,813	75,453,850	(312,347)
Sustainable Development and Construction ³³	1,868,980	1,668,980	2,149,863	1,593,202	(75,778)
Transportation ³⁴	43,105,575	42,655,575	33,236,282	42,652,702	(2,873)
Total Departments	1,430,217,263	1,477,075,715	1,301,030,738	1,462,215,604	(14,860,111)
Financial Reserves	0	0	0	0	0
Liability/Claims Fund Transfer	4,822,220	4,822,220	4,822,220	4,822,220	0
Salary and Benefit Stabilization ³⁵	2,000,000	0	0	0	0
Total Expenditures	\$1,437,039,483	\$1,481,897,935	\$1,305,852,958	\$1,467,037,824	(\$14,860,111)

VARIANCE NOTES

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

1 Budget and Management Services. City Council decreased BMS' budget by \$80,000 on September 9 by ordinance #31986. BMS is forecast to be \$267,000 under budget primarily due to salary savings.

2 Building Services. City Council increased BSD's budget by \$6,278,000 on June 9 by ordinance #31884 for maintenance and repair of City facilities and by \$10,791,000 on September 9 by ordinance #31986 for additional major maintenance transfers and unbudgeted repairs due to Winter Storm Uri not considered insurable.

3 City Auditor's Office. City Council decreased AUD's budget by \$75,000 on September 9 by ordinance #31986 due to a lower-than-anticipated contract expenses and salary savings.

4 City Controller's Office. City Council decreased CCO's budget by \$100,000 on September 9 by ordinance #31986 due to salary savings.

5 Independent Audit. City Council decreased IND's budget by \$200,000 due to a lower-than-anticipated contract expense associated with the City's annual independent audit.

6 City Secretary's Office. City Council increased SEC's budget by \$68,000 on September 9 by ordinance #31986 due to termination payouts.

7 Elections. City Council increased the Elections budget by \$822,000 on June 9 by ordinance #31884 due to a higher-than-anticipated contract expense with Dallas, Collin, and Denton counties for the May election and further increased the Elections budget by \$32,000 on September 9 by ordinance #31986 due to the June run-off election and advertising.

8 Civil Service. City Council decreased CVS' budget by \$25,000 on September 9 by ordinance #31986 due to salary savings. CVS is forecasted to be \$333,000 under budget primarily due to salary savings caused by 6 vacant positions.

9 Code Compliance. City Council increased CCS' budget by \$1,649,000 on June 9 by ordinance #31884 to add 34 positions to be assigned to census tracts. City Council decreased CCS' budget by \$50,000 on September 9 by ordinance #31884 due to salary savings.

10 Court and Detention Services. City Council decreased CTS' budget by \$500,000 on September 9 by ordinance #31986 due to salary savings. CTS is projected to be \$1,780,000 under budget due to salary savings associated with 61 vacant positions and a lower-than-anticipated number of ad hoc department requests for security services partially offset by a loss in reimbursement for security services caused by cancelled events.

11 Jail Contract. The Jail Contract is forecast to be \$4,774,000 under budget due to delays in executing the contract with Dallas County.

12 Dallas Fire-Rescue. City Council increased DFR's budget by \$8,555,000 on September 9 by ordinance #31986 due to increased overtime for sworn positions, medical supplies, parts for fleet repair/maintenance, and a decreased reimbursement from Aviation (AVI).

13 Dallas Police Department. City Council increased DPD's budget by \$13,101,000 on September 9, 2021 by ordinance #31986 due to overtime for sworn positions associated with a greater focus on crime suppression efforts and higher than budgeted expenses for uniforms and equipment that have since been filled.

VARIANCE NOTES

14 Housing and Neighborhood Revitalization. City Council decreased HOU's budget by \$100,000 on September 9 by ordinance #31986. HOU is projected to be \$212,000 under budget due to prior vacancies that have since been filled.

15 Judiciary. City Council increased CTJ's budget by \$100,000 on September 9 by ordinance #31986 due to a higher-than-budgeted translation services expenses.

16 Library. City Council decreased LIB's budget by \$300,000 on September 9 by ordinance #31986 due to salary savings.

17 311 Customer Service Center. City Council decreased 311's budget by \$200,000 on September 9 by ordinance #31986 due to salary savings associated with 21 vacant positions.

18 Communications, Outreach, and Marketing. City Council decreased COM's budget by \$100,000 on September 9 by ordinance #31986 due to salary savings and usage of CARES funding earlier in the fiscal year for Audiovisual and PC equipment upgrades.

19 Emergency Management Operations. City Council increased OEM's budget by \$574,000 on September 9 by ordinance #31986 due to contracts with private bus companies for mobile warming services and other unbudgeted severe weather expenses during Winter Storm Uri.

20 Office of Community Care. City Council decreased OCC's budget by \$250,000 on September 9 by ordinance #31986 due to lower-than-anticipated contract expenses associated with various facility closures.

21 Office of Community Police Oversight. OCPO is projected to be \$79,000 under budget due to salary savings associated with two vacant positions.

22 Office of Equity and Inclusion. City Council increased OEI's budget by \$240,000 on September 9 by ordinance #31986 due to unbudgeted termination payouts and contractual expenses for consultant contract for the Racial Equity Plan.

23 Office of Government Affairs. OGA is projected to be \$41,000 under budget due to salary savings associated with three vacant positions.

24 Office of Historic Preservation. OHP is projected to be \$76,000 under budget due to salary savings associated with one vacant position.

25 Office of Integrated Public Safety Solutions. IPSS is projected to be \$1,179,000 under budget due to salary savings associated with 25 vacant positions which is partially offset by the purchase of vehicles for the Mobile Crisis Response and the RIGHT Care Teams.

26 Non-Departmental. City Council increased Non-D's budget by \$7,181,000 on September 9 by ordinance #31986 due to an appropriation of excess revenue to be transferred to the Revenue Stabilization Fund to be used in a future year (FY24 and beyond).

27 Office of Arts and Culture. City Council decreased OAC's budget by \$75,000 on September 9 by ordinance #31986 for salary savings.

28 Office of Data Analytics and Business Intelligence. City Council increased DBI's budget by \$87,000 on September 9 by ordinance #31986 due to unbudgeted internal service charges and temporary staffing.

VARIANCE NOTES

29 Park and Recreation. City Council increased PKR's budget by \$611,000 on September 9 by ordinance #31986 due to unbudgeted repairs associated with Winter Storm Uri that are not considered insurable.

30 Planning and Urban Design. City Council decreased PUD's budget by \$100,000 on September 9 by ordinance #31986 due to salary savings associated with four vacant positions.

31 Procurement Services. City Council decreased POM's budget by \$50,000 on September 9 by ordinance #31986. POM is forecast to be \$137,000 under budget primarily due to salary savings associated with six vacant positions.

32 Public Works. City Council decreased PBW's budget by \$375,000 due to salary savings associated with 102 vacant positions.

33 Sustainable Development and Construction. City Council decreased DEV's budget by \$200,000 on September 9 by ordinance #31986. DEV is projected to be \$76,000 under budget primarily due to a delay in processing FY 2019-20 reimbursements from the Water Utilities and Building Inspection funds.

34 Transportation. City Council decreased TRN's budget by \$450,000 on September 9 by ordinance #31986 due to salary savings associated with 30 vacant positions.

35 Salary and Benefit Stabilization. The FY 2020-21 Ordinance authorizes the City Manager to transfer appropriations from S&B to any department as allowed by City Charter Chapter XI (Sec. 3), of which, \$71,000 was transferred to SEC and OEI. City Council reallocated the remaining \$1,929,000 S&B budget due to savings in the FY 2020-21 End of Year Ordinance.

FY 2020-21 Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
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AVIATION¹

Beginning Fund Balance	\$0	\$0		\$15,319,809	\$15,319,809
Total Revenues	112,758,320	119,164,299	122,618,310	136,352,549	17,188,250
Total Expenditures	112,758,320	119,164,299	103,217,982	119,164,299	0
Ending Fund Balance	\$0	\$0		\$32,508,059	\$32,508,059

CONVENTION AND EVENT SERVICES²

Beginning Fund Balance	\$57,091,833	\$57,091,833		\$39,553,867	(\$17,537,966)
Total Revenues	85,832,581	85,832,581	56,251,881	71,661,507	(14,171,074)
Total Expenditures	85,832,581	85,832,581	54,008,634	71,661,507	(14,171,074)
Ending Fund Balance	\$57,091,833	\$57,091,833		\$39,553,867	(\$17,537,966)

MUNICIPAL RADIO³

Beginning Fund Balance	\$685,965	\$685,965		\$725,264	\$39,299
Total Revenues	1,911,000	1,911,000	1,171,993	1,287,438	(623,562)
Total Expenditures	1,875,612	1,875,612	1,471,484	1,671,818	(203,794)
Ending Fund Balance	\$721,353	\$721,353		\$340,884	(\$380,469)

SANITATION SERVICES⁴

Beginning Fund Balance	\$33,204,530	\$33,204,530		\$22,151,461	(\$11,053,069)
Total Revenues	127,068,910	127,068,910	118,342,619	127,469,310	400,400
Total Expenditures	128,413,418	131,628,920	95,706,459	131,628,920	0
Ending Fund Balance	\$31,860,022	\$28,644,520		\$17,991,851	(\$10,652,669)

STORM DRAINAGE MANAGEMENT– DALLAS WATER UTILITIES⁵

Beginning Fund Balance	\$9,918,699	\$9,918,699		\$10,383,149	\$464,450
Total Revenues	66,355,747	66,355,747	63,332,109	66,355,747	0
Total Expenditures	66,329,747	68,829,747	38,402,594	68,829,747	0
Ending Fund Balance	\$9,944,699	\$7,444,699		\$7,909,149	\$464,450

SUSTAINABLE DEVELOPMENT AND CONSTRUCTION⁶

Beginning Fund Balance	\$47,421,969	\$47,421,969		\$51,667,089	\$4,245,120
Total Revenues	33,644,751	33,644,751	34,014,984	37,747,695	4,102,944
Total Expenditures	36,544,104	38,544,104	33,414,720	36,915,765	(1,628,339)
Ending Fund Balance	\$44,522,616	\$42,522,616		\$52,499,019	\$9,976,403

WATER UTILITIES⁷

Beginning Fund Balance	\$140,647,348	\$140,647,348		\$131,522,556	(\$9,124,792)
Total Revenues	692,146,200	692,146,200	598,626,865	670,038,592	(22,107,608)
Total Expenditures	714,778,341	714,778,341	528,150,439	692,670,733	(22,107,608)
Ending Fund Balance	\$118,015,207	\$118,015,207		\$108,890,415	(\$9,124,792)

FY 2020-21 Financial Forecast Report

INTERNAL SERVICE FUNDS

Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
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INFORMATION TECHNOLOGY

Beginning Fund Balance	\$5,590,116	\$5,590,116		\$7,667,186	\$2,077,070
Total Revenues	84,372,061	84,372,061	74,861,461	84,484,344	112,283
Total Expenditures	85,013,099	85,013,099	75,926,874	84,552,879	(460,220)
Ending Fund Balance	\$4,949,078	\$4,949,078		\$7,598,652	\$2,649,574

RADIO SERVICES⁸

Beginning Fund Balance	\$1,039,213	\$1,039,213		\$1,351,631	\$312,418
Total Revenues	12,843,519	12,843,519	11,183,047	12,575,284	(268,235)
Total Expenditures	13,423,481	13,423,481	11,054,321	12,140,681	(1,282,800)
Ending Fund Balance	\$459,251	\$459,251		\$1,786,234	\$1,326,983

EQUIPMENT AND FLEET MANAGEMENT

Beginning Fund Balance	\$12,006,161	\$12,006,161		\$11,979,713	(\$26,448)
Total Revenues	54,714,940	54,714,940	35,211,093	55,146,214	431,274
Total Expenditures	56,069,040	56,069,040	49,475,815	55,377,203	(691,837)
Ending Fund Balance	\$10,652,061	\$10,652,061		\$11,748,724	\$1,096,663

EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$4,120,084	\$4,120,084		\$4,153,287	\$33,203
Total Revenues	2,593,790	2,593,790	2,645,874	2,645,874	52,084
Total Expenditures	2,080,890	2,080,890	1,912,548	2,080,890	0
Ending Fund Balance	\$4,632,984	\$4,632,984		\$4,718,271	\$85,287

OFFICE OF BOND AND CONSTRUCTION MANAGEMENT⁹

Beginning Fund Balance	\$0	\$0		(\$1,173,960)	(\$1,173,960)
Total Revenues	23,074,750	23,074,750	8,756,697	19,845,332	(3,229,418)
Total Expenditures	23,074,750	23,074,750	17,678,981	19,845,332	(3,229,418)
Ending Fund Balance	\$0	\$0		(\$1,173,960)	(\$1,173,960)

FY 2020-21 Financial Forecast Report

OTHER FUNDS

Department	FY 2020-21 Adopted Budget	FY 2020-21 Amended Budget	YTD Actual	YE Forecast	Variance
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9-1-1 SYSTEM OPERATIONS¹⁰

Beginning Fund Balance	\$5,843,389	\$5,843,389		\$8,723,705	\$2,880,316
Total Revenues	12,017,444	12,017,444	11,762,237	12,993,902	976,458
Total Expenditures	16,126,922	16,523,922	11,274,314	15,965,637	(558,285)
Ending Fund Balance	\$1,733,911	\$1,336,911		\$5,751,970	\$4,415,059

DEBT SERVICE

Beginning Fund Balance	\$43,627,241	\$43,627,241		\$46,554,040	\$2,926,799
Total Revenues	319,810,380	319,810,380	326,354,913	327,975,747	8,165,367
Total Expenditures	316,672,860	316,672,860	306,124,732	306,124,733	(10,548,127)
Ending Fund Balance	\$46,764,761	\$46,764,761		\$68,405,054	\$21,640,293

EMPLOYEE BENEFITS¹¹

City Contributions	99,503,000	99,503,000	76,508,227	99,503,000	\$0
Employee Contributions	29,341,804	29,341,804	42,485,271	41,304,238	11,962,434
Retiree	27,290,950	27,290,950	23,024,834	28,318,346	1,027,396
Other	0	0	29,173	29,173	29,173
Total Revenues	156,135,754	156,135,754	142,047,505	169,154,756	13,019,002
Total Expenditures	163,814,169	163,814,169	136,006,891	169,597,803	5,783,634

Note: FY 2020-21 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

RISK MANAGEMENT¹²

Worker's Compensation	23,001,180	23,001,180	23,537,942	23,537,942	\$536,762
Third Party Liability	13,784,533	13,784,533	13,841,742	13,841,742	57,209
Purchased Insurance	7,480,093	7,480,093	7,184,869	7,480,093	0
Interest and Other	0	0	1,047,187	1,047,187	1,047,187
Total Revenues	44,265,806	44,265,806	45,611,739	45,906,963	1,641,157
Total Expenditures	47,212,601	47,212,601	21,767,843	30,579,830	(16,632,771)

Note: FY 2020-21 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 August 31, 2021, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2019-20 audited unassigned ending fund balance and includes FY 2019-20 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

1 Aviation. City Council increased AVI's budget by \$6,323,000 on June 9 by ordinance #31884 as part of the mid-year appropriations adjustment process due to higher expenses than budgeted, offset by increased revenue. City Council further increased AVI Transportation Regulation budget by \$83,000 on September 9 by ordinance #31986 as part of the end-of-year appropriations adjustment process due to a contract for the FastTrack software. Revenues are projected to exceed budget by \$17,188,000 due to increased travel after the release of COVID-19 vaccinations.

2 Convention and Event Services. CCT revenues and expenses are projected to be \$14,171,000 under budget due to various event cancellations as a result of COVID-19.

3 Municipal Radio. WRR revenues are projected to be \$624,000 under budget due to the loss of arts-related advertising revenues as a result of COVID-19. Similarly, expenses for personnel services are projected to be \$204,000 under budget primarily due to lower sales commissions as a result of lower ad sales. WRR anticipates using fund balance to offset lost revenue.

4 Sanitation Services. City Council increased SAN's budget by \$811,000 on February 24 by resolution #21-0383 for restoration work related to the use of a temporary storm debris staging area after the October 2019 tornado. City Council increased SAN's budget again by \$2,405,000 on June 9 by ordinance #31884 as part of the mid-year appropriations adjustment process due to the use of fund balance to offset lost revenue and the increased expenses associated with the shingle cleanup at the former Blue Star Recycling facility.

5 Storm Drainage Management - DWU. City Council increased SDM's budget by \$2,500,000 on September 9 by ordinance #31986 for the purchase of equipment and additional transfers to the capital construction fund.

6 Sustainable Development and Construction. City Council increased DEV's budget by \$2,000,000 on January 27 by resolution #21-0266 to authorize a professional services contract for supplemental permit plan review and inspection services. DEV's expenses are projected to be \$1,628,000 under budget primarily due to the elimination of POSSE system upgrades and reduced costs for the workflow evaluation staffing study. DEV's revenues are projected to be \$4,103,000 over budget due to higher-than-budgeted permit activity.

7 Water Utilities. DWU revenues are projected to be \$22,108,000 under budget primarily because of the third of three annual credits issued to wholesale customers as a result of the Sabine River Authority settlement, as well as an increase in unpaid utility bills, elimination of past-due fees associated with COVID-19, and decreased water usage resulting from significant rainfall. DWU expenses are projected to be \$22,108,000 under budget primarily due to salary savings, decreased street rental payments, and reduced capital construction transfers. DWU anticipates the further use of fund balance to offset additional lost revenue.

VARIANCE NOTES

8 Radio Services. Radio expenses are projected to be \$1,283,000 under budget primarily due to lower Master Lease payments and a decreased need for year-end inventory for the City's radio shop.

9 Bond and Construction Management. BCM revenues and expenses are projected to be \$3,229,000 under budget primarily due to salary savings associated with 43 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.

10 911 System Operations. City Council increased 911's budget by \$397,000 on June 9 by ordinance #31884 due to the delayed implementation of the Next Generation 911 System to FY 2020-21 after being budgeted in FY 2019-20. 911 revenues are projected to be \$976,000 over budget due to the collection of wireline fees from previous fiscal years.

11 Employee Benefits. Revenues are projected to be \$13,019,000 over budget due to increased enrollment in flexible spending accounts and higher-than-projected supplemental life insurance elections. Expenses are projected to be \$5,784,000 over budget due to increased employee participation in flexible spending accounts which is partially offset by other health benefit expenses being under budget due to a better claim experience and a CVS rebate.

12 Risk Management. ORM expenses are projected to be \$16,633,000 under budget primarily due to a delay in anticipated claims expenses from FY 2020-21 to FY 2021-22 and a positive recovery resulting in a lower-than-expected payout.

FY 2020-21 Financial Forecast Report

GENERAL OBLIGATION BONDS**2017 Bond Program**

Proposition	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Street and Transportation [A]	\$533,981,000	\$306,967,270	\$135,531,383	\$79,568,463	\$91,867,424
Park and Recreation Facilities [B]	261,807,000	206,776,093	121,632,726	24,039,996	61,103,371
Fair Park [C]	50,000,000	35,854,549	27,865,988	1,576,959	6,411,602
Flood Protection and Storm Drainage [D]	48,750,000	22,484,312	5,573,017	7,146,247	9,765,048
Library Facilities [E]	15,589,000	15,589,000	14,264,281	779,940	544,779
Cultural and Performing Arts Facilities [F]	14,235,000	13,970,604	9,317,800	3,980,547	672,257
Public Safety Facilities [G]	32,081,000	27,737,155	15,704,371	9,060,692	2,972,093
City Facilities [H]	18,157,000	12,720,154	5,868,301	600,446	6,251,407
Economic Development [I]	55,400,000	36,709,750	14,397,605	11,437,831	10,874,314
Homeless Assistance Facilities [J]	20,000,000	13,989,185	82,574	2,235,684	11,670,927
Total	\$1,050,000,000	\$692,798,072	\$350,238,045	\$140,426,805	\$202,133,223

2012 Bond Program

Proposition	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Street and Transportation Improvements [1]	\$260,625,000	\$265,630,488	\$245,602,557	\$13,651,209	\$6,376,722
Flood Protection and Storm Drainage Facilities [2]	326,375,000	326,375,000	202,850,003	96,352,380	27,172,616
Economic Development [3]	55,000,000	55,000,000	36,614,080	6,107,184	12,278,737
Total	\$642,000,000	\$647,005,488	\$485,066,640	\$116,110,773	\$45,828,075

2006 Bond Program

Proposition	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Street and Transportation Improvements [1]	\$390,420,000	\$406,490,554	\$380,617,464	\$18,786,421	\$7,086,669
Flood Protection and Storm Drainage Facilities [2]	334,315,000	342,757,166	277,684,999	19,209,289	45,862,877
Park and Recreation Facilities [3]	343,230,000	353,022,660	343,346,208	3,603,727	6,072,725
Library Facilities [4]	46,200,000	47,692,804	47,031,266	475,387	200,596
Cultural Arts Facilities [5]	60,855,000	63,556,770	62,540,328	162,871	853,571
City Hall, City Service and Maintenance Facilities [6]	34,750,000	35,360,236	25,053,426	1,883,938	8,422,872
Land Acquisition Under Land Bank Program [7]	1,500,000	1,500,000	1,452,418	0	47,582
Economic Development [8]	41,495,000	45,060,053	41,939,230	1,153,500	1,967,324
Farmers Market Improvements [9]	6,635,000	6,933,754	6,584,013	3,208	346,532
Land Acquisition in the Cadillac Heights Area [10]	22,550,000	22,727,451	11,150,191	400,672	11,176,588
Court Facilities [11]	7,945,000	7,948,603	7,680,430	165,566	102,607
Public Safety Facilities and Warning Systems [12]	63,625,000	65,124,222	64,554,146	320,850	249,226
Total	\$1,353,520,000	\$1,398,175,273	\$1,269,634,119	\$46,165,429	\$82,389,170

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

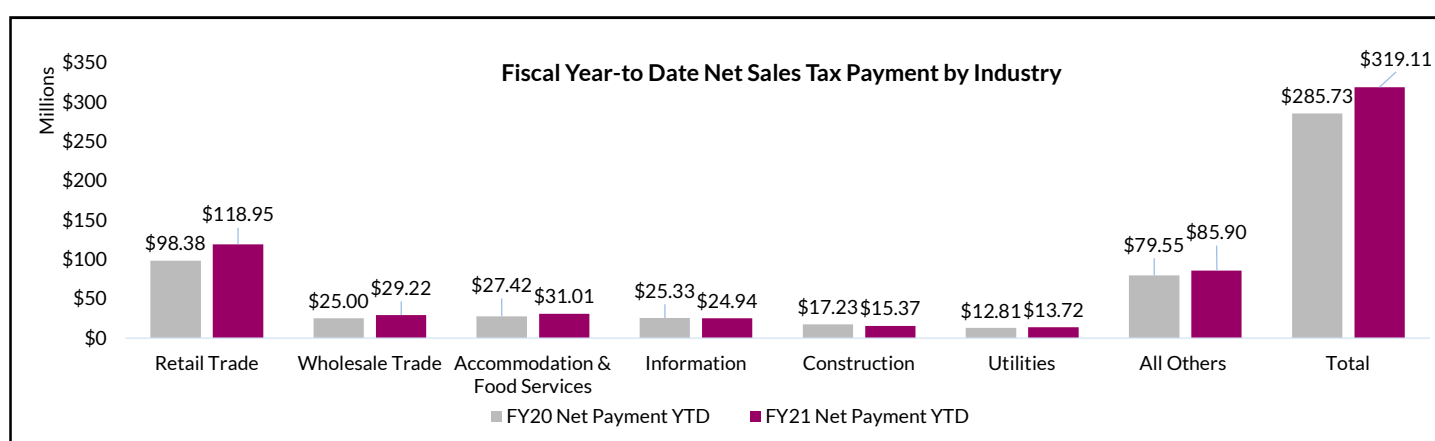
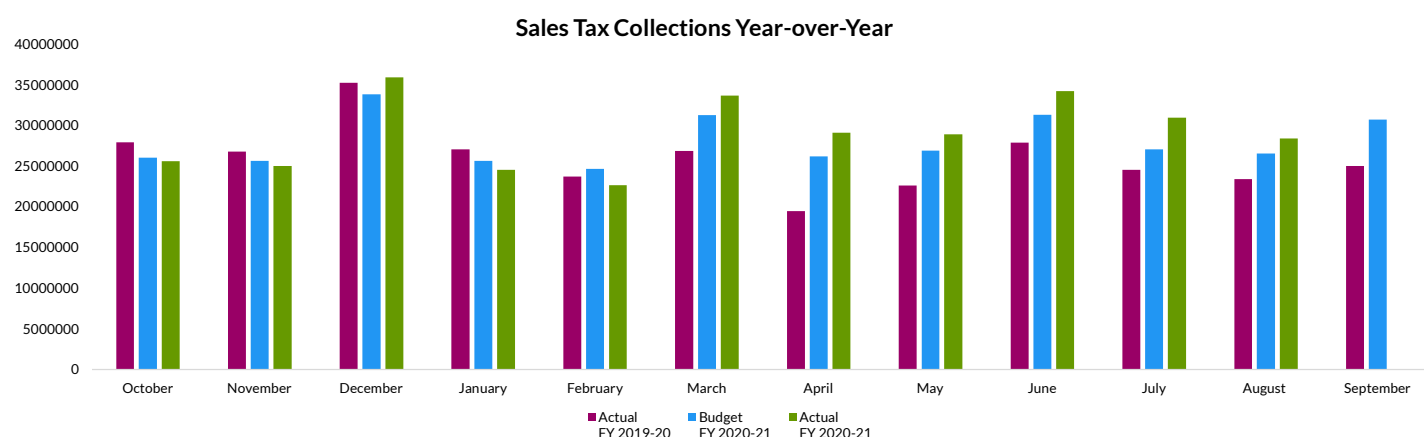
FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Sales Tax

The current sales tax rate is 8.25 percent—6.25 percent goes to the state, one percent to the City, and one percent to DART. In FY 2019-20, the City received \$310,738,000 in sales tax revenue. The FY 2020-21 budget was \$296,324,000. City Council increased the sales tax budget by \$8,749,000 on June 9 as part of the mid-year appropriations adjustment process. The budget was increased again by \$30,938,000 on September 9 through the end-of-year appropriations adjustment process. We have since updated the forecast to \$350,318,000. There is one more month of receipts in the fiscal year. We will update the forecast as additional information becomes available.

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



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

FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	August FY21 over August FY20	FYTD21 over FYTD20
Retail Trade	25%	21%
Wholesale Trade	21%	17%
Accommodation and Food Services	42%	13%
Information	39%	-2%
Construction	10%	-11%
Utilities	-1%	7%
All Others	11%	8%
Total Collections	21%	12%

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

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

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

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

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

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

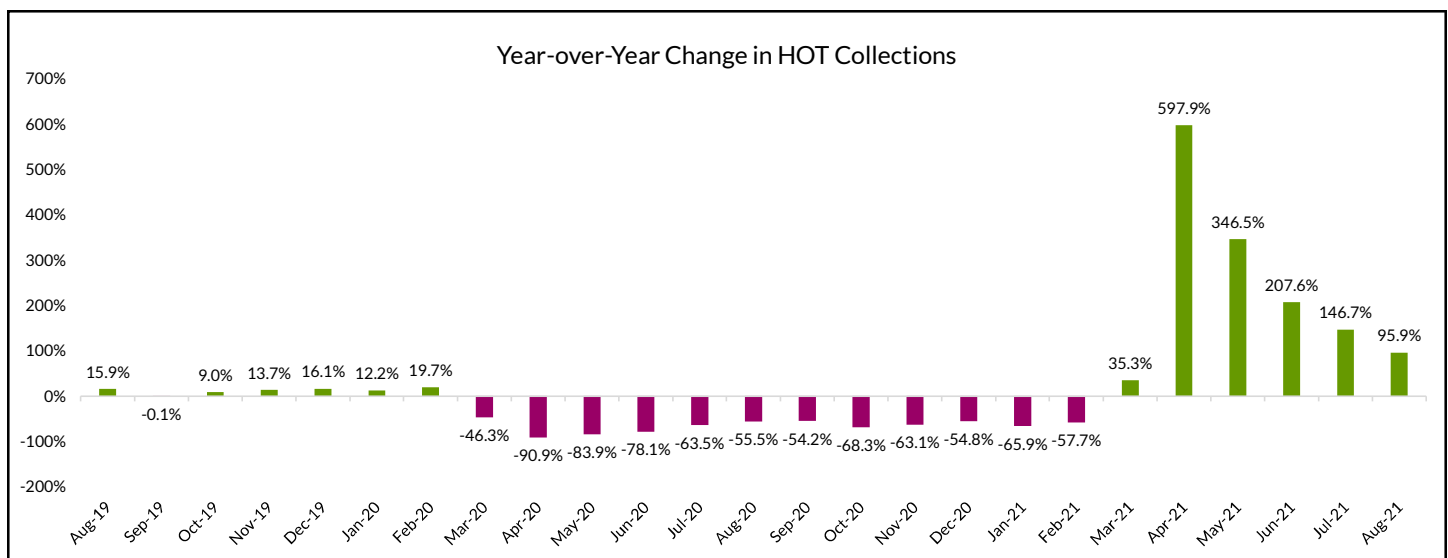
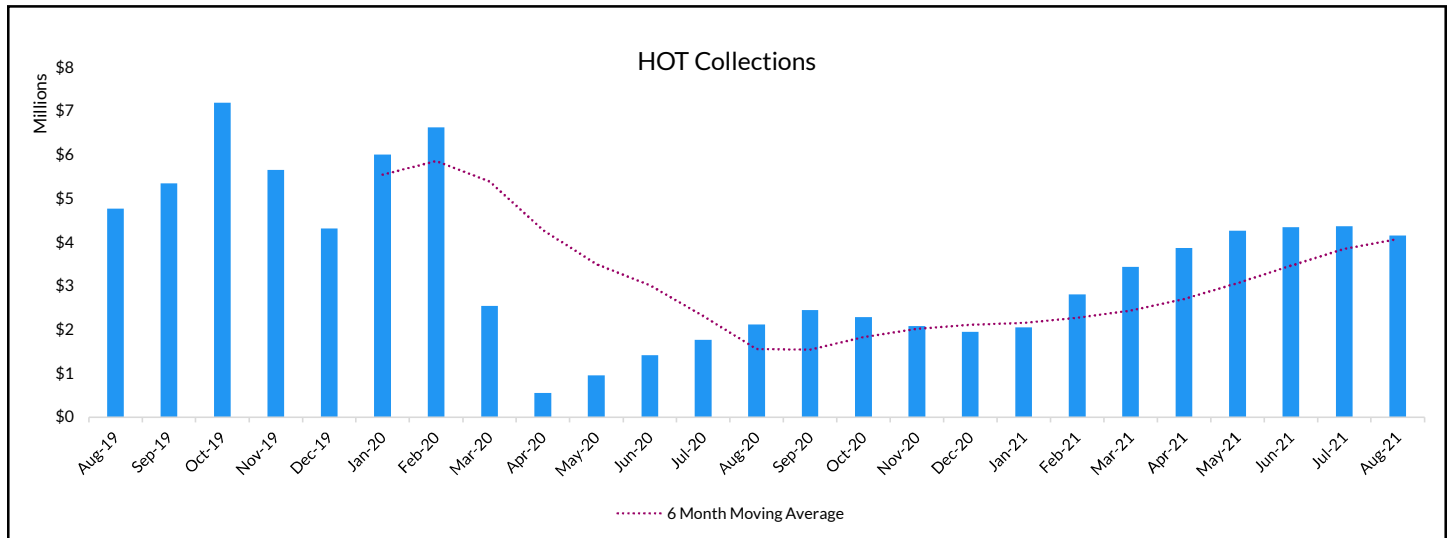
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Hotel Occupancy Tax

The City collects hotel occupancy taxes (HOT) on hotel, motel, bed and breakfast, and short-term rentals in the city limits. The HOT rate in Dallas is 13 percent of the cost of the room (not including food served or personal services not related to cleaning and readying the space for the guest)—six percent goes to the state, and seven percent goes to the City. HOT is the largest single revenue source for the Kay Bailey Hutchison Convention Center, and data is typically updated every two months.



FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Convention Center Event Bookings

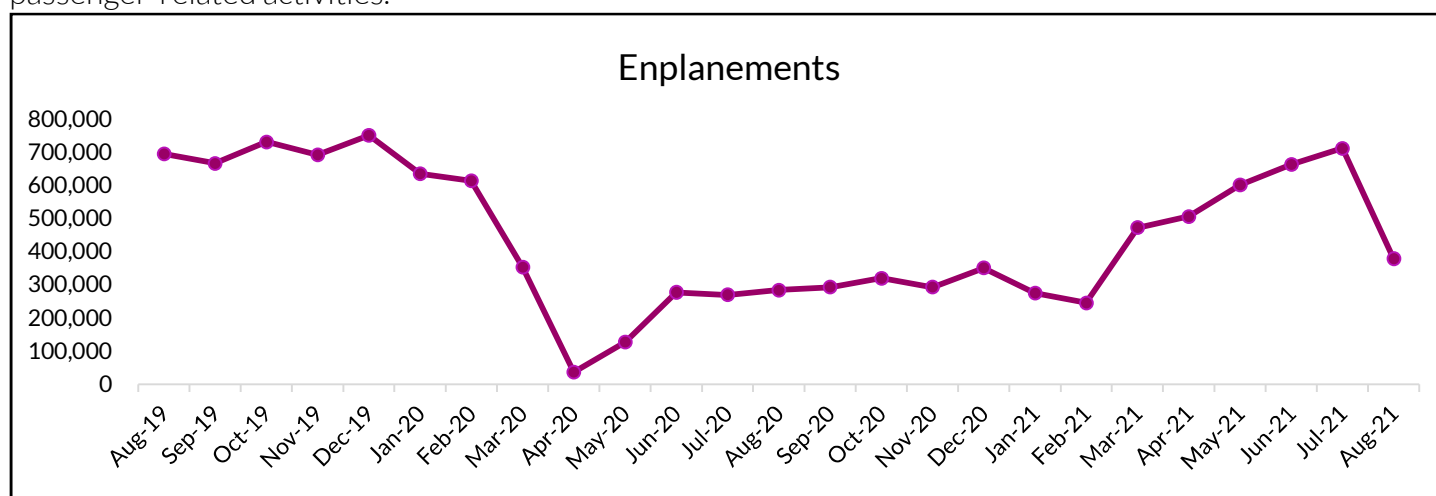
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY19 Actual	FY20 Actual	FY21 Planned	FY21 Actual
October	6	6	6	3
November	2	11	6	1
December	9	5	7	2
January	7	13	10	1
February	9	12	6	0
March	8	1	6	2
April	6	1	3	1
May	6	0	9	6
June	5	0	8	7
July	3	0	3	7
August	7	0	7	4
September	11	0	3	5
Total	79	49	74	39

* Due to shifts in cancellations and rescheduling, actuals for prior months have been 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.

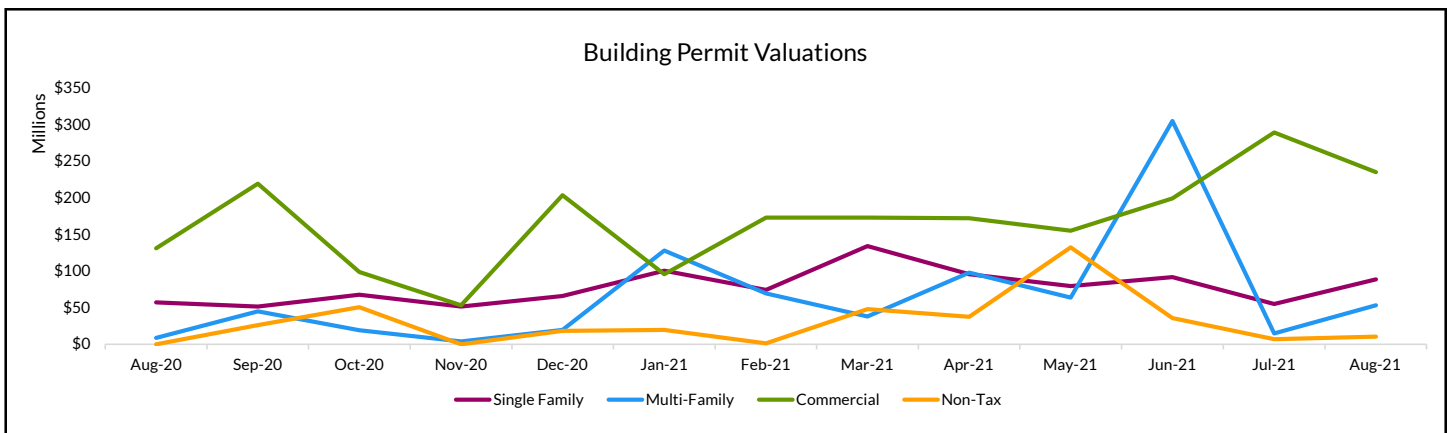
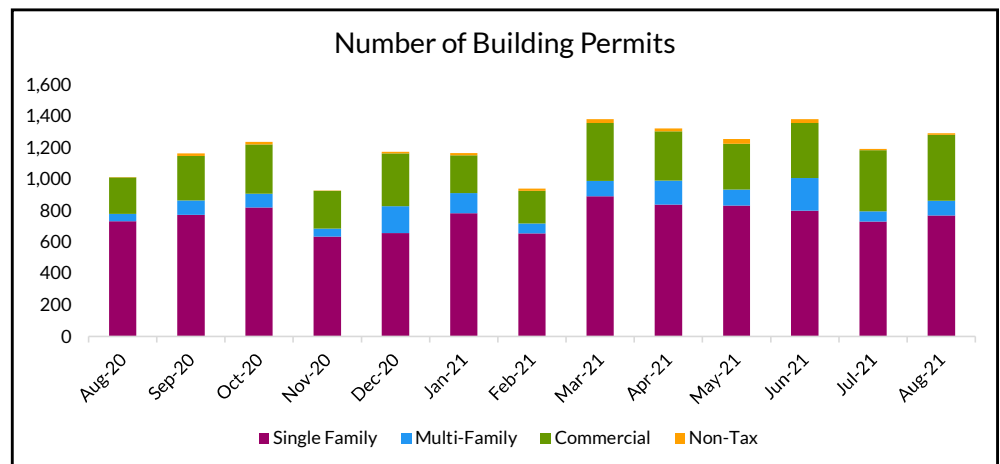


FY 2020-21 Financial Forecast Report

ECONOMIC INDICATORS

Building Permits

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



DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2019-20 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, 2021.

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 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Economic Development						
1	Percentage of dollars spent with local M/WBE businesses (Economic Development)	69.98%	65%	81.68%	65%	82%
2	Percentage of businesses from low- to moderate-income (LMI) census tracts connected to the B.U.I.L.D. ecosystem (Economic Development)	N/A	40%	97.78%	40%	98%
3	Percentage of single-family permits reviewed in three days (Sustainable Development)	N/A	85%	0%	85%	0%
4	Percentage of inspections performed same day as requested (Sustainable Development)	96.77%	98%	97.78%	98%	98%
Environment & Sustainability						
5	Percentage of annual Comprehensive Environmental & Climate Action Plan (CECAP) milestones completed	N/A	83%	47.8%	92%	92%
6	Monthly residential recycling diversion rate (Sanitation Services)	N/A	19%	18.29%	19%	18%
7*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	14.66	12.5	15.82	12.5	15.82
Government Performance & Financial Management						
8	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	35.68%	75%	28.10%	75%	28.10%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	76.67%	70%	88.25%	70%	87%

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

FY 2020-21 Dallas 365

#	Measure	FY 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Housing & Homeless Solutions						
10*	Average number of days to contract signing for Home Improvement and Preservation Program (HIPP) applications (Housing & Neighborhood Revitalization)	N/A	120	223	120	235
11	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	N/A	60%	78.01%	60%	78%
12	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	75.03%	85%	93.95%	85%	85%
13	Percentage of individuals who exit to positive destinations through the Landlord Subsidized Leasing Program (Homeless Solutions)	N/A	80%	79.70%	80%	85%
Public Safety						
14	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	85.54%	90%	85.27%	90%	86%
15	Percentage of EMS responses within nine minutes (Fire-Rescue)	88.98%	90%	89.68%	90%	90%
16	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.75%	60%	55.17%	60%	55%
17	Percentage of 911 calls answered within 10 seconds (Police)	81.90%	90%	65.79%	90%	66.90%
18*	Crimes against persons (per 100,000 residents) (Police)	2,028.89	1832.4	1,928.1	1,999	2,023
19	Percentage of crisis intervention calls handled by the RIGHT Care team (Integrated Public Safety Solutions)	N/A	40%	44.1%	45%	45%
20	Complaint resolution rate (Community Police Oversight)	N/A	70%	85.85%	70%	85%
Quality of Life, Arts, & Culture						
21	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	N/A	27%	31.19%	30%	31%
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	54.42%	65%	73.18%	65%	67%
23	Live release rate for dogs and cats (Animal Services)	90.6%	90%	87.50%	90%	88%
24	Percentage of technology devices checked out (hot spots and Chromebooks) (Library)	N/A	85%	61.21%	85%	60%
25	Percentage of users who report learning a new skill through adult learning or career development programs (Library)	N/A	90%	93.73%	90%	90%
26	Percentage of planned park visits completed by Park Rangers (Park & Recreation)	N/A	95%	92.87%	95%	91%
27	Participation rate at late-night Teen Recreation (TRec) sites (27,300 annual participants) (Park and Recreation)	6.8%	67%	9.28%	100%	12%

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

FY 2020-21 Dallas 365

#	Measure	FY 2019-20 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Transportation & Infrastructure						
28	Percentage of bond appropriation awarded ITD (Bond & Construction Management)	90%	88%	85.69%	90%	90%
29*	Percentage of work orders for emergency maintenance (Building Services)	N/A	4%	0.61%	4%	1%
30	Percentage of planned lane miles improved (726 out of 11,800 miles) (Public Works)	100%	86.5%	76.5%	100%	85%
31	Percentage of potholes repaired within three days (Public Works)	95.37%	98%	100%	98%	98%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.55%	91%	94.45%	91%	93%
Workforce, Education, & Equity						
33	Percentage increase in Senior Medical Transportation Program trips (Community Care)	N/A	10%	61.90%	10%	46%
34	Percentage of Fresh Start clients who maintain employment for six months (Economic Development)	N/A	25%	33.30%	25%	33%
35	Percentage of City departments participating in the Equity Indicators alignment process (Equity & Inclusion)	N/A	75%	60%	80%	85%

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

VARIANCE NOTES

#3. As of September 29, DEV estimates residential permit review times at four weeks for first review. Five vacancies in the residential review team coupled with a large influx of applications has caused an increase in wait time. Applications are being diverted to third party reviewers to assist. DEV anticipates three week review times once process improvements are fully implemented.

#5. As of August 30, 92 of 136 milestones are complete with an additional 44 milestones in progress. Some milestones in progress are tied the Local Solid Waste Management Plan Update. OEQ has met with all involved City departments and anticipates completing at least 126 milestones by the end of September.

#7. SAN has been impacted by higher than usual municipal solid waste volumes and the ability to fill vacancies, resulting in an increase in missed service calls. A new temporary laborer staffing agency began on August 16 and operation processes have been improved to mitigate service impacts. SAN staffing is gradually returning to normal.

#8. 311's performance has been adversely affected by failing software, IVR malfunctions, and labor shortage. Per ITS, the installation of 311's new software is in the final stage of testing and is anticipated to be deployed within the upcoming weeks. In an attempt to fill vacancies, management conducted 16 interviews in which seven of the candidates accepted the job offer and are now in training.

#10. Contractor capacity and construction delays continue to adversely impact performance. HOU has closed 7 additional projects in August and will close additional applications as contractors become available.

#14. The year-end average is slightly lower than the target due to February winter storm Uri and continued station closures. Fire station 46 reopened on September 24th and a temporary station near station 41 will be set up by the end of the year to mitigate response times. DFR anticipates improved response times with the reopening of stations.

FY 2020-21 Dallas 365

#16. DPD continues to balance the resource needs of call response times with proactive crime fighting efforts, which have resulted in violent crime reductions. DPD strives to answer 60% of priority 1 calls in under 8 minutes while also continuing the successful implementation of our crime reduction plan.

#17. Low staffing levels during most of the fiscal year and the Covid-19 pandemic have impacted performance levels. Corrective actions, as well as the onboarding of 53 new 911 Call Takers, have increased calls answered within 10 seconds to 85.85% in September. As of October 5th, 911 Call Taker staffing is at 79% with an additional 9 scheduled to start on October 13th.

#24. Overall circulation of LIB materials, including technology devices, is down compared to last year because of COVID-19 closures and limited services. At any time, 82% of the 100 Chromebook technology bundles (paired with a hot spot) are checked out, and approximately 91% of the remaining individual hot spots are in use. LIB continues to revise its marketing tactics to increase awareness. August's technology circulation increased by 18.11% over July.

#27. Trec programming was suspended through June 24th due to Covid-19 precautions. Trec programming is now available at 14 recreation centers and had a total of 643 participants in August.

#30. Multiple weather events from November to February, intermittent COVID-related labor shortages, and additional CDBG and DWU funded projects have impacted construction scheduling. PBW anticipates completing 618 of 726 planned lane miles by September.

#35. EQU diverted resources in February and March to reviewing "Budgeting for Equity" submissions for the FY 2021-22 proposed budget, which caused a delay in progress. As of September 30th, 34 departments participated in the Equity Indicators alignment process, surpassing the 80% annual target.

BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2020-21 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on track” for completion by the end of the fiscal year (green check mark), “at risk” of not being completed by the end of the fiscal year (yellow exclamation mark), or “canceled” (red x).

 **29**
Complete

 **4**
On Track

 **2**
At Risk

 **0**
Canceled

In the Spotlight



On Saturday, September 25, we completed a major milestone toward achieving Budget Initiative #23 with the grand opening and ribbon cutting ceremony at the new Forest Green Branch Library at 9619 Greenville Ave. The 19,881 sq. ft. building is more than twice the size of the library it replaces, built on Forest Lane in 1976. The new building features flexible classroom space, enhanced meeting rooms, 20 public computers,

an outdoor space for community gatherings, and specialty technology, furniture and equipment to encourage early literacy and STEM learning. The \$9.5 million project was funded by the 2006 and 2017 bond programs. The Forest Green Branch Library is open 10 a.m. to 6 p.m. Tuesday, Thursday, Friday and Saturday, and Wednesday, 11 a.m. to 7 p.m.

FY 2020-21 Budget Initiative Tracker

ECONOMIC DEVELOPMENT

1 Workforce Development

INITIATIVE Merge business and workforce development efforts into a single team that will collaborate with community and business stakeholders to prepare residents for emerging job growth sectors. (Economic Development)

STATUS ECO has aligned business and workforce efforts to eliminate duplication, and the team is working with Community Care and outside organizations like the South Dallas Employment Project to implement this initiative.

2 B.U.I.L.D. Program

INITIATIVE Roll out the Broadening Urban Investment to Leverage Dallas (B.U.I.L.D.) program to strengthen small businesses and provide access to technical training, funding, mentorship, and capacity-building guidance. (Economic Development)

STATUS The program launched November 12. In December, staff reviewed and scored 129 applications. In January, staff identified 50 awardees, 45 of whom completed the required technical assistance/business coaching and received funds. From the initial award cycle, 44 of 45 businesses (97.8 percent) were from low- to moderate-income census tracts.

ENVIRONMENT & SUSTAINABILITY

3 Environmental Action Plan

INITIATIVE Initiate the 48 actions and 136 milestones identified in the Comprehensive Environmental and Climate Action Plan (CECAP) for FY 2020-21. (Environmental Quality and Sustainability)

STATUS All 136 milestones and 48 actions are in progress with 92 milestones already completed. An additional 34 milestones are expected to be completed by the end of September. OEQS has developed an RFCSP for community solar, which is currently under review by Procurement Services. A consultant for the Urban Agriculture Plan has been selected. City Council has approved the Urban Forest Master Plan, a resolution for sustainable procurement, and a resolution approving funds from the VW Mitigation Trust to develop electric vehicle charging infrastructure will go to City Council. OEQS is working on an application for more funds from the VW Mitigation Trust to install additional electric vehicle charging infrastructure.

You can find more details on the CECAP, including the full work plan for FY 2020-21, at dallasclimateaction.com/cecap.

4 Brush & Bulky Trash Collection

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

STATUS SAN continues to collect data and analyze the information to make improvements.

FY 2020-21 Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

5 Language Equity



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

STATUS In August, average speed of answer for Spanish calls increased to 10 minutes and 57 seconds. 311 has hired multiple new bilingual agents. To help reduce wait times, 311 continues to work with Human Resources to improve recruitment efficiency and hire qualified bilingual candidates in addition to implementing new software for the call center.

6 Data Analytics



INITIATIVE Build a new team that will harness the City's data to promote transparency and accessibility to the public and provide crucial insights that support better decision-making throughout the organization. (Data Analytics & Business Intelligence)

STATUS DBI has staffed 23 of 28 positions and is recruiting three Data Science Analysts, one Data Scientist, and an intern, all of whom are targeted to be hired by the end of September.

7 Minimum Wage



INITIATIVE Lead by example by increasing the minimum wage for permanent, part-time, seasonal, and temporary City employees to \$14 per hour in FY 2020-21. (Human Resources)

STATUS City Council approved the \$14 minimum wage as part of adopting the FY 2020-21 budget. The increase took effect October 1, 2020.

HOUSING & HOMELESSNESS SOLUTIONS

8 Eviction Assistance



INITIATIVE Alleviate financial hardship through an eviction assistance program that connects tenants facing eviction to resources ranging from housing assistance and direct legal services to financial education. (Equity and Inclusion)

STATUS The Eviction Assistance Initiative served 181 households (436 people) from January 2021 to August 2021. In the month of August 2021, 18 households (49 people) were assisted. The initiative has assisted 100% of applicants who have sought legal services through advising, briefing, or full legal representation. These households met with a legal representative from Legal Aid of Northwest Texas to provide some measure of defense to the threat of eviction. The number of households that were helped this fiscal year is because of the CDC moratorium on evictions which was blocked by the Supreme Court on August 26, 2021. Eviction filings may increase in the coming months because of this.

9 Comprehensive Housing Policy



INITIATIVE Refine the Comprehensive Housing Policy to better meet residents' housing needs, including changing the terms of some loans from repayable to forgivable and creating a targeted home rehabilitation program. (Housing & Neighborhood Revitalization)

STATUS City Council adopted changes to the Comprehensive Housing Policy on August 26, including creating the Targeted Repair Program (TRP) and updating the Home Improvement and Preservation Program (HIPP) and Dallas Homebuyers Assistance Program (DHAP) to increase participation. At this time last fiscal year, HOU had served 12 residents, and this year has served six. Now that construction has begun on several repairs, staff anticipate growth in the coming months.

FY 2020-21 Budget Initiative Tracker

PUBLIC SAFETY**10 Environmental Design**

INITIATIVE Reduce crime and improve quality of life by remediating environmental issues such as vacant lots, abandoned properties, substandard structures, and insufficient lighting. (Code Compliance, Transportation)

STATUS TRN has completed LED conversion of 533 street lights and installation of 80 new lights. Conversion of additional 1,611 street lights is underway with 583 in Design phase and 52 under construction. All contracts were awarded on 9/22/2021 and encumbered. The Illegal dumping team is currently on track with the remediation of illegal dumping cases. Since October 2020, CCS has resolved all code violations and remediated 341 vacant lots referred by IPSS.

11 Police Mediation

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

STATUS HR reclassified the mediation position as a Mediation Manager and posted the position in August. The Intake Specialist has been hired.

12 Intoxication Recovery Center

INITIATIVE Divert public intoxication cases from jail to a recovery services center staffed with case workers who will help individuals identify and manage substance use disorders. (Court and Detention Services)

STATUS The Sobering Center manager has onboarded a manager and three supervisors. The City Attorney's Office is finalizing an Interlocal Agreement with the North Texas Behavioral Health Authority to co-locate a supervisor at the Sobering Center. The agreement is expected to be approved, and the supervisor is set to start work this Fall. Renovations will be completed Fall 2021. The Center hosted a soft opening on May 19 and is on track for a full opening by Fall 2021. Center staff have begun interviewing individuals and connecting them to community-based treatment programs.

13 Fire-Rescue Response

INITIATIVE Augment our fire-rescue response by hiring 21 new firefighters to fully staff Station #59 (scheduled to open in September 2021) and operating a ladder truck at Station #18 to respond more efficiently to multi-story structure fires in downtown. (Fire-Rescue)

STATUS DFR successfully executed its hiring plan goal by hiring 95 new members across the Fall 2020, Spring 2021 and Summer 2021 hiring classes. The department is in process of training these new personnel and is positioned to fully staff the new Station 59, as well as other assignments added over the last year.

14 RIGHT Care

INITIATIVE Expand the RIGHT Care program to five teams to avoid unnecessary hospitalization, arrests, and interactions between residents and law enforcement. (Integrated Public Safety Solutions)

STATUS As of April 1, all five teams are active and the percentage of crisis intervention calls handled by the teams increased from 10 percent of all such calls in January to 43 percent in July.

15 Mobile Crisis Response

INITIATIVE Form a mobile crisis response team to support police officers when residents need direct services such as food, housing, transportation, or shelter in cases of domestic violence. (Integrated Public Safety Solutions)

STATUS The City has staffed the Mobile Crisis Response Team with a manager (hired), supervisor positions (posted), and caseworkers with more staff to be hired in the months to come.

16 Behavioral Health Care

INITIATIVE Remove barriers to behavioral health care in communities with limited or no access to these services to mitigate behavioral health crises. (Integrated Public Safety Solutions)

STATUS City Council approved the contract with both the North Texas Behavioral Health Authority (21-1465) and Metrocare Dallas (21-1462) on August 25, 2021. The services became available on September 1, 2021.

FY 2020-21 Budget Initiative Tracker

PUBLIC SAFETY**17 Violence Interrupters**

INITIATIVE Partner with community organizations to establish violence interrupters—credible individuals who serve as mentors and conflict resolution experts to curb violence from within their neighborhoods. (Integrated Public Safety Solutions)

STATUS City Council awarded a contract for the violence interrupters program on April 28, and IPSS has hired a program manager. The program was operational on June 21.

18 21st Century Training

INITIATIVE Improve police training in alignment with the principles of 21st Century Policing by enhancing external review, expanding programs to reduce implicit bias, and requiring annual training in alternative solutions, de-escalation, and less-lethal tactics. (Police)

STATUS DPD is partnering with the Caruth Police Institute, a recognized center of excellence, and the Meadows Mental Health Policy Institute to implement Active Bystandership for Law Enforcement (ABLE) training.

Project ABLE is an evidence-based education program designed to not only prevent harm but change the culture of policing. Project ABLE certified multiple DPD instructors through its train-the-trainers event, and department-wide training began in April. DPD added more classes to expedite the training of all sworn officers. All DPD officers are trained in less-lethal tactics, including taser and baton annual certification, de-escalation, and alternative force solutions.

19 Staffing Study Implementation

INITIATIVE Respond more efficiently to high-priority calls and free up resources for other efforts through continued implementation of staffing study recommendations, including transitioning 95 sworn positions to patrol and adding 95 non-sworn positions. (Police)

STATUS DPD has hired 85 of the 95 non-sworn positions. The remaining 10 positions are in various stages of the hiring process. DPD continues to transition sworn positions to patrol and other units where they will be most effective based on departmental needs.

20 Real-Time Crime Center

INITIATIVE Expand the Real-Time Crime Center (RTCC) team by adding 11 civilian crime intelligence analysts, for a total of 22 staff who analyze imaging and data in real time to proactively implement crime-fighting strategies. (Police)

STATUS RTCC construction is complete and is in the commissioning/certification process. DPD has hired 21 crime analysts and one is in the background investigation process.

FY 2020-21 Budget Initiative Tracker

QUALITY OF LIFE, ARTS, & CULTURE

21 Illegal Dumping

INITIATIVE Target illegal dumping by investing \$500,000 for Code Compliance to add three new mow/clean crews. (Code Compliance)

STATUS CCS hired six new Code Officers to proactively identify illegal dumps and work with the camera crew to place cameras in chronic dumping areas. As well, CCS has hired all three mow/clean crews (nine positions) in which equipment for the new crews has been received. CCS is proactively updating Salesforce to track illegal dumping cases in coordination with the Marshal's Office.

22 Digital Equity

INITIATIVE Continue bridging the digital divide by making additional mobile hot spots and Chromebooks available for checkout at select libraries. (Library)

STATUS All 1,125 laptops purchased with CARES Act funds, were delivered at the end of May and were made available for checkout mid-June.

23 Branch Libraries

INITIATIVE Open two state-of-the-art branch libraries at Vickery Park in Fall 2020 and Forest Green in Spring 2021. (Library)

STATUS Vickery Park Branch Library opened for curbside service February 22, 2021. Forest Green is also complete and had its grand opening September 25, 2021.

24 Youth Recreation

INITIATIVE Engage Dallas youth through expanded recreational and cultural programming, mentoring relationships, job training and apprenticeships, physical and mental health initiatives, and fun educational activities. (Park & Recreation)

STATUS In July, TRec programming opened at 14 recreation centers and began offering activities such as sports, games, performing and fine arts, technology, fitness, etc.

FY 2020-21 Budget Initiative Tracker

TRANSPORTATION & INFRASTRUCTURE

25 Facility Accessibility

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

STATUS ADA compliance assessment will be conducted on 26 city buildings during FY 22. The Oak Cliff Municipal Center and Fire Station 26 will be the first two buildings to be assessed - by 9/30. Ten more buildings are scheduled for ADA assessment by November 30. Previously assessed facilities Majestic Theatre restroom on hold pending updated schedule; MLK ramp project is complete; and City Hall L1 & L2 Garage are nearing completion - anticipated project closeout November 30.

26 Infrastructure Equity

INITIATIVE Dedicate \$32.4 million to make equitable investments in streets, alleys, sidewalks, and other infrastructure, including \$8.6 million dedicated to underserved neighborhoods and near schools and senior centers. (Public Works)

STATUS PBW has completed more than 95.7 planned lane miles in targeted areas using the new equity framework for infrastructure projects. PBW has completed this initiative and exceeded its projections.

27 Sidewalk Master Plan

INITIATIVE Increase accessibility for residents with disabilities by implementing the Sidewalk Master Plan with \$9.4 million in bond funds. (Public Works)

STATUS PBW has completed 32 of 32 sidewalk projects, including four in August. PBW had completed this initiative.

28 Bike Lanes

INITIATIVE Maintain our investment in bike lanes at \$1.5 million to continue expanding mobility options, improving air quality, and making Dallas more sustainable. (Transportation)

STATUS TRN completed 1.1 miles of buffered bike lanes on West Commerce from Fort Worth Ave. to Riverfront Blvd. Staff expects to obligate the Union Bikeway project for construction by the end of FY 2020-21. Staff awarded engineering services for Ross Ave. and Elam Rd. shared-use paths and consultant planning services for the Bike Plan Update on 9/22/21 and have encumbered all funds. Staff are also working to implement bike facilities on Lawnview Ave. and Vernon Rd.

29 Water/Wastewater Service

INITIATIVE Set aside \$2.9 million annually to extend water and wastewater infrastructure to all residents in unserved areas within the next 10 years. (Water Utilities)

STATUS City Council awarded the construction project for Gooch St. on April 28. Staff have received construction bids for Killough Blvd. and the project was awarded on June 23. Finally, design is complete for Mesquite Heights and construction was awarded on September 9.

FY 2020-21 Budget Initiative Tracker

WORKFORCE, EDUCATION, & EQUITY**30 Virtual Language Center**

INITIATIVE Establish the City as a trusted primary source for information and ensure residents with limited English proficiency have equal access to programs and services through a new Virtual Language Center and other translation efforts. (Communication, Outreach, & Marketing)

STATUS The Virtual Language Center continues to provide translation services in various languages while actively working toward establishing the City as a trusted primary source of information through the distribution of various documents.

31 Fair Park Multimedia Center

INITIATIVE Launch the Fair Park Multimedia Center (FPMC) to magnify the impact of City programs and services, broadcast a Spanish-language City television channel, provide apprenticeships for local students, and bolster resilience through additional digital communications capacity. (Communication, Outreach, & Marketing)

STATUS The apprenticeship program began in February with two students from Thomas Jefferson P-TECH High School. City Council approved the contract for construction and installation of broadcasting and editing equipment on April 28.

32 Direct Assistance

INITIATIVE Meet residents' basic needs with direct assistance, including rent and utility assistance, food distribution, benefits navigation, and clothing distribution. (Community Care)

STATUS The Drivers of Poverty procurement was approved by City Council on September 22, 2021. Programming began on October 1, 2021.

33 Financial Empowerment Centers

INITIATIVE Pilot two Financial Empowerment Centers (FECs), community-based centers that offer financial coaching, employment referrals, mental health services, and housing support to help low-income residents navigate out of poverty and achieve financial stability. (Community Care)

STATUS The Financial Coaches have been hired and are finishing training. OCC partners are providing client assistance services, as the coaches finish training.

34 Reentry Services

INITIATIVE Support formerly incarcerated people reentering public life through community-based services such as housing placement, job skills training, job placement, and wraparound support services. (Community Care, Economic Development)

STATUS Re-entry Services contracts were approved by City Council on September 22, 2021. The programming is scheduled to begin October 1, 2021. The current program partner, the Regional Black Contractors Association, has enrolled 41 clients as of June 30, funded by an allocation from the Texas Department of Criminal Justice.

35 Equity & Inclusion

INITIATIVE Integrate the City's equity, resilience, inclusion, fair housing, and human rights initiatives in a single office. (Equity & Inclusion)

STATUS The City consolidated its offices of Equity, Fair Housing & Human Rights, Resilience, and Welcoming Communities & Immigrant Affairs into the Office of Equity & Inclusion, effective October 1.

Budget Initiative Tracker

MULTI-YEAR INITIATIVES

While most initiatives can be completed in a single fiscal year, several FY 2018-19 and FY 2019-20 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 10 initiatives below, using the initiative numbers from the prior reports for reference.



FY 2018-19

5 Security of City Facilities

INITIATIVE Consolidating security for City facilities into Court and Detention Services and conducting a comprehensive risk assessment to identify future security needs for City facilities and programs. (Court & Detention Services)

STATUS Security has been consolidated into the Court and Detention Services. The Public Safety Committee was briefed on the assessment results and recommended next steps on May 10. A comprehensive risk assessment plan has been created, prioritized, and funded via ARPA funds in the proposed FY 2021-22 budget in the amount of \$6,425,750.

23 Historic Resource Survey

INITIATIVE Devoting \$100,000 to conduct a historic resource survey with private partners. (Historic Preservation)

STATUS OHP presented the initial survey findings to the community on May 18, and staff anticipate hosting at least one more community meeting in the coming months. The final draft of the survey and public hearings are set for Spring 2022 with a target completion date in June 2022.

7 P-25 Radio System

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

STATUS The project is on track to go live in August 2022 (originally December 2020). Of the 33 planned sites, 22 are complete, and the remaining 11 are more than 75 percent complete. The City has signed an interlocal agreement (ILA) with the City of Irving, City of Fort Worth, and City of DeSoto to share premises, facilities, and/or equipment, and ILAs are pending with the cities of Mesquite and Sachse.

Budget Initiative Tracker

MULTI-YEAR INITIATIVES

FY 2019-20

4 Body-Worn Cameras

INITIATIVE Enhance safety for officers and residents and encourage positive community interactions by purchasing additional body-worn cameras for police officers, the Marshal's Office, and Dallas Animal Services officers. (Police)

STATUS DPD has equipped 1,500 officers with cameras and finished the rollout of new models to existing users. New user classes have begun, and DPD anticipates all 2,000 cameras will be in service by the summer. DAS has purchased 50 cameras that will be active by May, and CTS has purchased 35 cameras for use this fiscal year.

5 Firefighter Safety

INITIATIVE Protect our firefighters by purchasing a second set of personal protective equipment (PPE) and a complete replacement of self-contained breathing apparatus (SCBA) to allow for cleaning equipment between fires. This is a two-year initiative begun in FY 2018-19. (Fire-Rescue)

STATUS DFR has purchased and issued all 1,835 sets of PPE, and all SCBA equipment has been delivered.

12 Traffic Signals

INITIATIVE Promotes safety and enhance traffic flow by replacing broken vehicle detectors at 40 critical intersections and retiming 250 traffic signals. This is a multi-year initiative begun in FY 2018-19. (Transportation)

STATUS All funds have been awarded and encumbered and the signal contractor has a work order to install radar at 20 of the 27 remaining locations, and staff is coordinating scheduling. City staff will handle installations at the remaining seven locations.

15 Affordable Housing

INITIATIVE Further affordable housing throughout the city as prescribed in the Comprehensive Housing Policy through the 2020 Notice of Funds Available (NOFA). (Housing & Neighborhood Revitalization)

STATUS City Council has approved investments of \$24.1 million in three NOFA projects this fiscal year—St. Jude, Westmoreland Heights, and Midpark Towers—for a total of 630 new units and a total investment of almost \$100 million into housing projects in Dallas.

19 Comprehensive Plan

INITIATIVE Update the City's Comprehensive Plan to incorporate more recent policy initiatives and encourage strategic land development while promoting equity, sustainability, and neighborhood revitalization. (Planning & Urban Design)

STATUS City Council approved the consultant contract on April 28, and PUD launched the public process phase on August 28, 2021 with a draft plan by June 2022.

29 Juanita J. Craft Civil Rights House

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

STATUS The National Park Service approved the construction documents submitted. The exhibit fabrication and installation services is currently being finalized by Procurement and is expected to go to City Council for approval in November. BSD is also in the process of procuring construction services to rehabilitate the Craft House.

39 Ethics Training

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

STATUS EQU continues to deliver biennial ethics training. The Values Ambassador program has been on hold and will be relaunched after reviewing best practices for similar programs and collecting feedback from City departments and the Ad Hoc Committee on General Investigating and Ethics. It is anticipated a revamped program can be developed by the first quarter of calendar year 2022.





City of Dallas

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

Agenda Information Sheet

File #: 21-2048

Item #: H.

Response to Questions Raised During the Boards and Commissions Audit Briefing from the
September 27, 2021 Government Performance and Financial Management Committee Meeting

Memorandum



CITY OF DALLAS

DATE October 22, 2021

TO Honorable Chair and Members of the Government Performance and Financial Management Committee

SUBJECT **Responses to Questions– September 27, 2021 GPFM Council Committee Meeting**

On Monday, September 27, the Government Performance and Financial Management (GPFM) Committee was briefed on the recent City Auditor's Boards and Commissions (B&C) Audit, dated August 4, 2021. This memorandum will respond to the various comments shared by the Committee during the briefing.

We agree with the City Auditor's findings that there are opportunities to reduce the splintering of roles so that members of the boards and commissions receive the support and clarity they need to be successful. The September 27, 2021, GPFM Committee discussion underscored what the City Auditor referred to as "fragmentation of roles and responsibilities."

- City Secretary – Receives and processes applications for completeness, places items on Council Agenda for action, notifies appointee of appointment, emails a link to compliance training: Ethics and Open Meetings Act trainings
- City Manager – Ensures appointees meet qualification requirements; receives annual reports and distributes to the Mayor and City Council Office
- City Attorney – Reviews conflicts of interest, prepares bylaws
- Mayor and City Council – Appoints boards and commissions members
- Boards and Commissions – Approves mission, bylaws and annual reports
- Board Coordinators – Within appropriate department, schedules meetings, manages budget, provides board/commission-specific additional orientation/training, may vary across boards and commissions, posts annual reports, bylaws and minutes

The oversight and management of boards and commissions should be housed within one of the following three departments: (1) City Manager's Office; (2) the City Secretary's Office or (3) the Mayor and City Council Office, with appropriate staff to ensure efficiency and compliance. The role of reviewing conflicts of interest and bylaws support would remain with the City Attorney. The single oversight department would oversee the following: application processing, qualifications compliance, budget management, board coordinators, annual report, mission, bylaws and minutes posting, and orientation/training oversight. Training should be robust, and members should be tested on their knowledge of the appropriate ethics codes and compliance. The new structure would look like this:

- Single Department (CMO, CSO or MCC)
 - Receives and processes applications for completeness, places items on Council Agenda for action, notifies appointee of appointment, emails a link

DATE October 22, 2021
SUBJECT **Responses to Questions– September 27, 2021 GPFM Council
Committee Meeting**

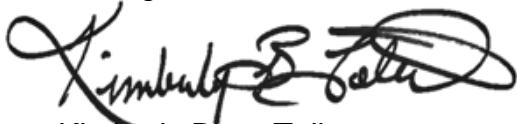
- to compliance training: Ethics and Open Meetings Act trainings, ensures appointees meet qualification requirements; receives annual reports and distributes to Mayor and City Council Office
- *Board Coordinators* – Within appropriate department and reporting to a single department, schedules meetings, budget management, provides board/commission-specific additional orientation/training, may vary across boards and commissions, posts annual reports, bylaws and minutes
 - *Boards and Commissions* – Approves mission, bylaws and annual reports
 - City Attorney – Reviews conflicts of interest, prepares bylaws
 - Mayor and City Council – Appoints boards and commissions members

The Mayor and City Council make appointments to the boards and commissions. The City Auditor recommended the Director of the Mayor and City Council Office develop procedures to ensure the racial and ethnic membership of boards and commissions reflect the racial and ethnic make-up of the City's population, as nearly as possible. The Mayor and City Council Office Director does not have a statutory role in the City Charter for Boards and Commissions, and further, 15A Reporting of Gifts and Donation compliance reporting. Staff will defer to the City Council regarding any revisions in the Charter as to how the reporting of gifts and donation process is handled. Please keep in mind that without this role, we are unclear how effective it would be for this role to develop such procedures given the nature of these appointments.

We appreciate the work of the City Auditor and again agree that there are numerous opportunities to reduce fragmentation of roles in order to limit confusion and provide greater support and clarity of roles to the members of the boards and commissions. Included with this memorandum is an appendix section that addresses the questions that were raised at the previous meeting. Staff looks forward to additional feedback during the GPFM Committee meeting on Monday, October 25

Should you have any questions or concerns, please contact me.

Putting Service First,



Kimberly Bizor Tolbert
Chief of Staff to the Manager

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Majed A. Al-Ghafry, Assistant City Manager

Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors

Appendix

1. What department monitors if boards and commissions are staying within their purview?

The Mayor and City Council make appointments to 52 boards and commissions that provide direction and recommendations for City operations. The chair of each board or commission should be preceding over all meetings and ensuring all members follow the [Dallas City Code Chapter 8](#). In addition, attorneys are present in each meeting and ensure B&C are adhering to the posted agenda items. The City Manager's Office will work in coordination with the councilmember who appointed the chair to ensure compliance from members or address any member that is not following proper procedures that may result in forfeiture of position.

2. The audit specified the following boards and commissions as not having by-laws: Animal Advisory Commission, Citizen Homelessness Commission, Martin Luther King Jr. Community Center Board, South Dallas/Fair Park Opportunity Fund Board and Youth Commission. Since the meeting, here are our findings:

By-laws are not required per the charter and do not define the effectiveness of a B&C. As they offer an extra layer of accountability, each coordinator has responded that they will discuss with the chair of their assigned board or commission. Chapter 8 establishes a purpose approved by our policymaking body including duties and privileges of members, attendance, meeting times, quorum, etc.

- Animal Advisory Commission: Bylaws were adopted by the state on August 4, 2016. All animal commissions follow these, they are not separated by city. They also use Chapter 8 as guidance.
- Citizen Homelessness Commission: Chair King will work to develop by-laws with board.
- Martin Luther King Jr. Community Center Board
 - Currently, this board uses Chapter 8 as a guide to the functionality of the Advisory Board and to ensure they are adhering to protocols set forth in the City Charter. The Advisory Board has a mission. They will add a discussion and voting item to the October meeting agenda for the creation of the Vision and By-Laws.
- South Dallas/Fair Park Opportunity Fund Board
 - The SDFPOF was approved by ordinance, which describes board composition, and follows a program statement (approved by City Council) that defines what and where the board can fund projects and programs. (Link to program statement is here, which also has the ordinance reference

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<http://www.dallasecodel.org/DocumentCenter/View/2286/Southern-DallasFair-Park-Opportunity-Fund-Program-Statement-62718-PDF>)

- Youth Commission
 - Mission is posted on the B&C website. In addition, events, updates, and past meeting materials of the commissioners are available through their citywide publication: <https://www.dallasyouthcommission.com/>.

3. The audit specified the following boards and commissions as not having completed a survey: Community Police Oversight Board, Dallas Central Appraisal District Board, Fire Code Advisory and Appeals Board, Housing Finance Corporation Board and Municipal Library Board. Here are the findings:

The auditor's office was using an August 28, 2020 City of Dallas Board and Commission Members Report to send emails to the responsible coordinators for each board or commission. Therefore, some current coordinators did not receive a request for the survey until our office inquired. That included: Municipal Library Board, and the Fire Code Advisory and Appeals Board was sent to an incorrect email.

The City Manager's Office updates the current coordinator list and provides to the City Secretary's Office, that list is posted [here](#).

Housing Finance Corporation and the Community Police Oversight Board did not submit the original requests due to staff transition. Since the coordinators were contacted by my office, all surveys have since been submitted.

- Community Police Oversight Board: 10/8/2021
- Dallas Central Appraisal District Board:
 - The Dallas Central Appraisal District is not a board or commission of the City of Dallas. They are a political subdivision of the State of Texas created by the Texas Legislature in 1979. As such, they will not be completing a survey. The auditor's office received this response in September 2020.
- Fire Code Advisory and Appeals Board: submitted 10/7/2021
- Housing Finance Corporation Board: submitted 9/29/2021
- Municipal Library Board: 9/29/2021