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City of Dallas

2023 JAN 20 AM 10: 50

CITY SECRETARY DALLAS, TEXAS

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



Public Notice

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POSTED CITY SECRETARY DALLAS, TX

Government Performance and Financial Management Committee

January 23, 2023 1:00 PM

2023 CITY COUNCIL APPOINTMENTS

COUNCIL COMMITTEE				
ECONOMIC DEVELOPMENT	ENVIRONMENT AND SUSTAINABILITY			
Atkins (C), Arnold (VC), McGough, Narvaez,	Blackmon(C), Ridley (VC), Arnold, Bazaldua,			
Resendez, West, Willis	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	QUALITY OF LIFE, ARTS, AND CULTURE			
McGough (C), Mendelsohn (VC), Atkins,	Bazaldua (C), West (VC), Arnold, Blackmon,			
Moreno, Resendez, Thomas, Willis	Narvaez, Ridley, Thomas			
TRANSPORTATION AND INFRASTRUCTURE	WORKFORCE, EDUCATION, AND EQUITY			
Narvaez (C), Atkins (VC), Bazaldua,	Schultz (C), Thomas (VC), Blackmon, McGough,			
Mendelsohn, Moreno, Schultz, Willis	Moreno, Narvaez, Resendez			
AD HOC JUDICIAL NOMINATING COMMITTEE	AD HOC LEGISLATIVE AFFAIRS			
Resendez (C), Arnold, Bazaldua, Ridley,	Atkins (C), McGough, Mendelsohn, Narvaez,			
Thomas,West, Willis	Willis			
AD HOC COMMITTEE ON PROFESSIONAL	AD HOC COMMITTEE ON GENERAL			
SPORTS RECRUITMENT AND RETENTION	INVESTIGATING & ETHICS			
Johnson (C), Atkins, Bazaldua, Blackmon, Thomas	Mendelsohn (C), Atkins, Blackmon, McGough, Schultz			
AD HOC COMMITTEE ON ADMINISTRATIVE AFFAIRS Willis (C), McGough, Moreno, Schultz, West				

(C) – Chair, (VC) – Vice Chair

General Information

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

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Handgun Prohibition Notice for Meetings of Governmental Entities

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

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

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

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

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

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Call to Order

MINUTES

1. <u>23-228</u> Approval of the December 13, 2022 Government Performance and Financial Management Committee Meeting Minutes

<u>Attachments:</u> <u>Minutes</u>

BRIEFING ITEMS

A. <u>23-220</u> Development Services- Monthly Technology Update and Metrics Review [Andrew Espinoza, Director, Development Services]

Attachments: Presentation

B. <u>23-222</u> Office of the City Auditor Briefing on Internal Audit Reports Released Between December 3, 2022 and January 13, 2023 [Mark Swann, City Auditor, Office of the City Auditor]

Attachments: Presentation

C. <u>23-250</u> Audit Recommendation Implementation [Sheri Kowalski, City Controller, City Controller's Office; Kevin Ann Mullen, Assistant Director- Financial Compliance, Auditing & Monitoring, City Controller's Office]

Attachments: Presentation

City Council		Government Performance and Financial Management Committee	January 23, 2023
D.	<u>23-223</u>	Community Development Block Grant- Timely Expenditures of Fund [Janette Weedon, Director, Budget and Management Services]	ds
	<u>Attachments</u>	<u>s:</u> <u>Presentation</u>	
E.	<u>23-357</u>	Update on Inspector General Division of the City Attorney's Office [Bart Bevers, Inspector General, City Attorney's Office]	
BRIEF	INGS BY MEM	ORANDUM	
F.	<u>23-225</u>	Budget Accountability Report (Information as of November 30, 2022 [Budget and Management Services]	2)
	<u>Attachments</u>	<u>s:</u> <u>Report</u>	
G.	<u>23-226</u>	Technology Accountability Report (Information as of December 31, [Information and Technology Services]	2022)
	<u>Attachments</u>	<u>s:</u> <u>Report</u>	
H.	<u>23-227</u>	Position Classification Action Process [Budget and Management Services]	
	<u>Attachments</u>	<u>s: Memorandum</u>	
I.	<u>23-350</u>	Upcoming Agenda Item 23-329 for January 25, 2023: Ordinance Authorizing the Issuance of City of Dallas, Texas Waterworks and S System Revenue Refunding Bonds, Series 2023A [City Controller's Office]	Sewer
	<u>Attachments</u>	<u>s: Memorandum</u>	
J.	<u>23-358</u>	Upcoming Agenda Items 23-242 and 23-243 for February 8, 2023: Authorizing the Preparation of General Obligation Refunding and Improvement Bonds, Series 2023 and Certificates of Obligation, Se 2023 [City Controller's Office]	ries
	<u>Attachments</u>	<u>s:</u> <u>Memorandum</u>	
K.	<u>23-397</u>	GPFM Committee Forecast	
	<u>Attachments</u>	<u>s:</u> <u>Forecast</u>	
<u>ADJO</u>	<u>URNMENT</u>		

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]
- 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

Agenda Information Sheet

File #: 23-228

Item #: 1.

Approval of the December 13, 2022 Government Performance and Financial Management Committee Meeting Minutes

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

22-0012

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

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

ABSENT: [0]

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

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

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

hair

ATTEST:

City Secretary Staff

Date Approved

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

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

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

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

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

EXHIBIT A

RECEIVED

City of Dallas

2022 DEC -9 PM 6:17

CITY SECRETARY DALLAS, TEXAS

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Government Performance and Financial Management Committee

December 13, 2022 1:00 PM

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Resendez, West, Willis	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	QUALITY OF LIFE, ARTS, AND CULTURE			
McGough (C), Mendelsohn (VC), Atkins,	Bazaldua (C), West (VC), Arnold, Blackmon,			
Moreno, Resendez, Thomas, Willis	Narvaez, Ridley, Thomas			
TRANSPORTATION AND INFRASTRUCTURE	WORKFORCE, EDUCATION, AND EQUITY			
Narvaez (C), Atkins (VC), Bazaldua,	Schultz (C), Thomas (VC), Blackmon, McGough,			
Mendelsohn, Moreno, Schultz, Willis	Moreno, Narvaez, Resendez			
AD HOC JUDICIAL NOMINATING COMMITTEE	AD HOC LEGISLATIVE AFFAIRS			
Resendez (C), Arnold, Bazaldua, Ridley,	Atkins (C), McGough, Mendelsohn, Narvaez,			
Thomas,West, Willis	Willis			
AD HOC COMMITTEE ON PROFESSIONAL	AD HOC COMMITTEE ON GENERAL			
SPORTS RECRUITMENT AND RETENTION	INVESTIGATING & ETHICS			
Johnson (C), Atkins, Bazaldua, Blackmon, Thomas	Mendelsohn (C), Atkins, Blackmon, McGough, Schultz			
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Call to Order

MINUTES

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

Attachments: Minutes

BRIEFING ITEMS

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

Attachments: Presentation

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

Attachments: Presentation

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

Attachments: Presentation

BRIEFINGS BY MEMORANDUM

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

Attachments: Memorandum

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

Attachments: Memorandum

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

Attachments: Memorandum

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

Attachments: Memorandum

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

Attachments: Memorandum

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

Attachments: Memorandum

J. <u>22-2795</u> Accounts Payable Update [City Controller's Office]

Attachments: Memorandum

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

Attachments: Memorandum

City Co	uncil	Government Performance and Financial Management Committee	December 13, 2022
L.	<u>22-2805</u>	Budget Accountability Report (information as of September 30, 20 [Budget and Management Services])22)
	<u>Attachments</u>	<u>s:</u> <u>Report</u>	
M.	<u>22-2806</u>	Technology Accountability Report (information as of November 30 [Information and Technology Services]), 2022)
	<u>Attachments</u>	<u>s:</u> <u>Report</u>	
N.	<u>22-2809</u>	City of Dallas Quarterly Investment Review [City Controller's Office]	
	<u>Attachments</u>	<u>s:</u> <u>Report</u>	
Ο.	<u>22-2796</u>	GPFM Committee Forecast	
	<u>Attachments</u>	<u>s:</u> <u>Forecast</u>	

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:

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

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

EXHIBIT B

DECEMBER 13, 2022

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

Councilmember West moved to adopt the minutes as presented.

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

DECEMBER 13, 2022

BRIEFING ITEMS

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

The following individuals briefed the committee on the item:

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

DECEMBER 13, 2022

BRIEFING ITEMS

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

The following individuals briefed the committee on the item:

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

DECEMBER 13, 2022

BRIEFING ITEMS

Item C: Upcoming Bond Sales

The following individuals briefed the committee on the item:

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

Councilmember Ridley moved to forward the item to city council.

Motion seconded by Councilmember Bazaldua and unanimously adopted.

DECEMBER 13, 2022

BRIEFING BY MEMORANDUM

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

Councilmember Willis moved to forward item to city council.

Motion seconded by Councilmember Ridley and unanimously adopted.

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

Councilmember Willis moved to forward item to city council.

Motion seconded by Councilmember Ridley and unanimously adopted.

- Items F: Upcoming Agenda Item 22-2825 for December 14, 2022: Authorize Establishing the Convention Center Expansion Venue Project and Fair Park Facilities Venue Project Fund
- Item G: Governance of City Council Members' Operating Activities and Recommendations
- Item H: Office of the City Auditor's Performance Audit Recommendation Implementation Status as of December 5, 2022
- Item I: Marketing Support Procurement Most Advantageous and Responsive Bidder, The Voice Society
- Item J: Accounts Payable Update
- Item K: Update Compliance with Texas State Library and Archives Commission (TSLAC) Retention Schedules

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

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

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

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

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

DECEMBER 13, 2022

BRIEFING BY MEMORANDUM (cont.)

Item N: City of Dallas Quarterly Investment Review

Item O: GPFM Committee Forecast

The committee discussed all items.

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

EXHIBIT C



City of Dallas

Agenda Information Sheet

File #: 22-2801

Item #: A.

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



Development Services Monthly Technology and Metrics Review

Government Performance & Financial Management Committee December 13, 2022

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



Presentation Overview

- Technology
- Residential Permits
- Recruitment and Onboarding
- Outreach and Communications
- Next Steps



2

Technology



- Electronic plan review status
 - Since updating to 9.2 and transitioning to a cloud-based solution, previous glitches such as customers uploading and downloading issues are almost non-existent. Staff's ability to batch stamp plans with consistency has improved tremendously.
 - Additional enhancements are being sought in our next phased update, such as automated completion of payment task that will display itemized fees paid by customer.
 - Working with ITS and vendor to verify ability and methodology to approach desired enhancements.

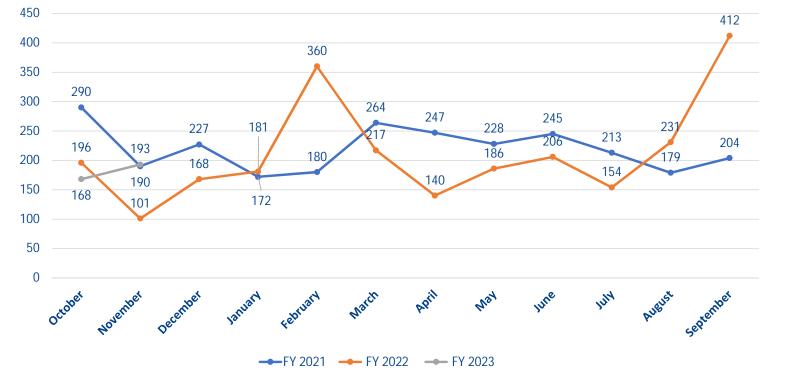


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Residential Permit Volume







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

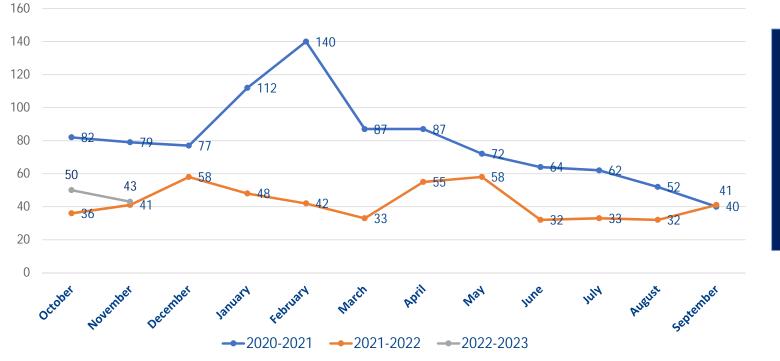


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Residential Permit Average Turnaround

Residential New Single Family Permits-Average Days to Issue YTD

Comparison



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

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



Residential Permit Average Metrics





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

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

Third Party Vendors performed 141 reviews

Recruitment and Hiring



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

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



Recruitment and Onboarding



- Filled approximately 40 positions in the last 90 days
 - Since July 2022 the department has held 3 Mass Hiring Events
 - 252 interviews conducted
 - 46 offers extended
 - 4 positions in transition
 - 74 positions remain to be filled (25% vacancy rate)
 - Engineers, Sr. Plans Examiners and Inspector positions remain difficult to fill



Communications & Outreach



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





Communications & Outreach

- November Outreach/Engagement
 - November 16th "Landscaping Dallas" Lunch and Learn
 - November 17th Staff donation of 50lbs of candy to Hector Garcia Middle School for Fall Festival
 - November 18th Development Advisory Committee meeting
 - November 28th Hiring Event
- Customer Service Feedback Survey
 - 60 responses for November
 - 91% satisfaction rate for the month
 - 52 out of 57 respondents that answered the question Strongly Agree or Agree they are satisfied with the service received.



Communications & Outreach

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





Next Steps

IT X Y A I

- Continue to work with ITS, Procurement, CAO, and Vendor to complete Statement of work (December 2022)
- Continue our outreach and Lunch & Learn sessions-January- Significant Changes 2021Code
- Continue to partner with HR and Onboarding on recruitment efforts
- Roll out our public facing single family permitting metric dashboard (January 2023)





Development Services Monthly Technology and Metrics Review

Government Performance & Financial Management Committee December 13, 2022

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



City of Dallas

Agenda Information Sheet

File #: 22-2803

Item #: B.

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



Process Improvement Team Update

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



Meet the Team



- Tony Rader, LSSBB
- Elisa G. Waldrup, MBB
- Stephen Tusken, LSSBB

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

Process Improvement (PI) Team Vision:

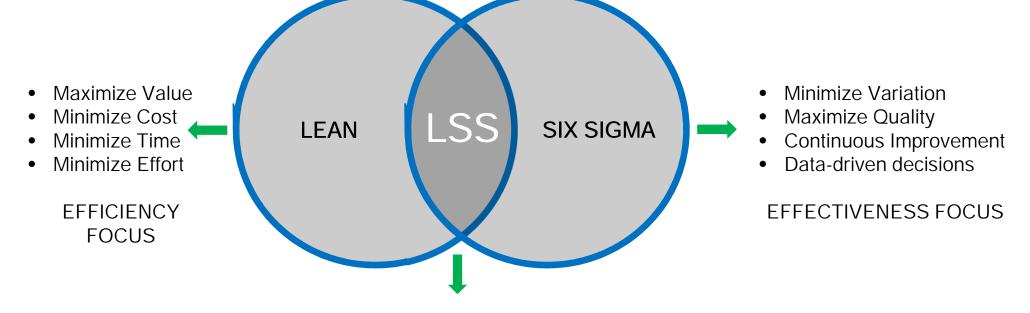
To transform the culture at the City of Dallas so that high performance and reliability are part of the organizational DNA, continuous improvement is an intrinsic part of daily operations, and data insights drive leadership's decisions.





Our Process Improvement Approach



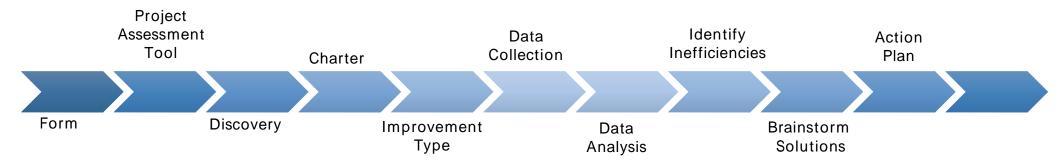


Improved process performance = Happy leaders Improved quality and service delivery = Happy customers Empowered frontline = Happy employees



Structure of PI Approach







Continue checking in with Team progressively (weekly, bi-weekly, and monthly)

Sustaining Results After Project Completion

- If improvements are not sustained, establish an intervention/action plan
- Document best practices in detailed work instructions to ensure smooth transition for new hires
- Determine best date for process handoff



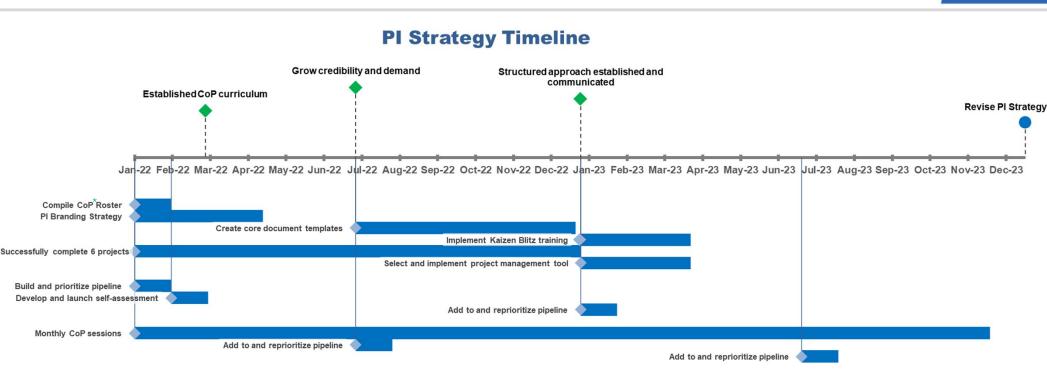








Strategic Timeline



* CoP: Community of Practice



Project Pipeline Prioritization



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

Other Projects in Pipeline:

- o Budget Development Process
- Financial Target Analysis (FTA) Process
- o IT Onboarding Cycle Time
- Technology Request Process
- Dallas Fire Rescue (DFR) Training Lead Time
- Hotel Occupancy Tax Short Term Rentals
- o Barrier Removal Process

IT X P DE

- o DPD Reporting at Lew Sterrett
- Prioritization assessment tool utilized to rank factors such as financial uplift, speed of payoff, number of residents affected, etc.



Building Inspections Call Center

Project Description

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

Latest Project Update:

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













Water | Wastewater Permitting Process

Project Description

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

Latest Project Update

The Water/Wastewater permit processing time has been decreased

to 1 day during recent months.









Building Permitting Process Single Family Dwelling

Project Description

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

Latest Project Update

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











DPD Workload Optimization

Project Description

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

Latest Project Update

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











DFR Workload Optimization

Project Description

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

Latest Project Update

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









New Employee Hiring Process

Project Description

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

Latest Project Update

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







Partnering Departments:





196

New Employee Onboarding Process

Project Description

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

Latest Project Update

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











Risk Review & Certificate Insurance



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

Latest Project Update

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

Partnering Departments:





Lew Sterrett Prisoner Intake

Project Description

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

Latest Project Update

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







Partnering Departments:





Lew Sterrett - Officer Turnaround Process

Project Description

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

Latest Project Update

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









Contract Review and Execution

Project Description

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

Latest Project Update

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







Current RFP Process and Timeline



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



Partnering Departments:





Partners & Proposed Process



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

TT X Y A S

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

Partnering Departments:







Process Improvement Team: Update on Completed and Current Projects

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





Agenda Information Sheet

File #: 22-2804

Item #: C.

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



Upcoming Bond Sales

Government Performance & Financial Management Committee December 13, 2022

> Jack Ireland Chief Financial Officer

Overview



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



Background



- FY23 adopted budget includes operating funds, capital program, and debt service budget which consists of existing debt and debt issuance planned for the current fiscal year
- City Controller's Office Treasury staff coordinates with departments in conjunction with the City's financial advisors to finance department capital needs through debt issuance and find opportunities for savings based on the Financial Management Performance Criteria (FMPC) and current market conditions
- Rising market rates, continuing impacts from COVID, and State legislation pertaining to government entities contracting with certain financial institutions (SB13 and SB19) requires additional considerations and strategic planning for issuing bonds and other debt transactions



Equipment Notes, Series 2023



- FY23 budget includes appropriations for the purchase of vehicles, equipment, and technology for various City departments, to be financed by \$30.5 million in equipment acquisition contractual obligations and \$75.0 million in master lease
- Since the master lease program is currently expired, the use of equipment acquisition contractual obligations will be increased by \$40.8 million and offset by a decrease in master lease funding in the same amount
- To expedite the process, a placement agent is being used to competitively bid the equipment notes for direct placement with the most advantageous respondent



Equipment Notes, Series 2023



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

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



Equipment Notes, Series 2023



- Pay estimated issuance costs of \$200,000 from proceeds
 - Direct placement structure provides savings of approximately half of regular issuance costs
- Informal bid for placement agent awarded to FHN Financial Capital Markets
 - Most advantageous respondent of three (3) bids for pricing and qualifications
- Sell equipment notes in a direct placement to most advantageous and responsive bid of seven (7)
 - Truist Bank (Truist Commercial Equity, Inc.)
 - True Interest Cost (TIC) of 3.77% and weighted average maturity of 2.6 years



Equipment Notes, Series 2023



- November 15, 2022 Government Performance and Financial Committee Debt Overview briefing
- December 13, 2022 Government Performance and Financial Committee Upcoming Bond Sales briefing
- December 14, 2022 City Council approval of resolution to proceed with Equipment Notes sale and payment of issuance costs

City Council approval of ordinance authorizing Equipment Notes issue and terms

January 12, 2023 Deliver Equipment Notes and receive proceeds





- Estimated issuance of Waterworks and Sewer System Revenue Refunding Bonds in amount up to \$200 million to refund commercial paper outstanding
 - Projects awarded with commercial paper include: the Elm Fork Water Treatment Plant Filter Complex; Jim Miller Pump Station Rehabilitation; Southside Wastewater Treatment Plant Electrical; and SCADA improvements
- Produce proceeds sufficient to retire approximately \$190 million of commercial paper outstanding at the time of the sale
- Pay estimated issuance costs of \$613,650 from Dallas Water Utilities (DWU) operating funds
- Sell 30-year bonds with a 10-year call
- Co-Financial Advisors recommend issuing bonds via a negotiated sale based on current market conditions



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- Dallas Water Utilities commercial paper program provides short-term financing for DWU's capital improvement program
- Refunding commercial paper provides necessary capacity to award contracts and pay invoices for construction and project costs
- Funds contract awards and payments
 - Current program size of \$600 million
 - Outstanding balance of \$111.55 million as of 12/9/22
 - Average interest rate 2.69% for 66.5 days





- On November 29, 2020, the City issued a Request for Proposals (RFP) for Waterworks & Sewer Financing Debt Underwriting from the pool of qualified firms and received 22 proposals in response
- To accommodate this transaction, the City's Co-Financial Advisors recommend a syndicate of eight (8) underwriting firms; comprised of two (2) national firms, three (3) regional firms, (2) M/WBE firms, and one (1) veteran-owned firm
- Following review of the RFP responses, the City plans to use an underwriting syndicate team comprised of Stifel, Nicolaus & Co., Inc.; Blaylock Van, LLC (M/WBE); Academy Securities (veteran-owned); Frost Bank; Mesirow Financial, Inc.; Raymond James; Siebert Williams Shank & Co. (M/WBE); and UMB Bank, N.A.
- Stifel, Nicolaus & Co., Inc. will be the Book Running Senior Manager, and Blaylock Van, LLC will be the Co-Senior Manager





- November 15, 2022Government Performance and Financial CommitteeDebt Overview briefing
- December 13, 2022 Government Performance and Financial Committee Upcoming Bond Sales briefing
- December 14, 2022 City Council approval of resolution to proceed with bond sale and payment of issuance costs
- January 25, 2023 City Council approval of parameters ordinance authorizing bond issue

February 14, 2023

March 23, 2023

Pricing of the bonds

Deliver bonds and receive proceeds

Staff Recommendations and Next Steps



- Staff recommends concurrent adoption of resolution authorizing funding and ordinance authorizing the sale of up to \$71.6 million of Equipment Acquisition Contractual Obligations, Series 2023 on December 14, 2022
- Staff recommends adoption of resolution authorizing staff to prepare for the sale of the Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A on December 14, 2022; and approval of parameters ordinance authorizing the sale of up to \$200 million of Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A on January 25, 2023
- Update City Council following issuance of bonds via memorandum
- Continue to update GPFM Committee on upcoming debt transactions and items for review and approval



Appendices



Equipment Acquisition Contractual Obligations, Series 2023

Issuance Costs	Page 16
Sources and Uses	Page 17
Bond Summary Statistics	Page 18
Debt Service Schedule	Page 19

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

Issuance Costs	Page 20
Sources and Uses	Page 21
Bond Summary Statistics	Page 22
Debt Service Schedule	Page 23



Investor Relations Website



cityofdallasbonds.com





Upcoming Bond Sales

Government Performance & Financial Management Committee December 13, 2022

> Jack Ireland Chief Financial Officer

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

Estimate of Total Issuance Costs and M/WBE Participation

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



SOURCES AND USES OF FUNDS

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

	Dated Date Delivery Date	01/12/2023 01/12/2023	
Sources:			
Bond Procee	ds:		
Par Amo	ount		71,600,000.00
			71,600,000.00
Uses:			
Project Fund	Deposits:		
Project 1	Fund		71,300,000.00
Delivery Dat	e Expenses:		
Cost of	Issuance		300,000.00
			71,600,000.00



BOND SUMMARY STATISTICS

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

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

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

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



BOND DEBT SERVICE

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

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

Estimate of Total Bond Issuance Costs and M/WBE Participation

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



SOURCES AND USES OF FUNDS

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

Dated Date	03/09/2023
Delivery Date	03/09/2023

Sources:

Bond Proceeds:	
Par Amount	172,460,000.00
Premium	18,405,308.45
	190,865,308.45
Uses:	
Project Fund Deposits:	
Project Fund	190,000,000.00
Delivery Date Expenses:	
Underwriter's Discount	862,300.00
Other Uses of Funds:	
Additional Proceeds	3,008.45
	190,865,308.45

BOND SUMMARY STATISTICS

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

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

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

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

BOND DEBT SERVICE

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

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



City of Dallas

Agenda Information Sheet

File #: 22-2800

Item #: D.

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

Memorandum



DATE December 9, 2022

 $_{\scriptscriptstyle \rm TO}$ Honorable Mayor and City Council

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

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

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

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

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

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

c.

Jack Ireland Chief Financial Officer

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



City of Dallas

Agenda Information Sheet

File #: 22-2799

Item #: E.

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

Memorandum



DATE December 9, 2022

^{TO} Honorable Mayor and Members of the City Council

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

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

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

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

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

Jackord

Jack Ireland Chief Financial Officer

DATE December 9, 2022 SUBJECT Master Lease Program Update

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



City of Dallas

Agenda Information Sheet

File #: 22-2892

Item #: F.

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

Memorandum

CITY OF DALLAS

DATE December 2, 2022

^{TO} Honorable Mayor and Members of the City Council

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

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

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

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

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

DATE December 2, 2022 SUBJECT Kay Bailey Hutchison Convention Center Dallas Master Plan – Next Steps

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

1

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

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



Agenda Information Sheet

File #: 22-2808

Item #: G.

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

Memorandum



DATE: December 13, 2022

Honorable Members of the Government Performance and Financial Management Committee:

- **TO:** Cara Mendelsohn (Chair), Gay Donnell Willis (Vice Chair), Tennell Atkins, Adam Bazaldua, Adam McGough, Paul Ridley, Chad West
- SUBJECT: Governance of City Council Members' Operating Activities

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

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

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

- <u>Physical access</u>: Identification and parking badge retrieval and cancellation apply to employees only. Reference to all cars is insufficient.
- <u>Logical access</u>: Use of the internet, email, computer equipment, mobile devices, and separation of the user from the City do not apply to elected officials. The reference to all devices is not specific to elected officials.
- <u>Procurement and Reimbursements</u>: The administrative directives specify rules for procurement and reimbursements, which council members cannot always meet due to the nature of their activities. For instance, changes in travel plans while in transit, two-week approval and verification, and extensions are not typical situations for employees but are common for elected officials, which can result in noncompliance.
- <u>Records management</u>: Elected officials are not required to follow proper record usage and destruction procedures. A specific reference to elected officials does not exist for Administrative Directive 2-51, *Records Management*.

Governance of City Council Members' Operating Activities December 13, 2022 Page 2 of 2

- <u>Personal Property</u>: Dallas City Code, Section 15A-7.4, *Use of City-Funded Officeholder Accounts* lists permissible and impermissible expenses. A significant portion of these expenditures are for personal property below the City's capitalization threshold of \$1,000 and should be managed (recording, tracking, disposal) as City-owned personal property. An analysis of expenditures demonstrated that personal property was purchased with City funds, including furniture and convenience accessories such as iPads, monitors, and storage devices. Additional internal controls are needed to ensure the integrity of the department's personal property records.
- <u>Memberships</u>: Dallas City Code, Section 15A-7.4, *Use of City-Funded Officeholder Accounts* allows for certain memberships (no social clubs, athletic clubs), and an administrative directive outlines a procedure for handling memberships. However, memberships are a self-reporting activity, and a comprehensive list of council memberships is unavailable.

Recommendation

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

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

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

Respectfully,

Mark S. Swann

Mark S. Swann City Auditor

Attachment

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

Appendix A: Administrative Directives Related to Off-Boarding

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

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

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

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



Agenda Information Sheet

File #: 22-2797

Item #: H.

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

Memorandum



DATE: December 13, 2022

Honorable Members of the Government Performance and Financial Management Committee:

- TO: Cara Mendelsohn (Chair), Gay Donnell Willis (Vice Chair), Tennell Atkins, Adam Bazaldua, Adam McGough, Paul Ridley, Chad West
- SUBJECT: Performance Audit Recommendations Implementation Status as of December 5, 2022

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

Initial Audit Report Issuance Recommendations Acceptance

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

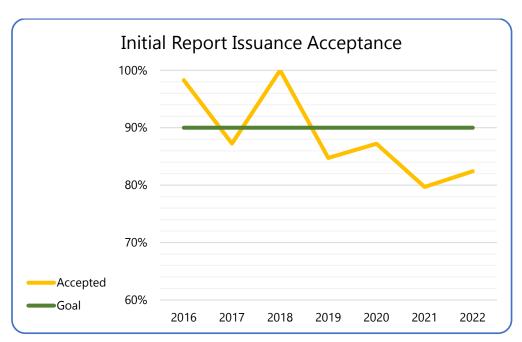


Exhibit 1

"Our Product is Assurance Services" Audits | Advisory Performance Audit Recommendations Implementation Status as of December 5, 2022 December 13, 2022 Page 2 of 4

Audit Report Accepted Recommendations Implementation Status

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

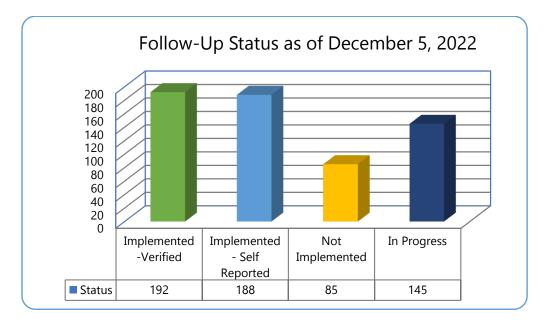


Exhibit 2

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

Performance Audit Recommendations Implementation Status as of December 5, 2022 December 13, 2022 Page 3 of 4

Exhibit 3

Number of Recommendations In Progress Greater than Two Years

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

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

Respectfully,

Mark S. Swann

Mark S. Swann City Auditor

Performance Audit Recommendations Implementation Status as of December 5, 2022 December 13, 2022 Page 4 of 4

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

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

Office of the City Auditor

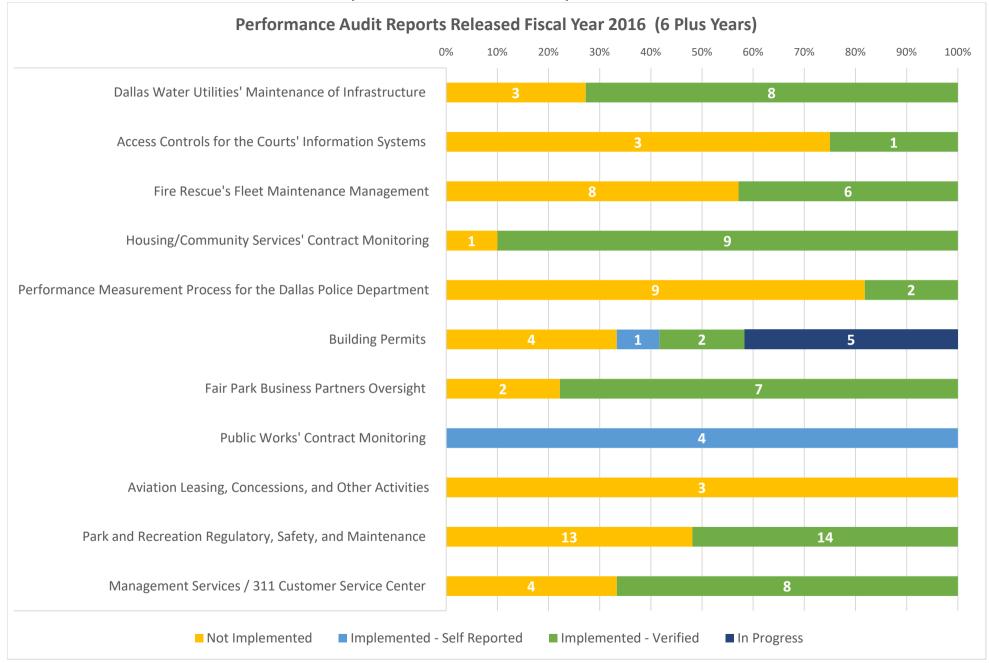
Performance Audit Recommendations Implementation Status for Reports Released between Fiscal Years

2016 and 2022

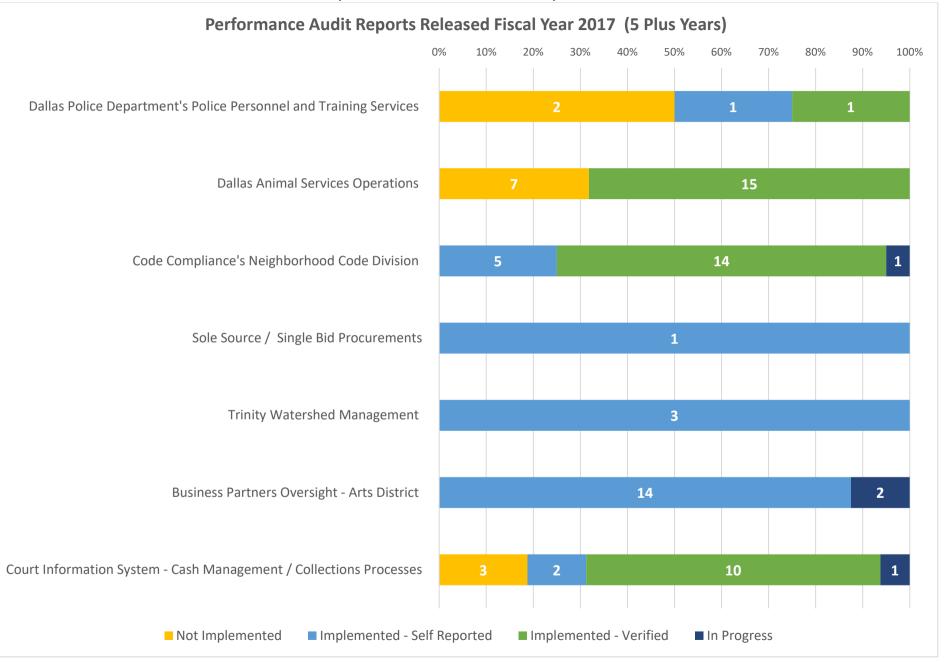
December 13, 2022 Mark S. Swann, City Auditor

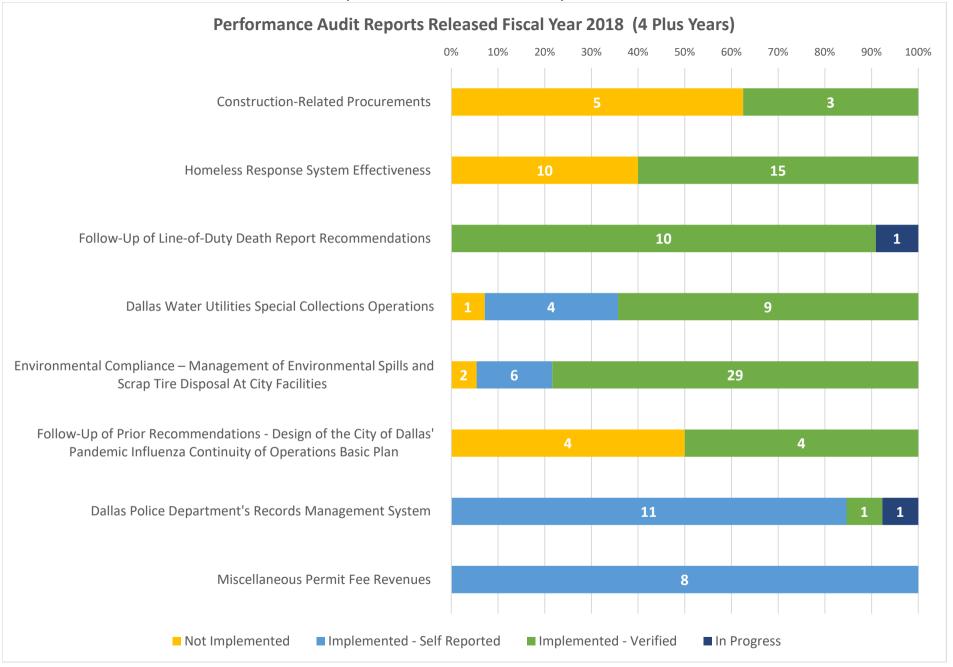
Government Performance & Financial Management Committee



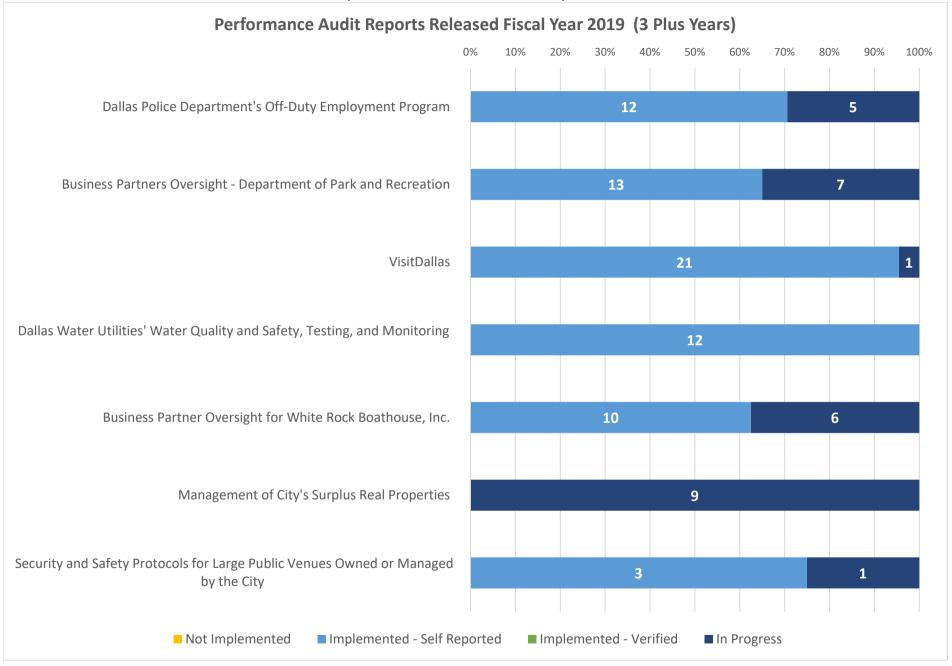


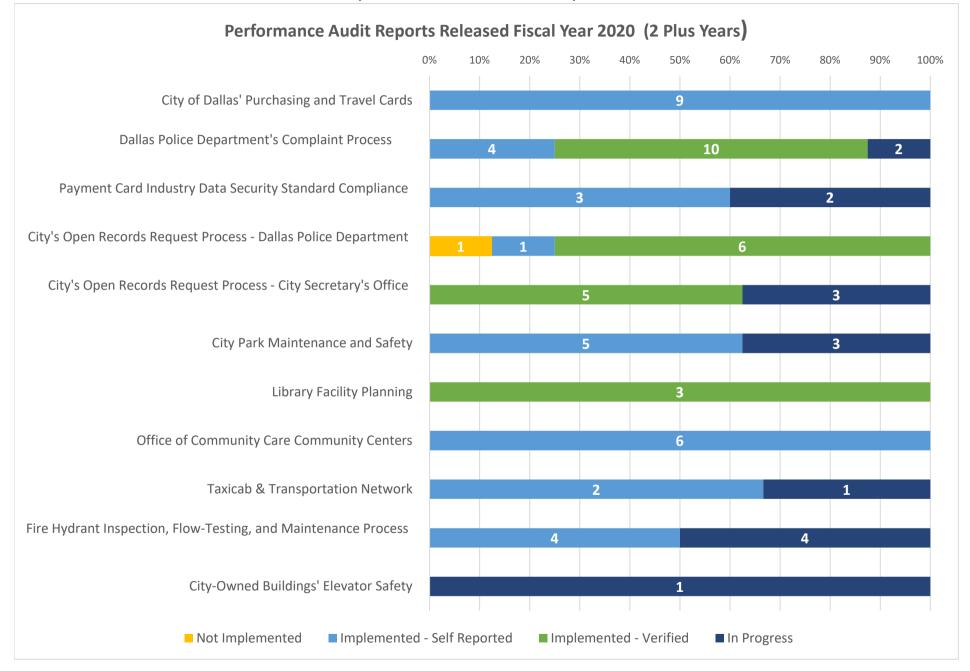
As of December 5, 2022 Page: 1 of 7

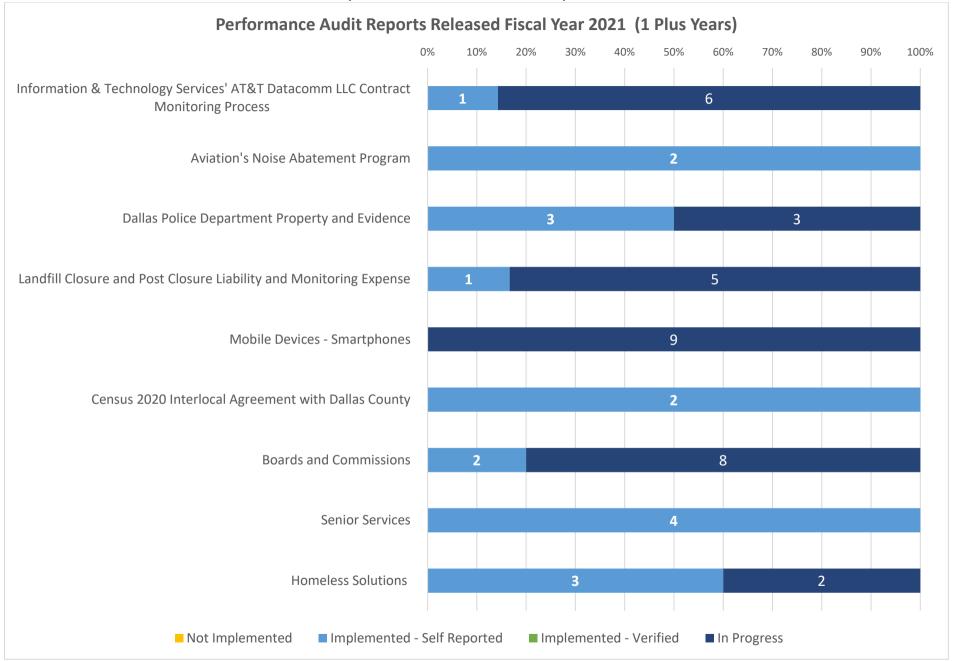


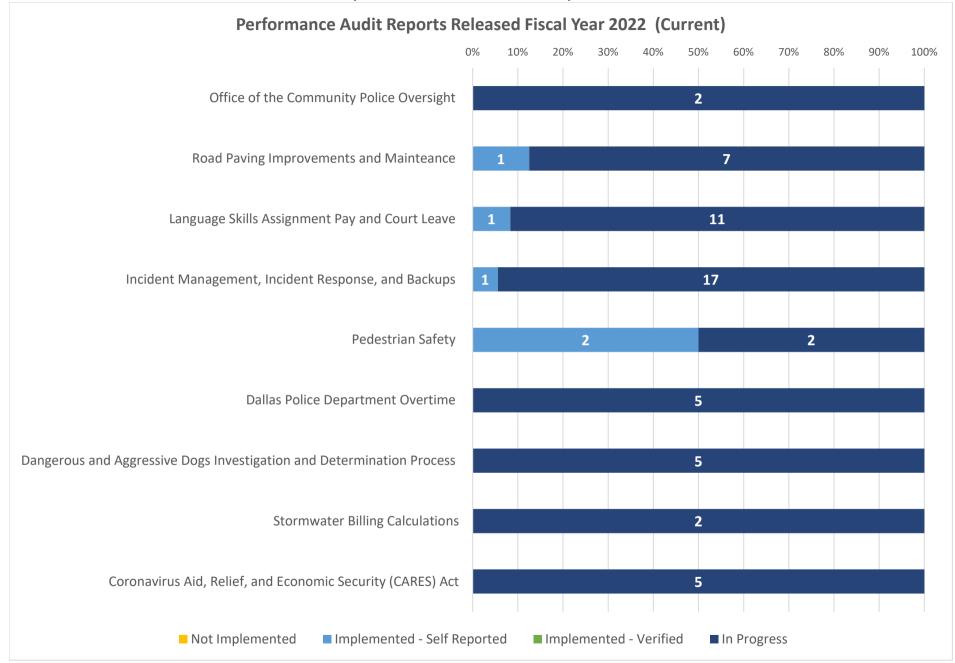


As of December 5, 2022 Page: 3 of 7









Office of the City Auditor

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

2016 and 2022

December 13, 2022 Mark S. Swann, City Auditor

Government Performance & Financial Management Committee



Accepts					
Risk @					
Report Issuance	Fiscal Year	Report	Report Issue	Issue	Recommendation
issuance		Audit of Access Controls for the Courts'	-	User Profiles	Establish Standard User Profiles
		Information Systems			
		Audit of Access Controls for the Courts' Information Systems	12/4/2015	Users Access Review	Develop a Mapping Document
		intornation systems			
	2016	Audit of Access Controls for the Courts'	12/4/2015	Users Access Review	Review Activity Logs for Security Risks
		Information Systems			
	2016	Audit of Department of Dallas Water	12/4/2015	Pipeline Replacement Needs	Report Pipeline Target Replacement Rate
	2010	Utilities' Maintenance of Infrastructure	12/4/2015		Report Pipeline Target Replacement Rate
	2016	Audit of Department of Dallas Water	12/4/2015	Water Pipeline Replacement Performance Measures	Develop Performance Measures - Water Pipeline Replacements
		Utilities' Maintenance of Infrastructure			
	2016	Audit of Department of Dallas Water	12/4/2015	Work Order System	Monitoring Integrated Work Oder System Development
		Utilities' Maintenance of Infrastructure			
		Audit of Department of Fire Rescue's Fleet Maintenance Management	12/4/2015	Coordination with EBS	Review MS Software User Accounts.
	2016	Audit of Department of Fire Rescue's	12/4/2015	Coordination with EBS	Segregation of Fleet and Parts Warehouse Manager Roles
		Fleet Maintenance Management			
	2016	Audit of Department of Fire Rescue's	12/4/2015	Quality Control Procedures	Use of Checklist
		Fleet Maintenance Management			
	2016	Audit of Department of Fire Rescue's	12/4/2015		
	2016	Fleet Maintenance Management	12/4/2015	Obtaining Vehicle Parts	Establish Procurement Method
		· · · · · · · · · · · · · · · · · · ·			
		Audit of Department of Fire Rescue's	12/4/2015	Preventive Maintenance	Reports to Periodically Evaluate When PM Is Due
		Fleet Maintenance Management			
L					

Accepts					
Risk @					
Report	Fiscal				
Issuance	Year		Report Issue		Recommendation
		Audit of Department of Fire Rescue's	12/4/2015	Mechanics Incentives	Compensation Structure
		Fleet Maintenance Management			
	2016	Audit of Department of Fire Rescue's	12/4/2015	Mechanics Incentives	Create Certification Incentives
		Fleet Maintenance Management			
	2016	Audit of Department of Fire Rescue's	12/4/2015	Training	Retain Training Records
		Fleet Maintenance Management			
	2016	Audit of Building Permits	3/18/2016	Building Permits Processing	Retain Evidence for Processing Time
	2016	Audit of Building Permits	3/18/2016	Building Permits Processing Time	Comply With Texas Local Government Code
	2016	Audit of Building Permits	3/18/2016	Compliance With Security Standards	Use of Security Authorization Request Form
	2016	Audit of Building Permits	3/18/2016	Compliance With Security Standards	User Password Requirements
		Audit of the Department of Housing/Community Services' Contract	3/18/2016	Processes Documentation	Monitoring the Projects
		Monitoring			
		Audit of the Performance Measurement	3/18/2016	Priority 1 Call Cost	Develop Written Procedures
		Process for the Dallas Police Department			
RPT			0 / 1 0 / 0 0 1 0		
		Audit of the Performance Measurement Process for the Dallas Police Department	3/18/2016	Priority 1 Call Cost	Revise Formula Calculation
		rocess for the bands ronce bepartment			
RPT					

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

Accepts					
Risk @					
Report	Fiscal				
Issuance	Year	Report	Report Issue	Issue	Recommendation
	2016	Audit of Fair Park Business Partners	5/13/2016	(Risk)Operating without a formal contract increases the City's risk	Recommendation IV
		Oversight		for contract noncompliance. Business partners' noncompliance	
				was not identified and actions were not taken to correct	
				noncompliance.	
	2016	Audit of Fair Park Business Partners	5/13/2016	(Risk)Without formal contract oversight/monitoring policies and	Recommendation II
		Oversight		procedures, PKR and OCA cannot ensure that PKR and OCA	
				personnel are performing their duties consistently to reduce the	
				risk of financial loss and contract noncompliance.	
	2016	Audit of Aviation Leasing, Concessions,	6/10/2016	Aviation Management Cannot Ensure Reasonableness of NTTA Toll-	- 111
		and Other Activities		tag Parking Revenue	
	2016	Audit of Aviation Leasing, Concessions,	6/10/2016	The AVI Does Not Have Direct Access to the Parking Revenue	II
		and Other Activities		Control System	
	2016	Audit of Aviation Looping Concerning	c /10 /2010		
	2016	Audit of Aviation Leasing, Concessions, and Other Activities	6/10/2016	The AVI Does Not Have Formal Policies and Procedures for Monitoring Concession Contracts	
				Nontoining concession contracts	
	2016	Audit of the Department of Park and	6/17/2016	Daily Health and Safety Inspection Procedures Do Not Ensure	IV
		Recreation Internal Controls over		Compliance with City Code or that Identified Repairs and	
		Regulatory, Safety, and Maintenance		Maintenance Issues Are Addressed	
	2016	Audit of the Department of Park and	6/17/2016	Daily Health and Safety Inspection Procedures Do Not Ensure	IV. A
		Recreation Internal Controls over		Compliance with City Code or that Identified Repairs and	
		Regulatory, Safety, and Maintenance		Maintenance Issues Are Addressed	
	2016	Audit of the Department of Park and	6/17/2016	A Closed Community Pool Is Not Adequately Monitored to Ensure	XIV
		Recreation Internal Controls over		Compliance with State Standards	
		Regulatory, Safety, and Maintenance			
	2016	Audit of the Department of Park and		Daily Inspection Procedures for Aquatic Facilities Are Not	XI
		Recreation Internal Controls over		Consistently Performed, Documented, or Retained	
		Regulatory, Safety, and Maintenance			
	1				

Accepts					
Risk @					
Report	Fiscal				
Issuance	Year	Report	Report Issue	Issue	Recommendation
	2016	Audit of the Department of Park and		Daily Inspection Procedures for Aquatic Facilities Are Not	XI. A
		Recreation Internal Controls over		Consistently Performed, Documented, or Retained	
		Regulatory, Safety, and Maintenance			
	2016	Audit of the Department of Park and	6/17/2016	Daily Inspection Procedures for Aquatic Facilities Are Not	XI. B
		Recreation Internal Controls over		Consistently Performed, Documented, or Retained	
		Regulatory, Safety, and Maintenance			
	2016	Audit of the Department of Park and	6/17/2016	Life Expectancy of Pool Drain Covers and Grates Are Not Identified,	XII.
		Recreation Internal Controls over		Documented, and Monitored to Ensure Timely Replacement	
		Regulatory, Safety, and Maintenance			
	2016	Audit of the Department of Park and	6/17/2016	Life Expectancy of Pool Drain Covers and Grates Are Not Identified,	XII. A
		Recreation Internal Controls over		Documented, and Monitored to Ensure Timely Replacement	
		Regulatory, Safety, and Maintenance			
		Audit of the Department of Park and	6/17/2016	Life Expectancy of Pool Drain Covers and Grates Are Not Identified,	XII. B
		Recreation Internal Controls over		Documented, and Monitored to Ensure Timely Replacement	
		Regulatory, Safety, and Maintenance			
	2016	Audit of the Department of Park and		Lifeguard In-Service Training Is Not Consistently Performed on a	V
		Recreation Internal Controls over		Weekly Basis and Training Is Not Properly Documented and	
		Regulatory, Safety, and Maintenance		Retained	
		Audit of the Department of Park and		Orientation Documentation for New Lifeguards and Pool Managers	VII
		Recreation Internal Controls over		Are Not Consistently Completed Properly and Retained	
		Regulatory, Safety, and Maintenance			
	2016	Audit of the Department of Park and	6/17/2016	Pollution Prevention Daily Checklists Are Not Consistently	X
		Recreation Internal Controls over		Completed Properly	
		Regulatory, Safety, and Maintenance			
	2016	Audit of the Department of Park and	6/17/2016	Unannounced Lifeguard Performance Audits Are Not Consistently	III. B
		Recreation Internal Controls over		Performed and Documented Properly	
		Regulatory, Safety, and Maintenance			
			1		
		1			

Accepts					
Risk @					
Report Issuance	Fiscal Year	Papart	Report Issue	Issue	Recommendation
Issuance		Report Audit of Management Services / 311		Formal City-wide Policies and Procedures	LB
		Customer Service Center	5, 20, 2020		
	2016	Audit of Management Services / 311	9/16/2016	Improve Training	IV.B
		Customer Service Center			
	2016	Audit of Management Services / 311	9/16/2016	Late Service Requests Are Properly Addressed	II.B
		Customer Service Center	-, -,	·····	
	2016	Audit of Management Services / 311 Customer Service Center	9/16/2016	Late Service Requests Are Properly Addressed	II.C
		Customer service center			
	2017	Audit of the Design of Controls over the	10/7/2016	Instructor Qualification Standards	1
		Dallas Police Department's Police	10,7,2010		
		Personnel and Training Services			
	2017	Audit of the Design of Controls over the	10/7/2016	Recruiting a Diverse Workforce of Highly Qualified Officers	111
		Dallas Police Department's Police	10/7/2016	Recruiting a Diverse workforce of Highly Qualified Officers	111
		Personnel and Training Services			
	2017	Audit of Dallas Animal Services		V. City's Dangerous Dog Program Has Limited Effectiveness, in Part	V.c
		Operations		Due to State Law Design Also Affecting Most Texas Cities Surveyed	
	2017	Audit of Dallas Animal Services	12/9/2016	VI. Inadequate Policies and Procedures for Oversight of Active	VI
		Operations		Dangerous Dog Cases	
	2017	Audit of Dallas Animal Services		X. Inadequate Documentation of Compliance with the Association	X.a
		Operations		of Shelter Veterinarians' Guidelines	
	2017	Audit of Dallas Animal Services	12/9/2016	X. Inadequate Documentation of Compliance with the Association	X.b
		Operations		of Shelter Veterinarians' Guidelines	

Accepts					
Risk @ Report	Fiscal				
Issuance	Year	Report	Report Issue	Issue	Recommendation
		Audit of Dallas Animal Services	12/9/2016	XI. Inadequate Policies and Procedures for Training Compliance	XI
		Operations			
		Audit of Dallas Animal Services	12/9/2016	XII. Did Not Consistently Conduct Annual Veterinarian Inspections	XII
		Operations			
	-	Audit of Dallas Animal Services		·····	Recommendation VII.2
		Operations		is an increased risk: (1) controlled substances are subject to misuse (sale or diverted for personal use) without detection; and, (2) the	
				DAS could inadvertently use drugs that are less eff	
	2017	Availy of Dellas Animal Comission	12/0/2016		
	-	Audit of Dallas Animal Services Operations		(Risk)Surveillance cameras may not be working when needed, theft or misuse can occur undetected, and the video may not be	Recommendation VIII.1
				available to review after the fact.	
DDT					
RPT	2017	Audit of Dallas Animal Services	12/9/2016	(Risk)Surveillance cameras may not be working when needed,	Recommendation VIII.2
		Operations		theft or misuse can occur undetected, and the video may not be	
				available to review after the fact.	
RPT					
		Audit of Dallas Animal Services		(Risk)Surveillance cameras may not be working when needed,	Recommendation VIII.5
		Operations		theft or misuse can occur undetected, and the video may not be available to review after the fact.	
RPT					
		Audit of the Design of Internal Controls	5/12/2017	Control Activities Component	Opportunity 15 (Principle 11)
		over the Department of Code Compliance's Neighborhood Code			
RPT		Division			
		Audit of the Design of Internal Controls	5/12/2017	Control Activities Component	Opportunity 16 (Principle 11)
		over the Department of Code Compliance's Neighborhood Code			
RPT		Division			

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

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

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

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

Accepts					
Risk @					
Report	Fiscal				
Issuance	Year	Report	Report Issue	Issue	Recommendation
		Audit Follow-Up of Prior		(Risk)The City may not be able to demonstrate business continuity	
		Recommendations - Audit of the Design		when faced with disruptions or emergency events that impact	
		of the City of Dallas' Pandemic Influenza		Dallas City Hall and/or City related operations.	
		Continuity of Operations Basic Plan (8		, , , ,	
		new recommendations)			
	2019	Audit of Business Partner Oversight –	12/7/2018	Identified Areas of Financial Risk	Recommendation XI
		Department of Park and Recreation			
RPT					
	2019	Audit of Business Partner Oversight –		The City Did Not Establish Appropriate Limitations on Dallas	Recommendation IV.1
DDT		Department of Park and Recreation		Arboretum and Botanical Society, Inc.'s Utility Costs Paid for by the	
RPT	2010			City	
		Audit of Business Partner Oversight –	12/7/2018	The City Did Not Establish Appropriate Limitations on Dallas	Recommendation IV.2
DDT		Department of Park and Recreation		Arboretum and Botanical Society, Inc.'s Utility Costs Paid for by the	
RPT	2010	Andite of Ducine on Doute on Our scients		City	
	2019	Audit of Business Partner Oversight –		The City Did Not Establish Appropriate Limitations on Dallas	Recommendation IV.3
RPT		Department of Park and Recreation		Arboretum and Botanical Society, Inc.'s Utility Costs Paid for by the City	
RP I					
	2019	Audit of VisitDallas	1/4/2019	Assurance of Metrics Reported by VisitDallas Is Inadequate	Recommendation IX
RPT					
	2019	Audit of VisitDallas	1/4/2019	Booked Citywide Events Do Not Consistently Meet the Definition	Recommendation X
	2015			of a Citywide Event When the Events Occur	
RPT					
-	2019	Audit of VisitDallas	1/4/2019	Oversight and Contract Monitoring of the Dallas Tourism Public	Recommendation VI
				Improvement District and VisitDallas by the Office of Economic	
RPT				Development Is Not Adequate	
	2019	Audit of VisitDallas		The City of Dallas Remittance Process for the Dallas Tourism Public	Recommendation VII.1
				Improvement District Does Not Adequately Address Interim	
RPT				Adjustments and Excess Assessments	
	2019	Audit of VisitDallas		The City of Dallas Remittance Process for the Dallas Tourism Public	Recommendation VII.2
				Improvement District Does Not Adequately Address Interim	
RPT				Adjustments and Excess Assessments	

Accepts					
Risk @					
Report	Fiscal				
Issuance	Year	Report	Report Issue		Recommendation
	2019	Audit of VisitDallas	1/4/2019	The City of Dallas Remittance Process for the Dallas Tourism Public	Recommendation VII.3
RPT				Improvement District Does Not Adequately Address Interim Adjustments and Excess Assessments	
	2019	Audit of VisitDallas	1/4/2019	VisitDallas Compensation As Documented Is Not Consistently Tied	Recommendation XII
			_, .,	to Performance and Results	
RPT					
	2019	Audit of VisitDallas	1/4/2019	VisitDallas Compensation As Documented Is Not Consistently Tied	Recommendation XIII
5.57				to Performance and Results	
RPT	2019	Audit of VisitDallas	1/4/2019	Visit Dellas Dess Net Heurs Adequats Controls Over Contain	
	2019		1/4/2019	VisitDallas Does Not Have Adequate Controls Over Certain Expenses	Recommendation XV
RPT					
	2019	Audit of the Department of Dallas Water	3/22/2019	Internal Control Weaknesses Identified	Recommendation II
	2015	Utilities' Water Quality and Safety,	5, 22, 2015		
RPT		Testing, and Monitoring			
	2019	Audit of Security and Safety Protocols	9/30/2019	A. Security Measures and Protocols	A.1.
		for Large Public Venues owned of			
RPT		Managed by the City			
			9/30/2019	A. Security Measures and Protocols	A.2
RPT		for Large Public Venues owned of Managed by the City			
			9/30/2019	B. Texas Open Carry Act	B.1
		for Large Public Venues owned of	0,00,2020		
RPT		Managed by the City			
			9/30/2019	C. Contract Guidelines	C.1
DOT		for Large Public Venues owned of			
RPT		Managed by the City			
	2020	Audit of City of Dallas' Purchasing and	11/11/2019	I. Credit Exposure	I.1 Credit Exposure
RPT		Travel Cards			
KP I					

Accepts					
Risk @					
Report Issuance	Fiscal Year	Papart	Report Issue	Issue	Recommendation
issuance		Report Audit of the Dallas Police Department's		A: Prevent and Detect Unauthorized Access or Deletion of	A.5: Prevent and Detect Unauthorized Access or Deletion of
		Complaint Process	,,	Complaints	Complaints
RPT					
	2020	Audit of the Dallas Police Department's	11/25/2019	D: Comprehensive Guidelines on How to Apply Disciplinary Actions	D.2: Update General Order 500.00 Internal Investigations to include
		Complaint Process			specific guidance on how to apply discipline for sustained multiple
RPT	2020		11/25/2010		violations in one incident.
	2020	Audit of the Dallas Police Department's Complaint Process	11/25/2019	D: Comprehensive Guidelines on How to Apply Disciplinary Actions	D.3: Clarify Undocumented Sick Leave guidelines to clearly define the number of instances of undocumented sick leave allowed
RPT					before the first violation occurs.
	2020	Audit of the Dallas Police Department's	11/25/2019	D: Comprehensive Guidelines on How to Apply Disciplinary Actions	D.4: Update General Order 500.00, Internal Investigations to clarify
		Complaint Process			when and how to use mitigating and aggravating circumstances in
RPT					disciplinary decisions.
	2020	Memorandum – Confidential Report:	1/27/2020	A: Credit Card Processing Differs From City Policy and Contract	A.2.
		Audit of Payment Card Industry Data		Provisions	
RPT		Security Compliance			
	2020	Audit of the City's Open Records Request	2/26/2020	F: DPD - Efficiency	F.1: Determine Request Patterns
		Process – Dallas Police Department			
	2020	Audit of City Park Maintenance and	3/6/2020	E. Maintenance Management System	E.1 Maintenance Management System
		Safety			
RPT					
	2020	Audit of Library Facility Planning	3/26/2020	Final Report: Master Plan is Outdated	A.1 Revise or replace the Master Plan to reflect current needs,
.					priorities, and trends
RPT	2022		2/20/2022	Final Davis at Master Disc is Outlet 1	
	2020	Audit of Library Facility Planning	3/26/2020	Final Report: Master Plan is Outdated	A.2 Develop and implement a formal procedure to review and revise the Master Plan regularly and when conditions change
RPT					revise the master mannegatary and when conditions change

Accepts					
Risk @ Report	Fiscal				
Issuance	Year	Report	Report Issue	Issue	Recommendation
		Audit of the Office of Community Care		Observation B: Martin Luther King, Jr. Community Center Board	B.1 Work with the City Manager, City Attorney's Office and City
RPT		Community Centers		Council to establish by-laws and procedures	
	2020	Audit of the Office of Community Care	5/22/2020	Observation E: Use of City Department Funds	E.1 Provide definitive guidance as to the use of department budgets
RPT		Community Centers			to support other department activities and the selection of the persons that will attend the activities.
IAF I					
	2021	Audit of the Department of Aviation's Noise Abatement Program	3/2/2021	Observation A: Noise Level Monitoring	A.1: A Plan of Action Aimed at Reversing, Slowing Down, or Holding Steady
RPT					
	2021	Audit of the Department of Aviation's Noise Abatement Program	3/2/2021	Observation B: Program Management	B.3: Performance Measures Specifying the Participation Percentage
RPT					
	2021	Audit of Police Property and Evidence	3/11/2021	A: Dallas Police Department Property Unit – Disposition Process	A.2-Dallas Police Department Property Unit – Disposition Process
RPT					
	2021	Audit of Mobile Devices - Smartphones	5/14/2021	A: Smartphone Design, Enforcement, and Configuration	A.4 Smartphone Design, Enforcement, and Configuration
RPT					
	2021	Audit of Mobile Devices - Smartphones	5/14/2021	A: Smartphone Design, Enforcement, and Configuration	A.6 Smartphone Design, Enforcement, and Configuration
RPT					
	2021	Audit of Mobile Devices - Smartphones	5/14/2021	B: Lifecycle Management	B.2 Lifecycle Management
RPT					
	2021	Audit of Mobile Devices - Smartphones	5/14/2021	B: Lifecycle Management	B.3 Lifecycle Management
RPT					
	2021	Audit of Mobile Devices - Smartphones	5/14/2021	C: User Management	C.2 User Management
RPT					
1.1 1					

Accepts					
Risk @					
Report Issuance	Fiscal Year	Report	Report Issue	Issue	Recommendation
issuance		Audit of Boards and Commissions		E-Annual Reports	E.1-Annual Reports
		(Revised 1/26/2022)	0, 1, 2022		
RPT					
	2021	Audit of Boards and Commissions (Revised 1/26/2022)	8/4/2021	F-Meeting Documentation	F.2-Meeting Documentation
RPT					
		Audit of Boards and Commissions (Revised 1/26/2022)	8/4/2021	H-Vacancies	H.3-Vacancies
RPT		(, -, - ,			
		Audit of Boards and Commissions (Revised 1/26/2022)	8/4/2021	I-Compliance Requirements	I.1-Compliance Requirements
RPT					
	2021	Audit of Senior Services	9/1/2021	B: Program Effectiveness	B.2 Program Effectiveness
RPT					
	2022	Audit of Road Paving Improvements and Mainteance	2/11/2022	A: Road Pavement Project Management	A.3: Road Pavement Project Management
RPT			- / /		
	2022	Audit of Road Paving Improvements and Mainteance	2/11/2022	A: Road Pavement Project Management	A.4: Road Pavement Project Management
RPT		Mainteance			
	2022	Audit of Road Paving Improvements and	2/11/2022	C: Project Cost Overages	C.1: Project Cost Overages
		Mainteance			
RPT	2022		2/44/2022		
	2022	Audit of Road Paving Improvements and Mainteance	2/11/2022	C: Project Cost Overages	C.2: Project Cost Overages
RPT					
	2022	Audit of Road Paving Improvements and Mainteance	2/11/2022	D: Project Tracking and Document Organization	D.1: Project Tracking and Document Organization
RPT					
	2022	Audit of Road Paving Improvements and Mainteance	2/11/2022	D: Project Tracking and Document Organization	D.2: Project Tracking and Document Organization
RPT					
L	1	1			

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



City of Dallas

Agenda Information Sheet

File #: 22-2814

Item #: I.

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

Memorandum

DATE December 9, 2022

CITY OF DALLAS

¹⁰ Members of the Government Performance and Financial Management Committee

SUBJECT Marketing Support Procurement

Honorable Chair Mendelsohn and Members of the GPFM Committee,

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

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

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

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



DATE December 9, 2022 SUBJECT Marketing Support Procurement

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

Respectfully, therine Cuellar

Catherine Cuellar Communications, Outreach and Marketing (COM) Director

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



Agenda Information Sheet

File #: 22-2795

Item #: J.

Accounts Payable Update [City Controller's Office]

Memorandum



DATE December 13, 2022

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

SUBJECT Accounts Payable FY22 Year in Review

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

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

Table 1 Paid Invoices

Table 2 Number of Outstanding Invoices

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

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

Table 3 Dollar Amount Outstanding Invoices

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

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

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

Please let me know if you have any questions.

Shei Kavalshi

Sheri Kowalski City Controller

c: Honorable Mayor and Members of the City Council T.C. Broadnax, City Manager Chris Caso, City Attorney Mark Swann, City Auditor Bilierae Johnson, City Secretary Preston Robinson, Administrative Judge Kimberly Bizor Tolbert, Deputy City Manager

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

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



Agenda Information Sheet

File #: 22-2916

Item #: K.

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

Memorandum



Date December 8, 2022

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

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

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

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

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

Sincerely,

Bilisrae (*Johnson* Bilierae Johnson **City Secretary**

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

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

Government Performance and Financial Management Committee Briefing

December 13, 2022

Bilierae Johnson, City Secretary City Secretary's Office



Government Performance and Financial Management Committee



Presentation Overview

- History of City's Records Retention Schedules
- City Council Approved Retention Schedule Exceptions
- Texas State Library and Archives Commission (TSLAC) Regulations
- Additional Exception Recommendations for Council Consideration/Approval
- Questions

Government Performance and Financial Management Committee



History of City's Records Retention Schedules





History of City's Record Retention Schedules

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

1989 – Texas Legislature passes Local Government Records Act (HB 1285) requiring all Texas local governments to:

- o File either a city developed records control schedule; or
- o File a Certification of Compliance (Form SLR 508) with TSLAC

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

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

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

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

Government Performance and Financial Management Committee

City Council Approved Retention Schedule Exceptions





City Council Approved Retention Schedule Exceptions

EXHIBIT A

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

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

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

Government Performance and Financial Management Committee



City Council Approved Retention Schedule Exceptions (Cont'd)

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

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

Government Performance and Financial Management Committee



Texas State Regulations Library and Archives Commission (TSLAC) Regulations



Texas State Library and Archives Commission (TSLAC) Regulations

- 3 Elements of Compliance for Texas Local Governments
 - File an Approved Records Management Policy
 - Designate a Records Management Officer (RMO)
 - Declaration of Compliance (Form SLR 508) to TSLAC's Retention Schedules
- Section 203.042 of the Local Government Act Retention Periods
 - (b) A retention period may not be less than:
 - a retention period prescribed by a state or federal law, regulation, or rule of court;
 - or a retention period for the record established on a records retention schedule issued by the commission
- Unless the TSLAC Local Government retention schedules have been adopted by your local government by filing a Declaration of Compliance (Form SLR 508), the retention periods listed in the schedules may not be used for the destruction of your records
- Exception Requirements:
 - Record schedules or exceptions are no longer required to be filed with TSLAC
 - RMO requires written justification from department(s) for exceptions
 - •
- Record Holds records may not be destroyed if there is litigation, an audit, or a written justification by the Department to retain beyond their retention period

Government Performance and Financial Management Committee



Additional Exceptions Recommendation for Council Consideration/Approval

Government Performance and Financial Management Committee



Additional Exception Recommendations for Council Consideration/Approval

Dallas 311 Department

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

Exception Recommendation:

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

+ 10 years

Dallas Police Department

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

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

8





QUESTIONS?



9

Government Performance and Financial Management Committee





Agenda Information Sheet

File #: 22-2805

Item #: L.

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

Memorandum



DATE December 9, 2022

^{TO} Honorable Mayor and Members of the City Council

SUBJECT Budget Accountability Report – September 2022

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

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

Jack Ireland

Chief Financial Officer

c:

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

BUDGET ACCOUNTABILITY REPORT

As of September 30, 2022



Prepared by Budget & Management Services

1500 Marilla Street, 4FN Dallas, TX 75201 214-670-3659 financialtransparency.dallascityhall.com 294

EXECUTIVE SUMMARY

Financial Forecast Report

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

✓ YE forecast within 5% of budget



Year-to-Date



1 4 Near Target



Budget Initiative Tracker





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

FINANCIAL FORECAST REPORT

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

Year-to-date (YTD) actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the year-end (YE) forecast, which projects anticipated revenues and expenditures as of September 30, 2022. The variance is the difference between the FY 2021-22 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

General Fund Overview

The General Fund overview provides a summary of financial activity through September 30, 2022.

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

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

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

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

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

- December 8, 2021, by resolution #21-2023 in the amount of \$197,558 for the establishment of the Inspector General Division.
- May 11, 2022, by ordinance #32193 in the amount of \$24,859,738 due to additional sales tax revenue and intergovernmental revenue from Dallas County. This allocation will be used for the maintenance and operation of various departments and activities.
- September 28, 2022, by ordinance #32301 in the amount of \$29,814,458 due to additional sales tax revenue. This allocation will be used for the maintenance and operation of various departments and activities.

FY 2021-22 Financial Forecast Report GENERAL FUND REVENUE

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

VARIANCE NOTES

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

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

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

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

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

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

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

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

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

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

FY 2021-22 Financial Forecast Report GENERAL FUND EXPENDITURES

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

VARIANCE NOTES

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

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

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

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

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

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

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

FY 2021-22 Financial Forecast Report GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Arts and Culture	\$21,337,590	\$21,127,336	\$22,432,948	\$20,697,212	(\$430,124)
2	Budget and Management Services	4,512,904	4,388,156	4,152,318	4,307,258	(80,898)
3	Building Services	24,356,319	26,538,775	25,754,045	26,507,562	(31,213)
4	City Attorney	17,814,203	18,665,088	18,078,623	18,613,922	(51,166)
5	City Auditor	3,048,254	2,989,115	2,724,169	2,955,838	(33,277)
6	City Controller	7,764,698	7,804,952	7,819,907	7,774,898	(30,054)
7	Independent Audit	745,429	752,000	752,000	752,000	0
8	City Manager	2,933,212	3,237,300	3,120,724	3,213,458	(23,842)
9	City Secretary	3,050,306	3,068,256	2,828,608	2,946,032	(122,224)
10	Elections	104,713	283,013	1,842,448	135,890	(147,123)
11	Civil Service	3,021,703	2,737,119	2,365,987	2,435,557	(301,562)
12	Code Compliance	35,032,924	35,314,022	33,713,549	34,660,735	(653,287)
13	Court and Detention Services	24,077,721	24,080,239	23,280,717	23,983,338	(96,900)
14	Jail Contract	9,450,527	8,989,658	8,989,658	8,989,658	0
15	Dallas Animal Services	16,068,520	16,173,829	15,600,308	15,834,385	(339,444)
16	Dallas Fire-Rescue	335,699,096	351,663,887	351,741,370	347,743,279	(3,920,608)
17	Dallas Police Department	565,934,568	569,379,714	563,046,440	569,377,308	(2,406)
18	Data Analytics and Business Intelligence	3,988,372	3,258,538	3,151,099	3,157,722	(100,816)
19	Economic Development	3,252,177	3,541,806	3,875,965	3,540,819	(987)
20	Housing and Neighborhood Revitalization	3,825,426	3,715,087	2,821,395	3,540,180	(174,907)
21	Human Resources	7,199,251	7,312,253	6,868,083	6,901,021	(411,232)
22	Judiciary	3,675,924	4,220,484	3,824,780	3,984,049	(236,435)
23	Library	32,917,306	32,692,563	31,199,122	31,733,717	(958,846)
	Management Services					
24	311 Customer Service Center	5,079,860	5,030,513	4,881,733	4,501,152	(529,361)
25	Communications, Outreach, and Marketing	2,330,867	2,344,584	1,875,140	2,050,822	(293,762)
26	Community Care	9,204,147	9,120,978	8,816,475	8,727,637	(393,341)
27	Community Police Oversight	630,129	548,951	412,758	450,289	(98,662)
28	Emergency Management	1,130,290	1,135,003	1,044,682	1,084,645	(50,358)
29	Environmental Quality and Sustainability	4,255,762	4,249,929	4,183,574	3,049,135	(1,200,794)
30	Equity and Inclusion	2,644,998	2,716,879	2,422,537	2,574,961	(141,918)
31	Government Affairs	914,383	969,693	898,660	937,817	(31,876)
32	Historic Preservation	755,602	726,575	657,695	694,673	(31,902)
33	Homeless Solutions	11,913,143	11,987,770	11,379,724	11,624,879	(362,891)
34	Integrated Public Safety Solutions	4,969,809	4,527,006	3,079,042	3,460,223	(1,066,783)
35	Small Business Center	2,454,801	2,209,055	1,305,713	1,721,461	(487,594)
36	Mayor and City Council	5,351,007	5,432,068	5,354,759	5,432,068	
37	Non-Departmental	115,542,145	138,518,281	131,419,886	137,068,961	(1,449,320)
38	Park and Recreation	99,627,169	102,368,491	102,317,961	102,368,491	(1,447,020)
39	Planning and Urban Design	4,209,553	6,605,112	5,462,401	6,476,957	(128,155)
40	Procurement Services	3,082,909	2,813,102	2,684,462	2,754,282	(58,820)
41	Public Works	76,357,799	81,871,019	81,645,584	81,871,019	(38,820)
41	Transportation	45,249,577	45,298,648	46,063,053	45,298,648	0
12	Total Departments	\$1,525,515,093	\$1,580,406,847	\$1,555,890,103	\$1,565,933,961	(\$14,472,885)
43	Financial Reserves	\$1,JZJ,J1J,U73 0	91,300,400,847	\$1,555,870,105 0	\$1,303,733,701 0	(\$14,472,003)
44	Liability/Claims Fund Transfer	4,483,807	9,483,807	9,483,807	9,483,807	0
45	Salary and Benefit Stabilization	5,020,000	0	0	7,403,007	0
	Total Expenditures	\$1,535,018,900	\$1,589,890,654		•	(\$14,472,885)

VARIANCE NOTES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

45 Salary and Benefit Stabilization. The FY 2021-22 Ordinance authorizes the City Manager to transfer appropriations from S&B to any department as allowed by City Charter Chapter XI (Sec. 3), of which, \$2,369,000 was transferred to General Fund departments for adjustments including truck driver pay increases (\$569,000), pay increases and temporary help expenses in Judiciary (\$248,000), other adjustments as a result of the Compensation Study (\$1,153,000), and for retirement pay-outs in CAO, CMO, and OGA (\$400,000). City Council reallocated the remaining \$2,651,000 S&B budget on September 28 by ordinance #32301 due to savings.

ENTERPRISE FUNDS

Total Revenues 142,389,852 151,389,852 179,036,249 174 Total Expenditures 142,389,852 151,389,852 135,621,950 144 Ending Fund Balance \$15,319,809 \$15,319,809 \$76 2 CONVENTION AND EVENT SERVICES \$39,553,867 \$39,553,867 \$44 Total Revenues 100,819,948 110,831,405 105,673,993 114 Total Expenditures 100,819,948 110,831,405 80,148,065 96 Ending Fund Balance \$39,553,867 \$39,553,867 \$64 3 DEVELOPMENT SERVICES \$39,553,867 \$39,553,867 \$64 3 DEVELOPMENT SERVICES \$39,553,867 \$39,553,867 \$64 3 DEVELOPMENT SERVICES \$39,553,867 \$44 \$64 Total Revenues 33,476,527 33,468,516 41,268,040 44 Total Revenues 38,383,670 53,383,670 48,711,603 55	8,029,990 \$32,7	
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	9,133,695 \$10,0	061,809
4 MUNICIPAL RADIO		
Beginning Fund Balance \$355,950 \$355,950	\$909,189 \$5	53,239
Total Revenues 1,861,000 1,861,000 1,450,951	1,450,951 (4:	10,049)
Total Expenditures 1,815,740 1,815,740 1,622,350	1,621,724 (19	94,016)
Ending Fund Balance\$401,210\$401,210	\$738,416 \$3	337,206
5 SANITATION SERVICES		
Beginning Fund Balance \$16,465,593 \$16,465,593 \$18	8,206,255 \$1,7	740,662
Total Revenues 137,982,207 137,982,207 144,009,911 145	3,237,794 5,2	255,587
Total Expenditures 139,536,992 141,699,380 119,986,893 140	0,906,753 (79	92,627)
Ending Fund Balance \$14,910,808 \$12,748,420 \$20	0,537,296 \$7,7	788,876
6 STORM DRAINAGE MANAGEMENT–DALLAS WATER UTILITIES		
Beginning Fund Balance \$10,386,150 \$10,386,150 \$10	8,863,503 \$8,4	177,353
Total Revenues 69,314,586 69,314,586 73,665,783 61	9,314,586	0
Total Expenditures 69,314,586 71,814,586 67,513,863 71	1,814,586	0
Ending Fund Balance \$10,386,150 \$7,886,150 \$10	6,363,503 \$8,4	177,353
7 WATER UTILITIES		
Beginning Fund Balance \$108,890,415 \$108,890,415 \$136		107,354
Total Revenues 713,732,650 713,732,650 775,157,102 775	6,997,769 \$28,1	
Total Expenditures 722,432,650 755,468,335 690,209,942 752		84,868
Ending Fund Balance \$100,190,415 \$67,154,730 \$15 ⁴	5,117,518 61,3	384,868 08,278)

INTERNAL SERVICE FUNDS

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

OTHER FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance		
13 9-1-1 SYSTEM OPERATIONS							
Beginning Fund Balance	\$4,180,269	\$4,180,269		\$6,626,869	\$2,446,600		
Total Revenues	12,017,444	12,017,444	12,472,417	13,030,152	1,012,708		
Total Expenditures	14,341,472	15,292,904	12,053,997	14,462,930	(829,974)		
Ending Fund Balance	\$1,856,241	\$904,809		\$5,194,091	\$4,289,282		
14 DEBT SERVICE							
Beginning Fund Balance	\$66,867,697	\$66,867,697		\$69,564,897	\$2,697,200		
Total Revenues	345,529,962	345,529,962	339,573,541	353,680,434	8,150,472		
Total Expenditures	348,776,403	348,776,403	329,547,290	334,127,540	(14,648,863)		
Ending Fund Balance	\$63,621,256	\$63,621,256		\$89,117,791	\$25,496,535		
15 EMPLOYEE BENEFITS							
City Contributions	99,503,000	99,503,000	68,372,803	99,417,693	(\$85,307)		
Employee Contributions	40,959,071	40,959,071	38,267,448	44,568,798	3,609,727		
Retiree	27,867,000	27,867,000	10,712,124	26,857,732	(1,009,268)		
Other	0	0	166,655	166,655	166,655		
Total Revenues	168,329,071	168,329,071	117,519,030	171,010,878	2,681,807		
Total Expenditures	176,549,294	176,549,294	98,764,385	178,389,962	1,840,668		

Note: FY 2021-22 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

16 RISK MANAGEMENT

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

Note: FY 2021-22 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (worker's compensation/liability/property insurance).

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of September 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

1 Aviation. City Council increased AVI's budget by \$9,000,000 on September 28 by ordinance #32301 for increased DPD/DFR reimbursements (\$2,000,000) and a capital construction transfer (\$7,000,000). AVI revenues are projected to be \$36,646,000 over budget primarily due to higher-than expected revenue from garage parking, concessions, and terminal rentals.

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

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

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

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

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

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

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of September 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

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

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

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

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

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

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

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

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

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

FY 2021-22 Financial Forecast Report GENERAL OBLIGATION BONDS

2017 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Α	Street and Transportation	\$533,981,000	\$419,861,470	\$215,924,793	\$88,648,955	\$115,287,722
В	Park and Recreation Facilities	261,807,000	234,143,026	166,066,108	13,274,783	54,802,135
С	Fair Park	50,000,000	42,889,098	30,077,289	2,588,791	10,223,017
D	Flood Protection and Storm Drainage	48,750,000	34,543,268	11,556,859	12,643,283	10,343,127
E	Library Facilities	15,589,000	15,589,000	14,863,077	220,237	505,686
F	Cultural and Performing Arts Facilities	14,235,000	14,102,088	12,238,216	979,606	884,266
G	Public Safety Facilities	32,081,000	29,897,353	25,683,916	493,307	3,720,130
Н	City Facilities	18,157,000	15,423,904	2,281,013	482,435	12,660,456
Ι	Economic Development	55,400,000	46,367,495	19,212,506	10,401,410	16,753,580
J	Homeless Assistance Facilities	20,000,000	17,981,370	14,992,711	503,290	2,485,369
Tota	al	\$1,050,000,000	\$870,798,072	\$512,896,488	\$130,236,095	\$227,665,489

2012 Bond Program

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

2006 Bond Program

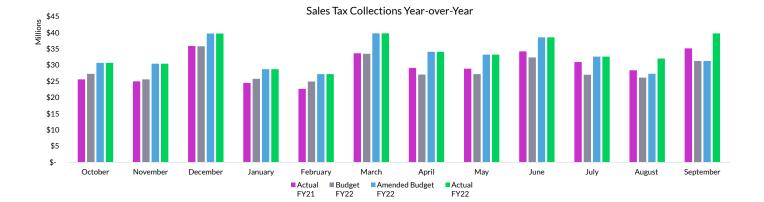
Pro	position	Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$393,068,474	\$8,986,914	\$4,435,166
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	288,453,713	15,606,139	38,697,314
3	Park and Recreation Facilities	343,230,000	353,343,060	347,086,914	1,858,399	4,397,747
4	Library Facilities	46,200,000	48,318,600	47,669,994	11,042	637,563
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	398	669,561
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	31,885,065	677,397	3,654,016
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	42,388,945	939,500	1,731,608
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,487,420	237,544	11,002,487
11	Court Facilities	7,945,000	8,146,606	7,869,762	120	276,724
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,323,005	6,299	743,634
Tota	al	\$1,353,520,000	\$1,401,388,107	\$1,306,442,963	\$28,323,764	\$66,621,379

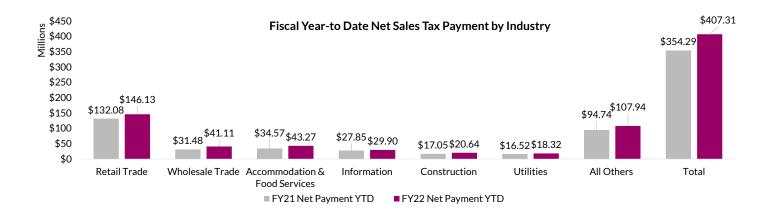
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

Sales Tax

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

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





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

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

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

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

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

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

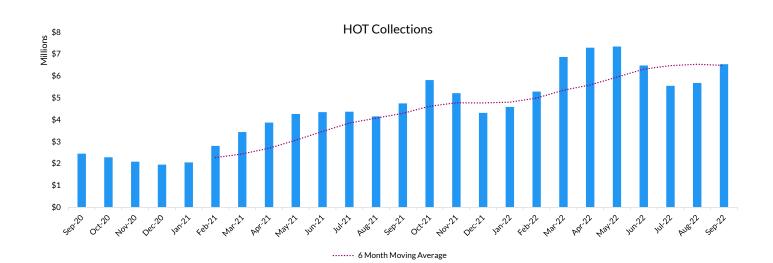
Construction. Includes establishments primarily engaged in the construction of buildings or engineering projects (e.g. highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction or in subdividing land for sale as building sites are also included in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

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

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

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.





Year-over-Year Change in HOT Collections

ECONOMIC INDICATORS

Convention Center Event Bookings

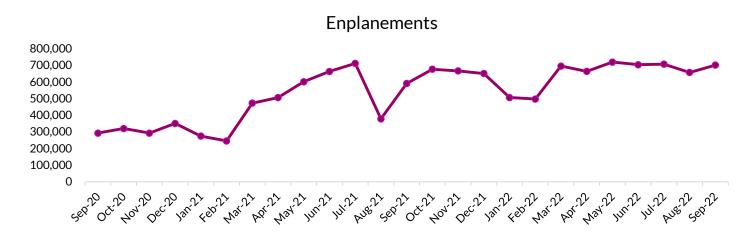
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

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

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

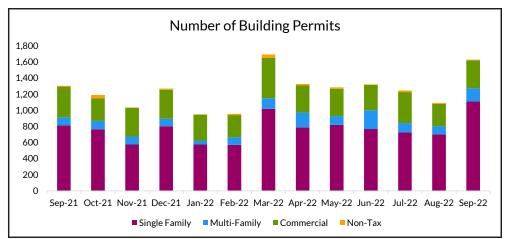
Love Field Enplanements

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

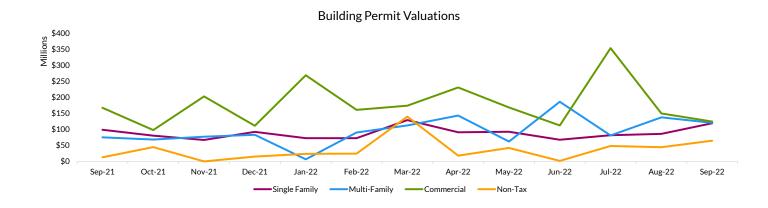


Building Permits

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.

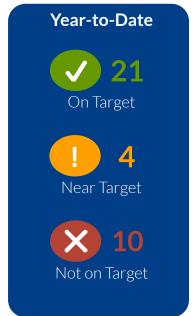


DALLAS 365

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 2020-21 data is not available, N/A is listed.

Year-to-date (YTD) and year-end (YE) targets are presented for each measure. YTD targets may vary based on seasonality of the work. Each month, we compare 1) the YTD target with the actual performance for the current reporting period and 2) the YE target with the department's forecasted performance as of September 30, 2022.

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



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

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

FY 2021-22 Dallas 365

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

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

FY 2021-22 Dallas 365

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

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

FY 2021-22 Dallas 365

VARIANCE NOTES

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

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

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

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

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

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

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

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

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

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

BUDGET INITIATIVE TRACKER

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



In the Spotlight

Enhancing Dallas' Transportation Experience

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

The Transportation department performs annual inspections to determine the roadway visibility level of service. They rate the levels of services as A, B, or C, with C defined as severely fading or lacking visibility. With over 1,600 linear miles of roadway, 76 percent (1,223 linear miles) of the City Roadway System was at a level C. Transportation planned to improve 612 of the 1,223 long-line pavement marking miles in FY 2021-22. They exceeded their



goal by improving 83.4 percent, or 1,020 linear miles, through determination and goal-oriented thinking. The Transportation department continues to inspect markings, plan for improvements, and enhance Dallas' transportation experience.

FY 2021-22 Budget Initiative Tracker

ECONOMIC DEVELOPMENT

1 Economic Development Entity

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

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

2 Small Business Center

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

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

ENVIRONMENT & SUSTAINABILITY

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3 Sanitation Collection

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

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

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

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

4 Air Quality Monitors

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

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

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FY 2021-22 Budget Initiative Tracker ENVIRONMENT & SUSTAINABILITY



Solar Energy Initiative



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

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

7 Branch Out Dallas

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

<u>STATUS</u> The City held the FY 2021-22 Branch Out Dallas event on November 6, 2021 and distributed 2,500 trees across the City for residential properties. The FY 2022-23 activities are currently being planned and will be provided in spring 2023,

6 Comprehensive Food & Urban Agriculture Plan

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

STATUS OEQS staff are continuing efforts under the contract for the Comprehensive Food & Urban Agriculture Plan, including internal and external engagement with over 35 different farms (both community and commercial scale) and other Dallas food stakeholders. The final draft has been completed and is currently on the street for public review and comments. The plan will be presented to the ENVS Committee on December 5 and to City Council in February 2023. OEQS staff are also working with the City's internal Food Equity Working group, the Office of Community Care, and the Office of Procurement Services to pilot a project to provide 200 small growing units for food desert homes. Once implemented, the units will be deployed on a rolling basis.

8 Water Distribution System

INITIATIVE Enhance monitoring for lead and copper in the water distribution system and develop a plan to educate and support customers in regulatory-driven programs for lead and copper monitoring within schools, childcare centers, and public spaces. In FY 2021-22, DWU will hire two FTEs and spend approximately \$75,000 to develop an outreach plan and procedures to sample both schools and day care operations; develop a data management and reporting procedure to comply with the new regulations; and, begin initial sampling in the second quarter of 2022 with a goal of 50 sites sampled by September 30, 2022. (DWU)

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



FY 2021-22 Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

9 Equipment and Fleet

INITIATIVE Achieve a state of good repair in five years for all City fleet vehicles, including sanitation trucks, fire apparatus, police cruisers, and heavy vehicles used by Public Works and Dallas Water Utilities by investing \$75 million for the purchase of replacement and additional fleet and equipment. (EFM, SDM, DWU, and SAN)

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

10 Data Analytics

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

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

11 Total Compensation Study

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

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

HOUSING & HOMELESSNESS SOLUTIONS

12 Addressing Homelessness

INITIATIVE Contribute \$25 million to leverage an additional \$47 million in public and private investment for an overall \$72 million program that employs housing navigation services, landlord incentives, rental subsidies, move-in kits, and case management to reduce and prevent homelessness, in partnership with Dallas County, the Dallas Housing Authority, the Metro Dallas Homeless Alliance, and other cities in Dallas County. The program will be implemented from FY 2021-22 through FY 2023-24. It is anticipated approximately 1,000 individuals will be housed in the first year and a total of 2,762 individuals housed by the end of September 2023. The third year of the program will be focused solely on providing rental assistance and case management to those individuals housed in FY 2021-22 and FY 2022-23. (OHS)

STATUS From October 2021 to September 2022, the Dallas Real Time Rapid Rehousing Initiative housed 1,260 individuals, exceeding the goal for FY 2021-22. Of this, 54 percent are households consisting of adults with children and 46 percent are adults only. OHS is partnering with Metro Dallas Homeless Alliance (MDHA) to launch the encampment decommissioning effort to offer individuals in established encampments housing solutions.

13 Affordable Housing Units

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

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

FY 2021-22 Budget Initiative Tracker HOUSING & HOMELESSNESS SOLUTIONS

14 Preservation of Affordable Housing



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

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

PUBLIC SAFETY

15 Police Response Times

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

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



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

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

16 911 Response

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

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

18 Street Racing Remediation



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

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

FY 2021-22 Budget Initiative Tracker **PUBLIC SAFETY**

19 Non-Emergency Enforcement



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

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

21 Tornado Warning Sirens

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

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

23 City Facility Security Assessment

INITIATIVE In FY 2021-22, initiate \$3.5 million (of \$6.4 million allocated) of high-priority improvements identified through the City Facility Security Assessment including perimeter access control, security camera systems, radio systems, officer shelter space, vehicles access control, panic notification, lighting, weapons screening, security operating center upgrades, security staffing, and intrusion detection. (CTS)

<u>STATUS</u> Securityenhancement projects are underway at various parks, recreation centers, City Hall Oak Cliff Municipal Center, Municipal Courts, Libraries and DAS. These enhancements include interior and exterior lighting, fencing, and surveillance systems. Year-to-date obligations for FY 2021-22 totaled over \$3.4 million.

20 Single-Role Paramedic Program

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

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

22 Emergency Preparedness

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

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

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

FY 2021-22 Budget Initiative Tracker

QUALITY OF LIFE, ARTS, & CULTURE

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24 Trail Program

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

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

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

26 White Rock Lake

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

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

25 Library Master Plan

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

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

27 Wi-Fi at Park Facilities



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

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

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FY 2021-22 Budget Initiative Tracker TRANSPORTATION & INFRASTRUCTURE

X

28 Sidewalk Master Plan

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

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

29 Traffic Signals

INITIATIVE Devote \$14 million over three years to leverage over \$50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero strategy. In FY 2021-22 spend \$2 million to design 50 traffic signals to leverage federal and county funds. (Revised)(TRN)

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

30 Crosswalks

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

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

32 Bike Lanes

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

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

31 School Zone Flashing Beacons

INITIATIVE Replace 1,000 outdated school zone flashing beacons with state-of-the-art technology to protect students as they walk to school. This initiative will be implemented in three phases. In FY 2021-22 spend \$2.0 million to procure service contract for the replacement of the school zone flashing beacon system. Phase 1 will be purchasing the system, and the vendor chosen will be responsible for the installation of all in field equipment in phases 2 and 3. (TRN)

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

FY 2021-22 Budget Initiative Tracker

WORKFORCE, EDUCATION, & EQUITY

33 Language Access

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

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

35 Water/Wastewater Service

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

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

34 Accessibility

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

STATUS EQU, ITS, and the proposed ADA software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. Testing of a comparative ADA tracking program was completed. City of Dallas department stakeholders were given a demonstration of another comparable ADA program for City of Dallas department. Currently, ITS is conducting a documentation process with stakeholder interviews and their ADA department recording processes. The final report is anticipated in November before the project is moved to the procurement phase. The program will continue into FY 2022-23.

Budget Initiative Tracker MULTI-YEAR INITIATIVES

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



FY 2018-19



P-25 Radio System

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

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

23 Historic Resource Survey

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

STATUS OHP staff and external consultant presented the final report to the Landmark Commission on May 2, 2022 and to the City Plan Commission on June 2, 2022. The final presentation to City Council has been delayed. The project will continue into FY 2022-23.

FY 2019-20

29 Juanita J. Craft Civil Rights House

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

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

Ethics Training 39)

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

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

Budget Initiative Tracker MULTI-YEAR INITIATIVES

FY 2020-21

4 Brush and Bulky Trash Collection

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

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

5 Language Equity

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

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

25 Facility Accessibility

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

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

11 Police Mediation

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

<u>STATUS</u> Both positions have been filled and the new hires have been onboarded.

PROCESS IMPROVEMENT

The Process Improvement Team seeks to build a culture of continuous improvement throughout the City of Dallas, partnering with departments to

leverage data and research-based best practices for transformative operational success today while laying the foundation for future innovation.

In its first operational year, the Process Improvement Team has focused on building awareness among departments, creating an organization-wide framework for process improvement, and establishing a cross-functional knowledge base for greater inter-departmental coordination and collaboration. The following table summarizes current Process Improvement projects for FY 2021-22. Additional projects will be added to the list throughout the course of the fiscal year.

Project Status

E

			2	2	$\mathbf{\Theta}$ 0	
	Complete	On Tra	ack	Delayed	Pre-Kickoff	
				Key Per	formance Indicat	ors
#	Measure	Status	Timeline	Measure (Target)	Baseline	Current
	Building Inspection Call Center		May – Oct 2021	Call handle rate (90%)	64%	84%
1	at the Building Inspection Call Center (DEV)			e: Complete. Call ce n team allowing peaks		
			Dec 2022 - June 2023	Time taken for officers to write reports	TBD	TBD
2	Lew Sterrett Prisoner Intake Streamline the central prisoner intake process at Lew Sterrett to maximize staff capacity (DPD)		work will conce officers to writ observation wi process that in facilitated by	e: Delayed. This project entrate on report writing the both reports needed II take place the week includes Dallas County, Toyota Consulting Ser oproval from County lea	to reduce the amount when a person is arr of 12/5/2022. The Clty of Dallas, and P vices. This portion of	of time it takes ested. The first prisoner intake arkland will be
	Water/Wastewater Permit Process Reduce cycle time of Water/		Nov 2021 – Mar 2022	Permit Application Cycle Time (1 day)	45 days	1 days
3	Wastewater Permit Application Process to decrease overall building permit lead time (DEV/ DWU)	0	Status Update: Complete. and tracking The initial review of water permits occurs on the 1st day.			
	SFD Building Permit Process Decrease building permits		Feb 2022 - TBD	Permit Application Internal Processing Time (12 days)	29 days	TBD
4	issuance lead time for single- family residential developments (DEV)		priority list and	e: Delayed. The rolling of are being implemented g on resource availabilit	on an ongoing basis. C	

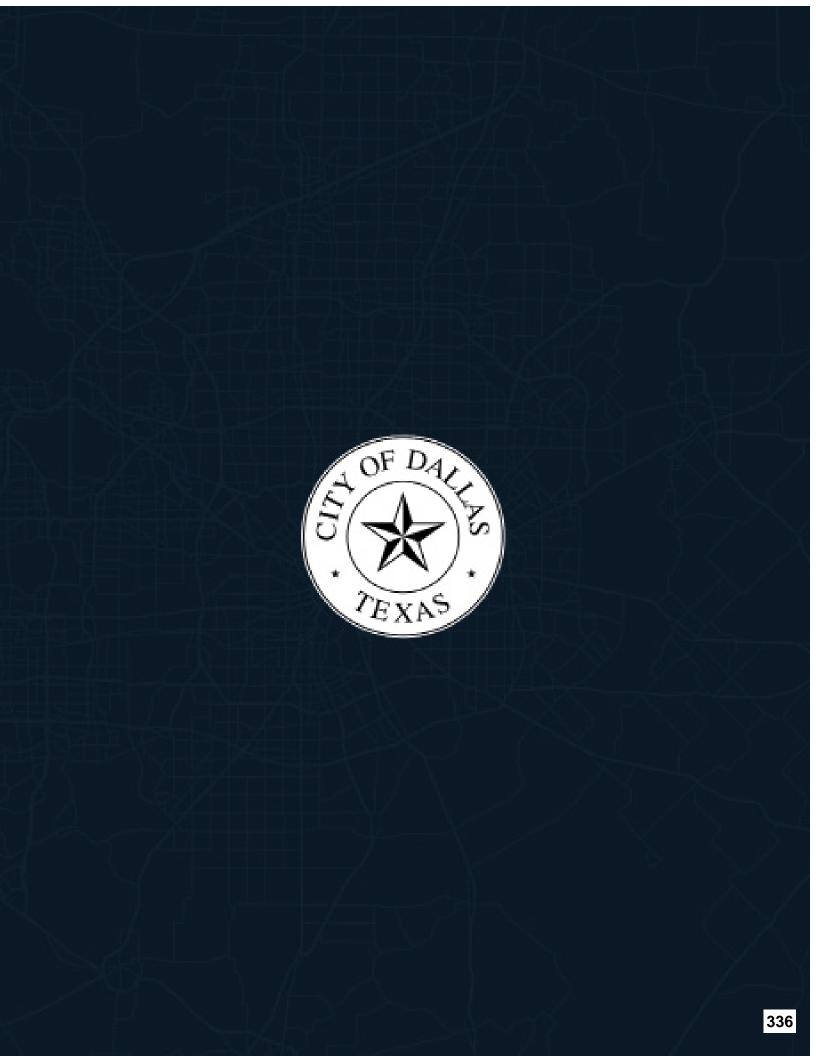


PROCESS IMPROVEMENT

				Key F	Performance	Indicators
#	Measure	Status	Timeline	Measure (Target)	Baseline	Current
	DPD Workload Optimization Assess current operational		Jan – Dec 2022	TBD	TBD	TBD
5	demands to identify process improvement opportunities for workload management (DPD)		assessment have	determined oppo	rtunitites for imp	mplete, insights from provement. Site visit to l operating procedures
	DFR Workload Optimization Assess current operational		Jan – Dec 2022	TBD	TBD	TBD
6	demands to identify process improvement opportunities for workload management (DFR)		developed and ar	e being vetted by	y the DFR team.	strategies have been Following the vetting egies for consideration.
	New Employee Hiring Document the current process		Mar – Aug 2022	Percentage of hiring managers introduced to standardized tools (100%)	0%	100%
7	and make the documented steps detailed enough for everyone involved to understand and follow. (HR/CVS)		were developed managers. These managers through dashboard for lea	and presented tools include u the process, M adership to track usly monitored tl	to department updated instruct icrosoft Planner crecruitment pro	artment leaders' tools directors and hiring tions to guide hiring Tasks, and a Tableau ogress and timeliness. ance tracking tools to
	New Employee Onboarding Document the current process and make the documented steps		Aug - Dec 2022	Percentage of hiring man- agers provid- ing survey feedback to HR (50%)	0%	0%
8	detailed enough for everyone involved to understand and follow. Establish Customer Survey for hiring managers and new hires (HR)		and is being meas bottlenecks durin Next steps will re identify opportuni	ured. Based on th g the drug screen quire a review of ties to eliminate per surveys that w	ne data the team ing and physicals our third-party the bottlenecks. T vill be sent to hiri	ing managers and new
9	Contract Review and Execution Decrease contract review and execution lead time in order to minimize costs to the City and		Aug – Dec 2022	Number of contract development days	TBD	TBD
	improve quality of procurement services from vendors. (OPS)		are being conduction improvement ha	ted. The process we been ident	s map is develop ified, and solu	, and weekly meetings ped, opportunities for utions are currently s scheduled for 10/17.

PROCESS IMPROVEMENT

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





Agenda Information Sheet

File #: 22-2806

Item #: M.

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

Memorandum

CITY OF DALLAS

DATE December 8, 2022

^{TO} Honorable Mayor and Members of the City Council

SUBJECT Technology Accountability Report – November 2022

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

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

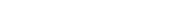
Jack Ireland Chief Financial Officer

[Attachment]

c:

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

Technology Accountability Report (TAR)



City of Dallas

As of November 30, 2022

Prepared by Information & Technology Services

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

Executive Summary

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

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

The November 2022 Technology Accountability Report (TAR) features several changes and additions:

- Refined project status definitions in Section 1: IT Programs & Projects.
- Additional detailed information on service requests and major outages in Section
 2: IT Operations.
- Additional detailed information on contract and procurement activities requiring City Council action in Section 3: IT Budget Execution.

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As of 11/30/22 Section 1: IT Programs & Projects

A. Project Pipeline

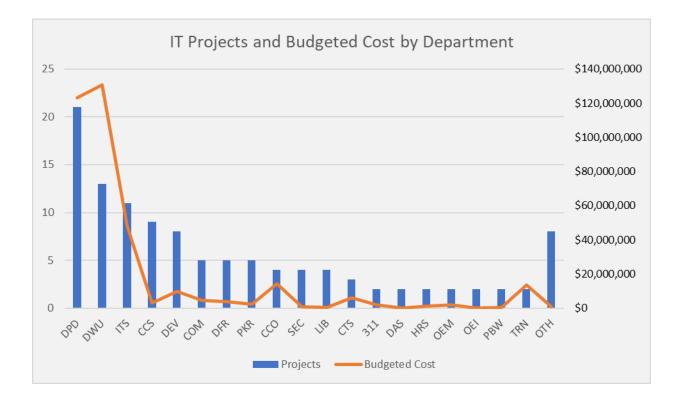
1. IT Projects by Strategic Priority



NOTES:

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

2. IT Projects and Budgeted Cost by City Department



NOTES:

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

A. Major Project Status

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

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

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

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

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

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

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

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

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

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

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

NOTES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

64 Electronic Document Management - EDMS. The EDMS project is part of a group of projects relying on the Hyland software system, which are going to be developed serially. We are currently re-working the schedule and should have a more accurate end date shortly. **68 Advanced Traffic Management System (ATMS).** The vendor has substantially completed the required work for this project per the scope of the contract. There are a number of remaining functions for which ITS and TRN are working with the vendor to establish a go-forward plan to include in subsequent releases or phases of the project.

B. Changes to Major Project Status List

1. Projects Implemented since last report

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

2. Projects Removed

a. No projects were removed in the month of November.

3. New Projects added to the project Pipeline

a. None during the month of November. The November IT Governance Meeting was postponed/combined with the upcoming December meeting.

As of 11/30/22 Section 2: IT Operations

A. Outage Report

1. Monthly Help Desk Report

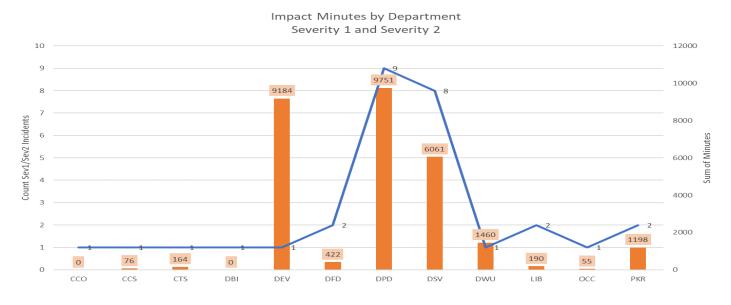
	Jun	Jul	Aug	Sept	Oct	Nov
Total Calls	7502	7546	8006	7252	7616	7151
Answered	7136	7138	7763	7017	6921	6132
Abandoned	366	408	243	235	695	1019
Abandoned (<10sec)	166	172	115	93	273	N/A
Abandoned %(<10sec)	2.3	2.4	1.5	1.3	3.9	6

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

NOTES:

- 1. In November 2022, the IT Helpdesk received 7151 calls for support. This is a decrease from the prior month.
- First Contact Resolution calculation was not available at the time of the report generation, it is anticipated that the Help Desk had continued the trend of 70+% on a month over month basis
- Field Services significantly improved average service duration from 3.5 days in October to 2.4 days in November

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



NOTES:

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

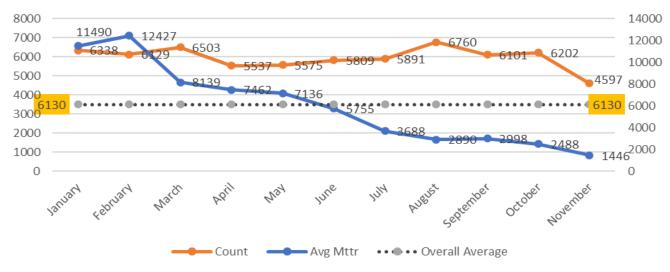
Severity 1 and 2 by Issue Category Impact in total minutes 16000 14 13 14000 13969 12 12000 10 10000 Minutes ncident Count 2 7 8000 7394 ď Sum 6000 4000 3402 2046 2000 1 1346 235 0 0 HRIS Hardware Inquiry / Help Network Payroll Uniform Software Inquiry / Help Software 1 - Critical 2 - High

NOTES:

As of 11/30/22

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

Monthly MTTR



NOTES

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

3. Monthly Major Outage Report

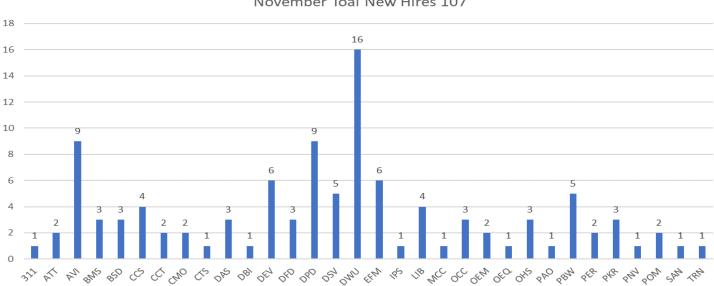
Prio	rity 🗾	Description	•	Department	Primary 🗾 🗾	Assignment Group	Hours 🗾
1-C	Illicdi	the Network, Computers and Ip Phones at Thurgood Marshall Recreation Cente,5150 Mark Trail Way Dallas, TX 75201, Are down.		PKR	Inquiry / Help	ITS Network Connectivity	17.5
1-C	. III.d	Location 8701 greenville Issue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

NOTES

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

B. Service Requests (including new employee onboarding)

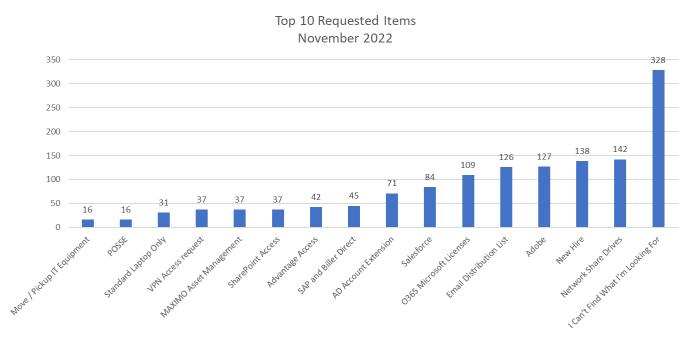
1. New Hire Report



New Hire by Department November Toal New Hires 107

Notes

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



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

Note

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

Request Actions by Month RITM Requests March April May June July August September October November

Note

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

As of 11/30/22 Section 3: IT Budget Execution

A. Contract/Procurement Management

Items Approved on November 9 Council Agenda:

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

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

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

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

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

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

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

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

As of 11/30/22 Upcoming Contracts Requiring Council Approval

December 14 Agenda Items:

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

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

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

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

Council Agenda Date TBD:

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

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

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

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

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

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

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

- 3-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount \$ 287,852.85
- Provides support for IT project and portfolio management
- HLP, Inc. Chameleon Data Management System for DAS
 - Three-Year Sole Source contract
 - Contract amount \$190,560.00
 - Directly supports DAS through upgrade and ongoing support of their core operational system

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

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

B. Budget Performance & Execution

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

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

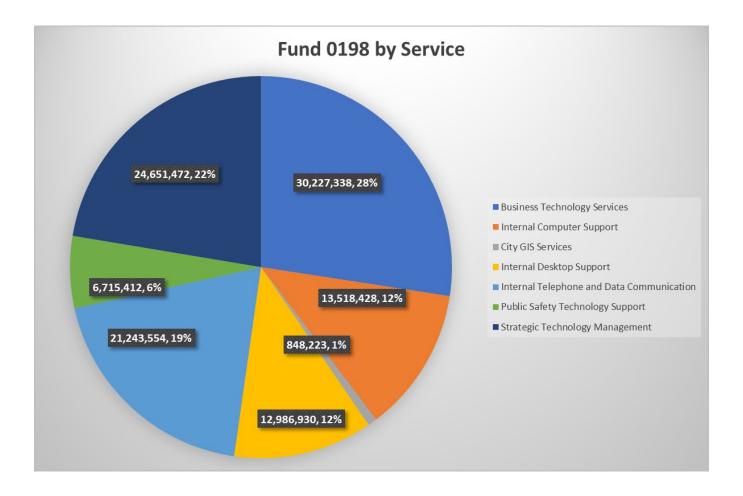
Fund 0197 - Communication Services (Radio Network) as of 10/31/22

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

As of 11/30/22 Budget Performance & Execution (continued)

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

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



B. ITS Staffing & Hiring Report

1. ITS Funded Staffing Levels

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

2. Vacancies and Hiring Activities

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

As of 11/30/22 Section 4: Cybersecurity Programs

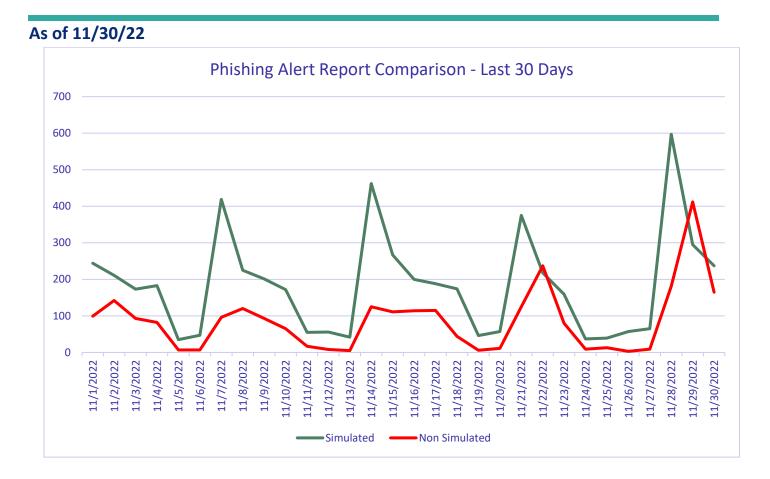
A. Awareness Training

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

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

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





B. Situational Awareness

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

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

Capability Maturity Model Levels

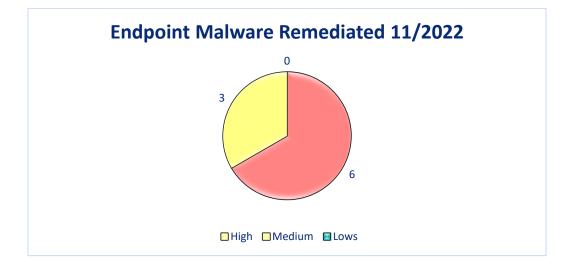
Figure 3: Assessing Cybersecurity Maturity

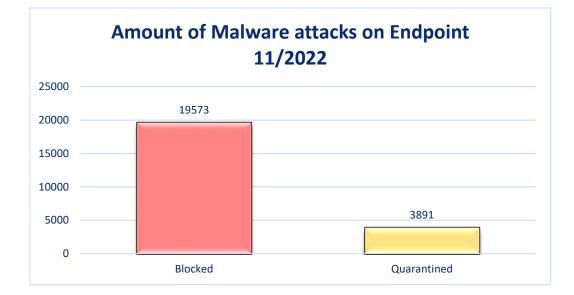
NIST Cybersecurity Framework Functions

C. Data Protection & Privacy

1. Endpoint Protection

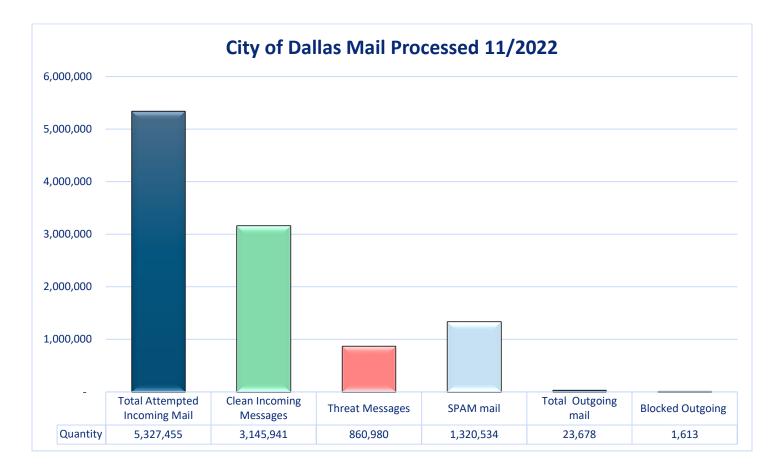
Endpoint protection is a component of the organization's ability to handle daily malware. Devices connecting to the internet are subject to attacks. Attacks are mitigated through technologies monitoring systems in real-time reacting and responding attacks. Technologies like Firewall and Endpoint Detection/Response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





2. Email Screening

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



As of 11/30/22 Section 5: IT Infrastructure

A. Network and Telecommunications (November 2022 Activities)

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

B. Compute & Storage (November 2022 Activities)

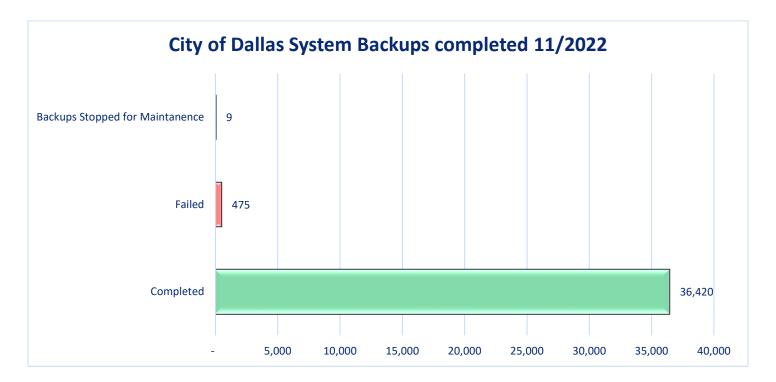
- Completed the expansion of the virtual server host environment with the addition of two new hosts to provide additional capacity and redundancy.
- Working with DPD completed the installation of 8 Briefcam servers at two City locations to support the Public Safety camera infrastructure.
- Completed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

C. Data Center Improvements (November 2022 Activities)

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

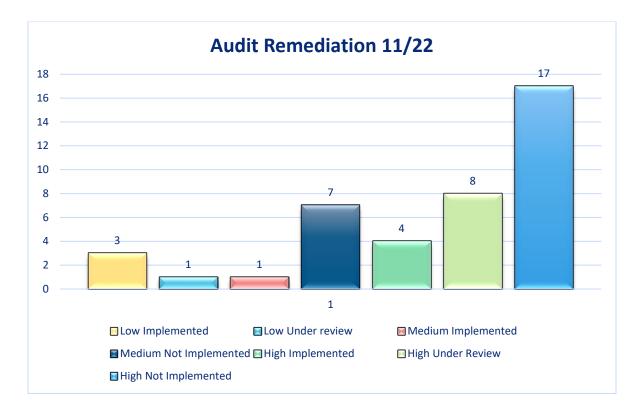
D. Disaster Recovery and Business Continuity

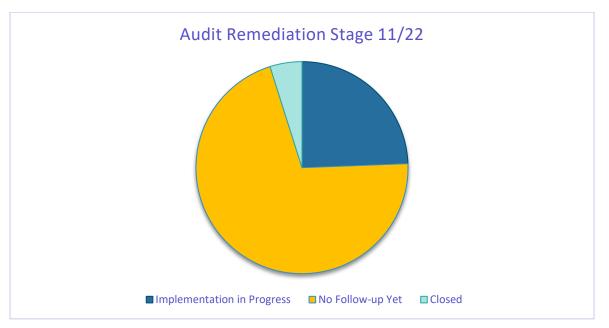
A critical component of Disaster Recovery and Business Continuity practices is backing up critical data, testing data backups, and conducting exercises to ensure that data backups can be successfully utilized to restore business services. ITS tracks and regularly tests the backup processes, devices,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



A. Audit

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







Agenda Information Sheet

File #: 22-2809

Item #: N.

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



PUBLIC FUNDS ADVISORY

City of Dallas

Quarterly Investment Report

PRESENTED BY:

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

SEPTEMBER 30, 2022



PUBLIC FUNDS PATTERSON GROUP

Compliance Certification



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

Jack Ireland

Chief Financial Officer

Sheri Kowalski

City Controller

Jenny Kerzman

Treasury Manager

Executive Summary



- Through the September meeting Fed officials have now raised the Federal Funds target rate to the top end range of 3.00% with anticipation that they will hike two more times by year-end. The current hiking cycle is the fastest pace and most aggressive stance they have taken with the primary focus being to tame inflation as quickly as possible. Some leading economic indicators suggest some cooling pressures around the economy, but the Fed continues to cite a strong labor market as reason we could get a soft landing with respect to an economic downturn or recession
- During this past quarter, we continued adding positions beyond 3 years, as well as targeting dates to match upcoming debt payments. Our purchases included a mix of treasuries, secondary agency bonds, and new issue bonds created by our trading desk through reverse inquiries. Additionally, we were active in the new issue municipal bond space. The purchases increased the book yield of the portfolio from 0.70% to 1.79%, while only increasing the weighted average maturity (WAM) from 0.93 years to 1.25 years. Our objectives are to continue to lengthen the portfolio and look for attractive new issues and secondary bonds, all while maintaining a proper balance of maturities over the next 12 months to allow us to continue to take advantage of higher reinvestment opportunities.
- Going forward, the City should expect the following areas of focus:
 - Continued cash flow analysis to identify the proper amount to be invested longer-term vs remaining liquid; and
 - Building balances in the 3 to 5-year maturity range in the portfolio while ensuring maturities are matched to upcoming debt payments within 1 year.
 - Continue to analyze the current portfolio for potential opportunities to restructure the portfolio for increased interest income. With the possibility of adding commercial paper to the portfolio with the proposed policy changes, we will be able to swap out of some existing securities into higher yielding commercial paper securities without impacting the weighted average maturity of the portfolio.



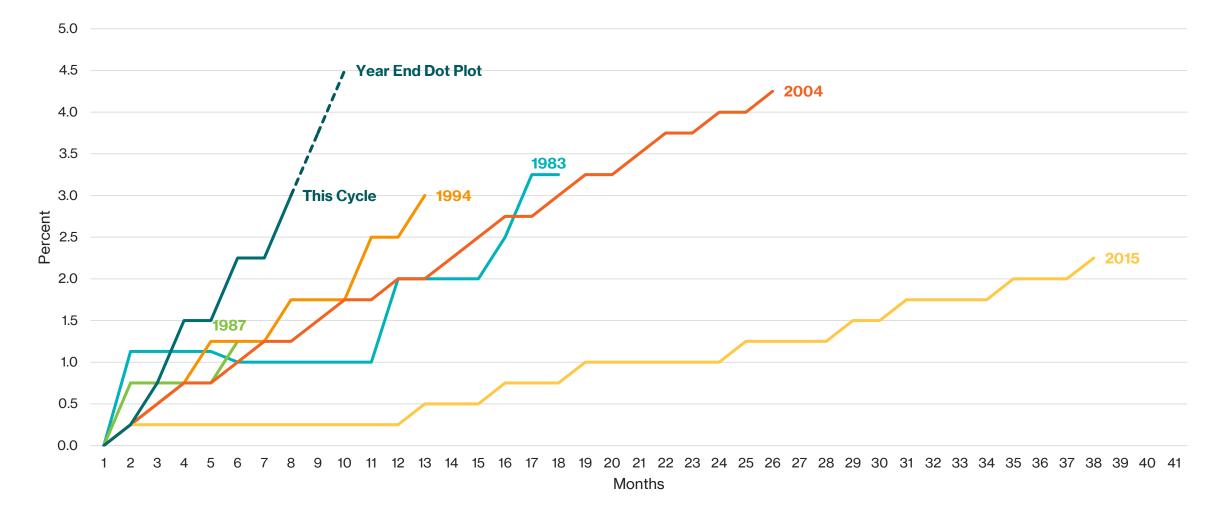
PUBLIC FUNDS PATTERSON GROUP

Economic Update



Fastest Rate Hiking Cycle

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

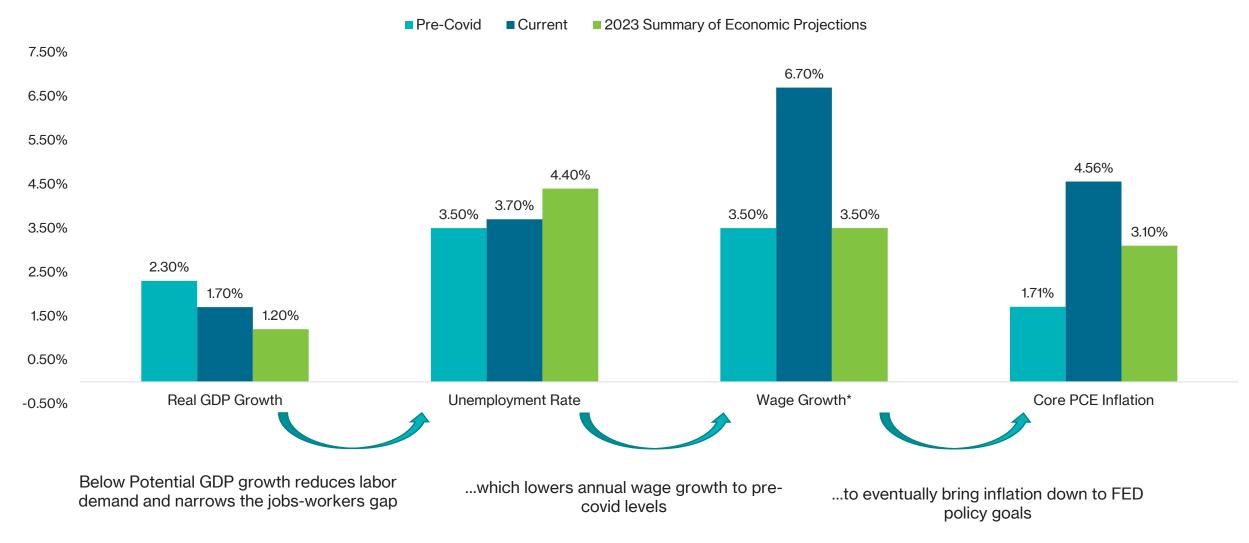


SOURCE: BLOOMBERG

Transmission Effect of Federal Reserve Hikes

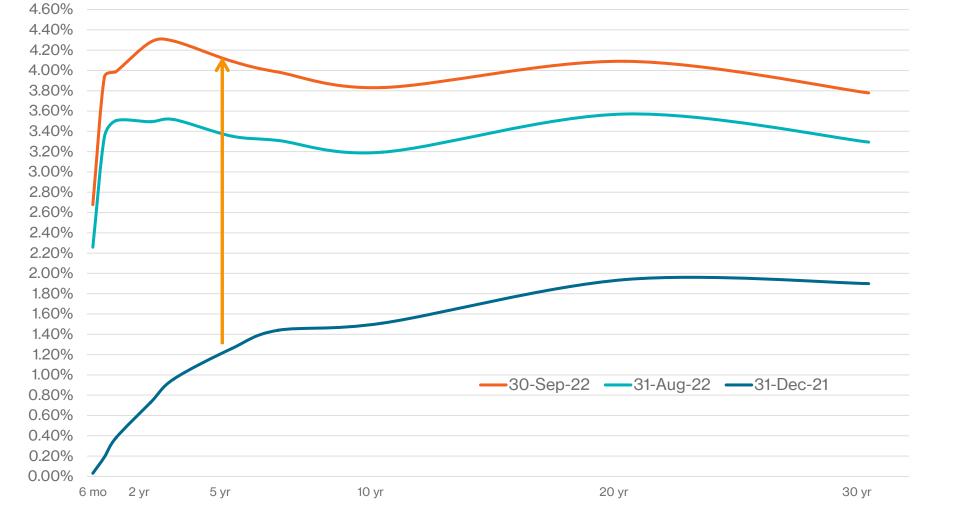


Slowdown Required to Rebalance the Labor Market and Calm Wage Growth and Inflation



SOURCE: WAGE GROWTH - FEDERAL RESERVE BANK OF ATLANTA, SUMMARY OF ECONOMIC PROJECTIONS - FEDERAL RESERVE BOARD OF GOVERNORS, BLOOMBERG

US Treasury Yield Curves





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

SOURCE: BLOOMBERG AS OF 09/30/2022

Rates at a Glance

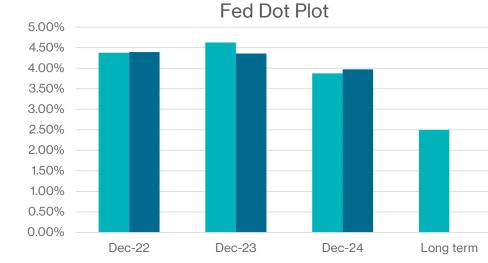






U.S. Treasury Yields

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



Fed dot-plot forecast (median) Market

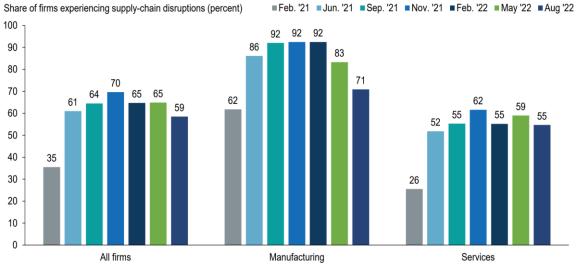
Yield Curves as of 9/30/2022



Regional Economic Information

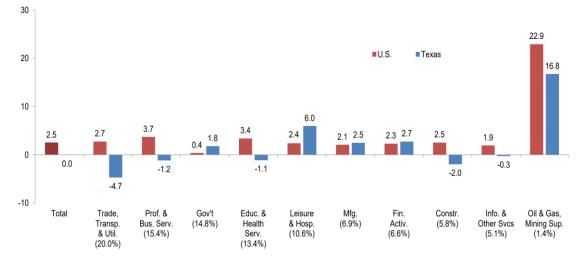
MEEDER PUBLIC FUNDS I PATTERSON GROU

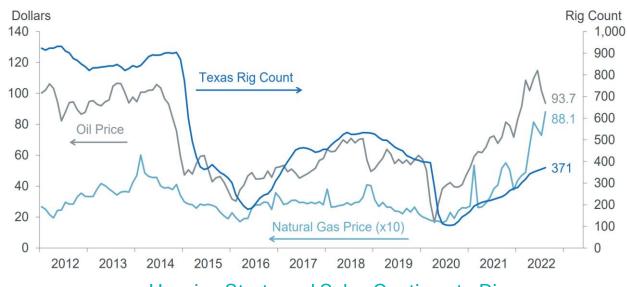
Supply Chain-Disruptions Remain Widespread



Texas Job Growth Outpacing U.S. in Most Sectors

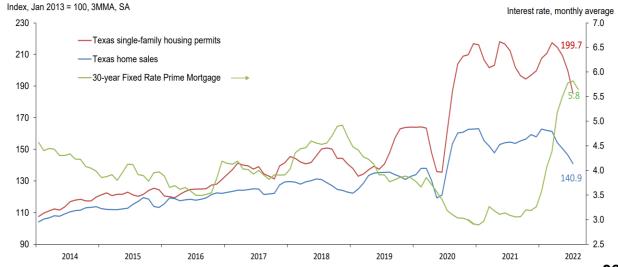
Job growth August 2022/July 2022 (percent)





Energy Activity

Housing Starts and Sales Continue to Dip



⁹ SOURCE: FEDERAL RESERVE BANK OF DALLAS



PUBLIC FUNDS PATTERSON GROUP

Portfolio Review

Quarterly Portfolio Summary – All Funds

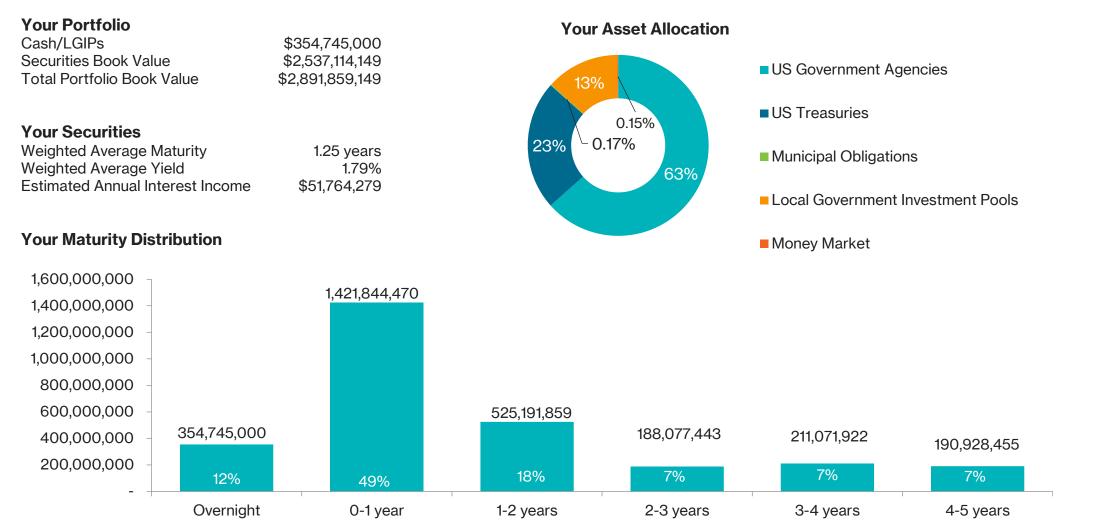


This quarterly report is prepared in compliance with the Investment Policy and Strategy of the City of Dallas and the Public Funds Investment Act (Chapter 2256, Texas Government Code).

Portfolio as of June 30	0, 2022	Рог	rtfolio as of September 30,	2022
Beginning Book Value	\$3,246,845,663	Ending Book Value		\$3,005,880,611
Beginning Market Value	\$3,214,884,418	Ending Market Valu	\$2,943,775,465	
		Investment Income	for the period	\$9,735,930
Unrealized Gain/(Loss)	(\$31,961,245)	Unrealized Gain/(Lo	oss)	(\$62,105,146)
		Change in Unrealized Gain/(Loss)		(\$30,143,901)
Weighted Average Maturity	334 days	Weighted Average	Maturity	445 days
Weighted Average Yield	0.72%	Weighted Average Yield		1.81%
Portfolio Market Value by Fund	6/30/2022	9/30/2022	Change	Interest Earned
Operating Portfolio	\$3,100,866,505.95	\$2,829,754,003	(\$271,112,503)	\$9,261,323.07
Arts Endowment	\$2,235,000.00	\$2,235,000.00	\$0.00	\$4,788.41
DWU Commercial Paper Program	\$13,960.15	\$13,960.15	\$0.00	\$65.02
GO Commercial Paper Program	\$20,768,952.08	\$20,772,502	\$3,549	\$102,436.87
Ida Green Library Fund	\$1,000,000.00	\$1,000,000.00	\$0.00	\$2,694.52
Water Reserve	\$90,000,000	\$90,000,000	\$0.00	\$364,621.92
Total	\$3,214,884,418.18	\$2,943,775,465	(\$271,108,953)	\$9,735,929.81

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

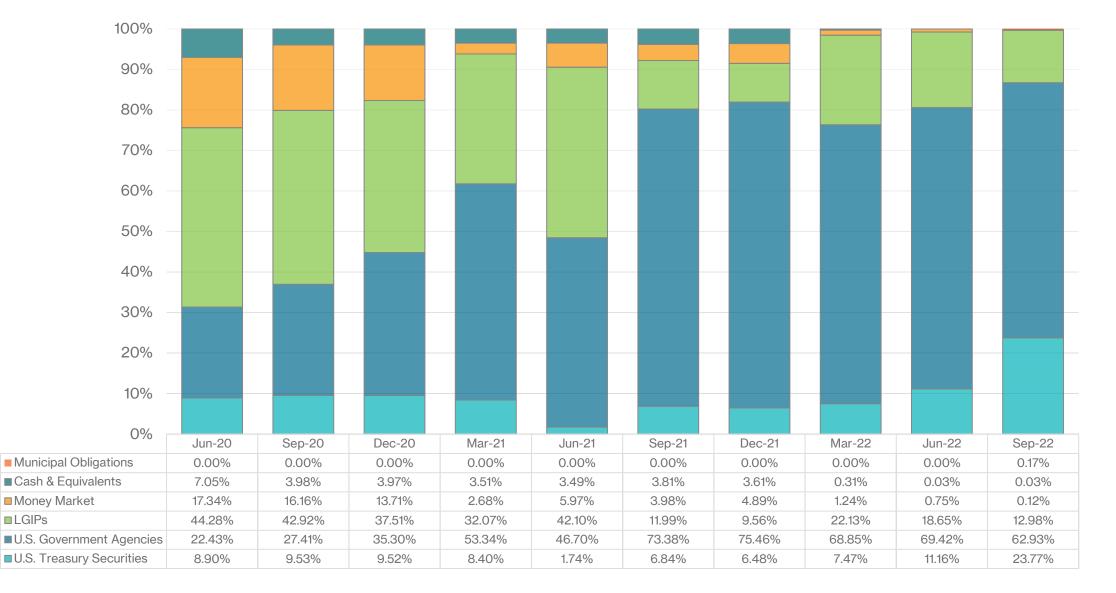




YIELD AND INTEREST INCOME INFORMATION IS ANNUALIZED. ALL YIELD INFORMATION IS SHOWN GROSS OF ANY ADVISORY AND CUSTODY FEES AND IS BASED ON YIELD TO MATURITY AT COST. PAST PERFORMANCE IS NOT A GUARANTEE OF FUTURE RESULTS.

Asset Composition





Maturity Distributions







PAST PERFORMANCE IS NOT INDICATIVE OF FUTURE RESULTS.

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

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

Investment advisory services provided by Meeder Public Funds, Inc.

Meeder Public Funds Patterson Group

Barton Oaks Plaza II 901 S. MoPac Expy Suite 195 Austin, Texas 78746 800.817.2442



Patterson-MPF.com



Agenda Information Sheet

File #: 22-2796

Item #: O.

GPFM Committee Forecast

GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT

COMMITTEE FORECAST

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



City of Dallas

Agenda Information Sheet

File #: 23-220

Item #: A.

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



Development Services Monthly Technology and Metrics Review

Government Performance & Financial Management Committee January 23, 2023

> Andrew Espinoza Director/Chief Building Official Development Services City of Dallas



Presentation Overview

- Technology
- Residential Permits
- Recruitment and Onboarding
- Outreach and Communications
- Next Steps



Technology



- Development Services continues to work with ITS on a list of proposed enhancements to Project Dox.
- The enhancements that can be developed and implemented internally by ITS staff, are currently in progress. These primarily include improvements to the Online Application System.
- Those enhancements that cannot be developed by ITS staff, have been sent to the vendor for cost and time estimates to determine implementation timeline.



Residential Permit Volume



New Single Family Permits Created



A total of 111 permits were processed for the month. This represents a 3% decrease compared to the previous month.



Residential Permit Average Turnaround



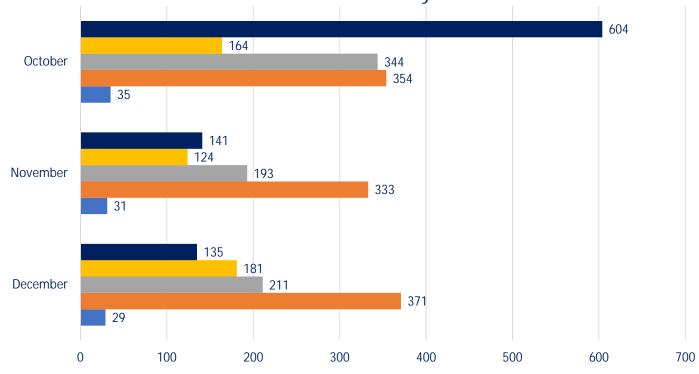
Residential New Single Family Permits-Average Days to Issue YTD Comparison



An increase of 6 days to issue new single-family permits from the previous month.

Note: 211 NSF permits were issued in December 2022 and of these 35 were more than 6 months old.

Residential Permit Average Metrics



Residential Permit Metrics by Month 2022



I A Y X II

29 RSVP New Single-Family permits issued the same day.

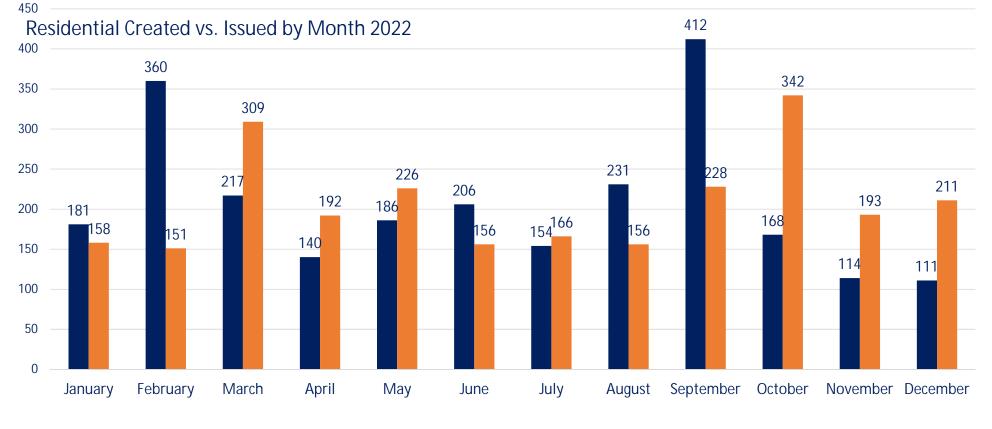
211 NSF permits issued for the month.

Third Party Vendors performed 135 reviews for the month.

6

New Single Family Residential Permits





Created Issued

红金 平淡 拉

Residential Permit Performance Goals



Goal: Perform Initial Review within 15 days.

Initial Review	July	August	September	October	November	December
# of Days RES						
Zoning	43	44	40	36	26	8
# of Days RES						
New/Addition						
Building						
Review	11	12.5	10.5	9	3	8

Initial Review	July	August	September	October	November	December
% on Time RES						
Zoning	11%	6%	11%	14%	31%	94%
% on Time RES						
New/Addition						
Building	71%	61%	72%	87%	91%	94%





Recruitment and Onboarding

Month	Total Positions	Vacant Positions	Vacancy Rate	New Hires	Internal Dept. Lateral Promotions	External Dept. Lateral Promotions	Total Hires	Attrition
January	286	43	15%	6	0	0	6	2
February	286	40	13%	0	0	0	0	1
March	286	43	15%	1	0	0	1	3
April	286	44	15%	2	0	0	2	4
May *	326	77	23%	7	0	0	7	4
June	327	77	23%	7	0	0	7	4
July**	342	92	26%	2	0	0	2	4
August	342	73	21%	13	5	11	29	3
September	342	75	21%	5	1	0	6	7
October	345	81	23%	8	2	2	12	5
November	345	74	21%	6	4	3	13	3
December	345	72	21%	1	3	1	5	2
Department Totals				58	15	17	90	42

Note*: 39 new positions added to Department Budget. Note**: 15 new positions added to Department Budget.

9



Communications & Outreach

- Social Media Metrics (last six months)
 - Facebook
 - Facebook Followers 1,571
 - Facebook Page Reach* 26,377
 - Instagram Followers
 - Instagram Followers 130
 - Instagram Page Reach 26,589
- Email Marketing

17 × 17

- 671 subscribers/contacts added since June 2022
- 12,660 sends (the #of individual emails sent)
- 6,395 opens (53% open rate is 14% higher than industry average)

*The # of people that saw at least one post



Communications & Outreach



11

- DSD Ongoing Outreach
 - Participated in approximately 35 external outreach engagements since June 2022
- Upcoming Outreach

IT X Y A S

- Pop Up Permit Saturday January 20, 2023
- DISD Career & Technical Education (CTE) engagement January 2023
- 24 Hour Dallas-Dallas Clubs, Pubs, and Bars Meeting/Promoter Registration Clinic- January 2023
- Continue Lunch and Learn Series restarting in January 2023

Communications & Outreach



- Customer Service Feedback Survey
 - 47 responses for December/84% satisfaction rate
 - 38 out of 45 respondents Strongly Agree they are satisfied with the service received.
 - To date, 321 surveys received since June 2022
 - 274 respondents provided positive feedback
 - 85% overall satisfaction rate



Next Steps



- Continue to work with ITS, Procurement, CAO, and Vendor to complete Statement of Work
- Continue our outreach and Lunch & Learn Series
- Continue to partner with HR and Onboarding on recruitment efforts
- Roll out our public facing single family permitting metric dashboard (January 2023)
- Launch Affordable Housing and 2nd QTeam



Development Services Monthly Technology and Metrics Review

Government Performance & Financial Management Committee December 23, 2023

> Andrew Espinoza Director/Chief Building Official Development Services City of Dallas



City of Dallas

Agenda Information Sheet

File #: 23-222

Item #: B.

Office of the City Auditor Briefing on Internal Audit Reports Released Between December 3, 2022 and January 13, 2023 [Mark Swann, City Auditor, Office of the City Auditor]

Office of the City Auditor

Auditor Briefing Update

Reports Released between December 3, 2022 and January 13, 2023

January 23, 2023 Mark S. Swann, City Auditor

Government Performance & Financial Management Committee



OFFICE OF THE CITY AUDITOR – FINAL REPORT



Audit of Internal Controls – South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

December 29, 2022 Mark S. Swann, City Auditor

Mayor	Council Members	
Eric Johnson	Tennell Atkins	Omar Narvaez
Mayor Pro Tem	Adam Bazaldua	Paul E. Ridley
Carolyn King Arnold	Paula Blackmon	Jaynie Schultz
Deputy Mayor Pro Tem	B. Adam McGough	Casey Thomas, II
Omar Narvaez	Cara Mendelsohn	Chad West
	Jesse Moreno	Gay Donnell Willis



Audit of Internal Controls - South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

Objective and Scope

The objective of this audit were to determine whether:

- 1. Controls are in place to ensure that the financial and operational activities of the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court comply with applicable City of Dallas procedures.
- 2. Case files are complete, accurate, and secured.
- 3. Case disposition changes are authorized and recorded.

The scope of the audit included fiscal years 2018 through 2020.

Audit of Internal Controls - South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

Observed Conditions

The following internal controls at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court require improvement:

- Monitoring of subrecipients.
- The accuracy and completeness of program participants' paper case files and electronic files in the Caseworthy system.
- Protecting case files from unauthorized access.
- The processing and timely handling of invoices for treatment services.

Audit of Internal Controls - South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

Recommendations

A.1: Develop and implement written work instructions and onsite observation procedures at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court to monitor work and services provided and verify that providers are properly licensed and insured. (Accept Risk)

B.1: Require the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court management to:

- Develop a checklist for file documentation,
- Establish a filing system that incorporates information from paper and electronic files.
- Improve communication between court and community service personnel.
- Train staff on all system capabilities.
- Develop a quality control review system. (Accept Risk)

Audit of Internal Controls - South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

Recommendations

C.1: Ensure compliance with the City's Enterprise Security Standard on completing periodic reviews of users of the Caseworthy system to limit access to only active users whose job duties require them to access client files at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court. (Agree)

D.1: Develop and implement written procedures and work instructions on what supporting documentation should accompany an invoice and how to review, verify, approve, and document invoices to ensure that the City of Dallas pays for eligible services provided to eligible individuals timely. (Accept Risk)

Office of the City Auditor

Auditor Briefing Update

Reports Released between December 3, 2022 and January 13, 2023

January 23, 2023 Mark S. Swann, City Auditor

Government Performance & Financial Management Committee



APPENDIX – Audit Reports

Here is the final report and link for your reference.

January Update:

Audit of Internal Controls at South Dallas Drug Court and South Oak Cliff
 Veterans' Treatment Court

OFFICE OF THE CITY AUDITOR – FINAL REPORT



Audit of Internal Controls – South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

December 29, 2022 Mark S. Swann, City Auditor

Mayor

Eric Johnson

Mayor Pro Tem

Carolyn King Arnold

Deputy Mayor Pro Tem

Omar Narvaez

Council Members

Tennell Atkins

Adam Bazaldua

Paula Blackmon

B. Adam McGough

Cara Mendelsohn

Jesse Moreno

City of Dallas

Omar Narvaez Paul E. Ridley Jaynie Schultz Casey Thomas, II Chad West Gay Donnell Willis

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Executive Summary

Objective and Scope

The objectives of this audit were to determine whether: (1) controls are in place to ensure that the financial and operational activities of the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court comply with applicable City of Dallas procedures; (2) case files are complete, accurate, and secured; and (3) case disposition changes are authorized and recorded.

The audit scope included fiscal years 2018 through 2020.

Recommendations

We recommend the City Attorney:

- Develop and implement written work instructions and onsite observation procedures to monitor work and services provided and verify that providers are properly licensed and insured.
- Develop a checklist, establish a filing system for case files, improve communication, train staff, and develop a quality control review system.
- Limit access to Caseworthy client files to authorized users only.
- Develop and implement written procedures and work instructions on how to review, verify, approve, and document invoices and supporting documents timely.

Background

South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court are part of a Community Court Section in the City Attorney's Office.

The South Dallas Drug Court handles cases involving substance abuse and is funded by a grant of over \$300,000 per year from the Substance Abuse and Mental Health Services Administration.

The South Oak Cliff Veterans' Treatment Court handles cases involving veterans with substance abuse and mental health disorder and is funded by a grant ranging from \$75,000 to \$100,000 per year (for fiscal years 2019 and 2020, respectively) from the Texas Veterans' Commission.

In lieu of court costs and tickets, program participants are ordered to perform supervised community service in the community where the crime was committed.

Additionally, social workers assist participants with rehabilitative services, finding employment, job training programs, etc. Upon successful completion of the conditions of the probation, each participant's Class C misdemeanor is dismissed.

Observed Conditions

The following internal controls at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court require improvement:

- Monitoring of subrecipients.
- The accuracy and completeness of program participants' paper case files and electronic files in the Caseworthy system.
- Protecting case files from unauthorized access.
- The processing and timely handling of invoices for treatment services.

Objectives and Conclusions

1. Are case disposition changes authorized and recorded?

Yes. During fiscal years 2019 through 2020, the South Oak Cliff Veterans' Treatment Court program participants completed their assigned treatment and community service before their cases were dismissed at the Municipal Court.

A review of a random sample of 25 out of a total population of 44 offenders who completed their assigned treatment and community service at the South Oak Cliff Veterans' Treatment Court shows that all 25 had their case dismissals authorized by a Municipal Judge and recorded in the Municipal Court record system.

2. Are controls in place to ensure that the financial and operational activities of the South Dallas Drug Treatment Court and South Oak Cliff Veterans' Treatment Court comply with applicable City of Dallas procedures?

No. The South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court do not have clearly defined written procedures to ensure that the financial and operational activities comply with applicable City of Dallas procedures. Monitoring of work performed by subrecipients needs improvement. The Treatment Courts management did not monitor subrecipients to ensure treatment providers:

- Have professional certifications and licenses.
- Maintain required insurance.
- Invoice the City for eligible services provided to eligible individuals.
- Invoice the City for eligible services at the contractually agreed rates. (See Observation A and Observation D.)
- 3. Are case files complete and accurate?

No. Paper case files and electronic files in the Caseworthy system for the program participants of the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court do not include complete and accurate records of participants' progress, compliance, successful completion of treatment, and community service hours. In addition, the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court management could not provide a reliable listing of current and past participants. (See Observation B.)

4. Are electronic case files secure?

No. Case files stored in the Caseworthy electronic database system are not always protected from unauthorized access. A total of 38 current and former city employees are shown as having access to the Caseworthy database files with 10 of the 38 users (26 percent) no longer employed with the City of Dallas. (See Observation C.)

Audit Results

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

Observation A: Compliance with Administrative Directive 4-09, Internal Controls

The South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court (Treatment Courts) management did not monitor subrecipients as required by Administrative Directive 4-09, Internal Control and City Council Resolution 88-3428. The Treatment Courts enter into annual contracts with subrecipients who provide a list of agreed upon services. The subrecipients are reimbursed for eligible program costs that comply with the contract and are reasonable and consistent with industry norms. Subrecipients are required to supply sufficient documentation to substantiate expenditures.

However, Treatment Courts' management did not:

- Monitor subrecipients' compliance with insurance requirements. A judgmental sample of 26 contracts showed:
 - Eight contracts (31 percent) did not include an insurance compliance memo to indicate that they underwent a risk and insurance compliance review by the City's Office of Risk Management.
 - Four contracts (15 percent) did not include documentation of insurance.
 - One contract (4 percent) did not include a Workers Compensation and Employer's Liability insurance certificate.
- Verify treatment providers are professionally certified and/or licensed.
- Monitor and review contractual language within the engagement letter submitted by a subreceipient. Specifically, a subreceipient included language in its engagement letter that additional fees would be charged to participants even though the program is free and paid for with federal grant money. It is unclear if program participants paid for free services because the documentation attached to the invoices is incomplete and inconsistent. (See Observation D).

The Treatment Courts management does not have clearly defined written monitoring procedures. In addition, there is no documentation of onsite meetings with subrecipients to monitor work performed and services received by participants.

In the absence of clearly defined monitoring controls over the Treatments Courts, the City Attorney's Office cannot attest that the financial and operational activities of the Treatment Courts comply with applicable City of Dallas procedures and federal and state grant requirements.

Criteria

- Standards for Internal Control in the Federal Government
 - Principle 10 Design Control Activities
 - Principle 16 Perform Monitoring Activities
- Dallas City Council Resolution 88-3428
- The South Dallas Drug Court Manual, Section: "Treatment Providers"
- South Dallas Treatment Drug Court Subrecipient Agreement
- Texas Veterans Commission Grant Program Requirement and Terms and Conditions, Section XXVIII. *Permits, Certifications, and Licenses.*

Assessed Risk Rating:

We recommend the **City Attorney:**

Low

A.1: Develop and implement written work instructions and onsite observation procedures at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court to monitor work and services provided and verify that providers are properly licensed and insured.

Observation B: Completeness and Accuracy of Case Files

Some of the paper case files and electronic files in the Caseworthy system¹ for the program participants of the Treatment Courts do not provide accurate records of participant progress, compliance, successful completion of treatment, and community service hours. In addition, the Treatment Courts could not provide a reliable listing of participants that were enrolled in the program during the audit period from October 1, 2017, through September 30, 2020.

As a result, there is no reliable record that all treatment participants have complied with program requirements before the dismissal of charges.

The Treatment Courts' program personnel keep documents related to each program participant's pleas, sentences, treatment program, and treatment progress in Caseworthy electronic case files with paper copies in paper case files.

A judgmental sample of 25 participants' case files at the South Dallas Drug Court showed that:

- Two participants' (8 percent) paper case files could not be located.
- One participant's (4 percent) electronic file was not in the Caseworthy system.
- One participant's (4 percent) electronic file in the Caseworthy system had two different profiles with different dates of birth.
- Twenty participants (80 percent) did not designate an organization, agency, or person to release confidential information.
- Thirteen participants (52 percent) did not have a stated outcome (graduated, dismissed, transferred, or other).
- Ten participants (40 percent) did not have documentation of completion of community service hours.

A judgmental sample of 24 participants' case files at the South Oak Cliff Veterans' Treatment Court showed that:

- One participant (4 percent) had two profiles under different versions of a name.
- Twenty-four participants (100 percent) did not have an assessment and evaluation form completed.
- Eighteen participants (75 percent) did not have written permission to share participant information.
- Ten participants (42 percent) did not have all the required documents for acceptance into the program.

¹ Caseworthy is an Enterprise Content Management database used by the City of Dallas Community Courts to document and share information between social services coordinators, community services coordinators, and prosecutors. The system is provided through a third party - Dallas Metro Homeless Alliance.

Audit of Internal Controls at South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

Treatment Courts' case file documentation inconsistency and unreliability is due to the following:

- No checklist on what documentation should be included in the files.
- Court personnel maintain a parallel filing system by keeping emails and paper "Staffing Sheets"² in numerous binders before updating the case files.
- Communication gaps between the courts and community service personnel.
- Insufficient training for court personnel on how to use all features and capabilities of the Caseworthy system to efficiently record, document, and track program participant cases.
- Lack of a quality control review procedure for the accuracy and completeness of electronic and paper case files.

Criteria

- Standards for Internal Control in the Federal Government,
 - Principle 10 Design Control Activities
 - Principle 16 Perform Monitoring Activities
- Dallas City Council Resolution 88-3428

Assessed Risk Rating:

Low

We recommend the City Attorney:

B.1: Require the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court management to:

- Develop a checklist for file documentation,
- Establish a filing system that incorporates information from paper and electronic files.
- Improve communication between court and community service personnel.
- Train staff on all system capabilities.
- Develop a quality control review system.

² "Staffing Sheets" include all service provider updates and drug testing dates and results.

Audit of Internal Controls at South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

Observation C: Case File Security

Case files stored in the Caseworthy electronic database system are not always protected from unauthorized access.

A review of 38 employees having access to the Caseworthy database system showed 10 employees (26.3 percent) were still listed as active users in Caseworthy, although these individuals were no longer employed with the City of Dallas.

As a result, sensitive client information is vulnerable to tampering and unauthorized disclosure.

The City Attorney's Office did not limit access to the Caseworthy system to active users whose job duties require them to access client files at the Treatment Courts. In addition, the Treatment Courts do not follow the City's Enterprise Security Standard, and do not review user accounts, disable accounts of employees transitioning out of the department, and revoke access of users no longer employed with the City of Dallas.

Criteria

- Standards for Internal Control in the Federal Government,
 - Principle 10 Design Control Activities
 - Principle 16 Perform Monitoring Activities
- Administrative Directive 2-24 Computer Security
- Code of Federal Regulations, *Title 42, Chapter I, Subchapter A, Part 2, § 2.16 Security for records.*
- City of Dallas Enterprise Security Standard

Assessed Risk Rating:

Low

We recommend the City Attorney:

C.1: Ensure compliance with the City's Enterprise Security Standard on completing periodic reviews of users of the Caseworthy system to limit access to only active users whose job duties require them to access client files at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court.

Observation D: Invoice Processing

The processing of invoices for treatment services provided at the Treatment Courts is inconsistent and does not show evidence that the City Attorney's Office only paid for eligible services provided to eligible individuals on a timely basis.

As a result, the reliability of invoices used to determine payment for eligible services for eligible individuals is uncertain.

A judgmental sample of 35 invoices paid shows inconsistent review and payment practices:

- Thirty-five invoices (100 percent) either did not provide the cumulative amount requested to date or listed an incorrect amount per the contract requirements.
- Twenty-five invoices (71 percent) did not have sufficient or accurate supporting documentation.
- Nine invoices (26 percent) showed billing rates used to compute the total invoice that do not match the contract.
- Five invoices (14 percent) did not specify the date service was provided.
- Four invoices (11 percent) did not provide a name for whom services were provided.
- One invoice (3 percent) was submitted for services provided before contract execution.

In addition, a judgmental sample of 4 of the 35 invoices (11 percent) shows a longtime lapse between the date services were provided, invoice date, date stamped as received by the City Attorney, and date of check (See Exhibit 1 for examples).

Length of Time Between Invoice and Payment (days)

Heading	Sample Invoice #1	Sample Invoice #2	Sample Invoice #3	Sample Invoice #4
Invoice Amount	\$1,083	\$1,158	\$3,800	\$3,107
Date Service Provided	3/31/2018	4/26/2018	8/31/2018	9/20/2019
Invoice Dated	9/17/2018	9/17/2018	9/6/2018	10/15/2019
Days between service date and invoice date	170	144	6	25
Date Stamped Received by City Attorney	11/7/2018	11/7/2018	9/10/2018	10/24/2019
Days between invoice date and Date received by City Attorney	51	51	4	9
Date of City's Reimbursement Check	11/9/2018	11/9/2018	2/1/2019	2/10/2020
Days between the Date received and the date of the reimbursement check	2	2	144	109
Total Days between Service and Reimbursement	223	197	154	143

The City Attorney's Office does not have written procedures and work instructions on what supporting documentation should accompany an invoice nor how to review, verify, approve, and document invoices to ensure that the City of Dallas pays for eligible services provided to eligible individuals in a timely manner.

Criteria

- Standards for Internal Control in the Federal Government,
 - Principle 10 Design Control Activities
 - Principle 16 Perform Monitoring Activities
- Dallas City Council Resolution 88-3428
- City Attorney's Office Accounts Payable 101
- Texas Government Code, Chapter 2251

Assessed Risk Rating:

Low

We recommend the City Attorney:

D.1: Develop and implement written procedures and work instructions on what supporting documentation should accompany an invoice and how to review, verify, approve, and document invoices to ensure that the City of Dallas pays for eligible services provided to eligible individuals timely.

Background

The South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court are part of a Community Court Section in the City Attorney's Office. The South Dallas Drug Court opened in 2014, and the South Oak Cliff Veterans' Treatment Court opened in 2016.

South Dallas Drug Court

The South Dallas Drug Court provides wrap-around services to high risk, high needs individuals who have outstanding Class C misdemeanors with the City of Dallas. Services include, but are not limited to, comprehensive case management, life skills classes, support groups, drug treatment, mental health treatment, individual and family counseling, therapeutic treatment experiences, social integration, and housing assistance to help participants become productive members of society. The South Dallas Drug Court is funded by a grant from the U.S. Department of Health & Human Services Substance Abuse and Mental Health Services Administration. It is important to note that the project period (September 30 – September 29) does not align with the City's fiscal year (October 1 – September 30). The scope of the audit covers the City's fiscal years 2018 – 2020. During this timeframe, there were two separate grant agreements, goals, and budgets for the South Dallas Drug Court.

The City's fiscal year 2018 was the last year of the previous four-year grant period. The program's goal was to assess 60 defendants per year. For the City's fiscal years 2019 and 2020, the program goal was to assess 75 defendants per year, with a 25 percent increase in the last two years (not included in the scope of the audit). In 2020, the South Dallas Drug Court enrolled 143 defendants.

South Oak Cliff Veterans' Treatment Court

Veterans with a substance abuse disorder and/or mental health issue who have at least one outstanding City of Dallas Class C misdemeanor citation are eligible to participate in the South Oak Cliff Veterans' Treatment Court, which provides similar services as the South Dallas Drug Court to veterans. The court is funded by a grant from the State of Texas Veterans' Commission. The Veterans Treatment Court project period (July 1 – June 30) does not align with the city's fiscal year (October 1 – September 30).

For fiscal year 2017-2018 documents, invoices were not observed because the Veterans Treatment Court was not in operation. Participants were funneled through the non-specialty community courts, drug court, or referred out to partner agencies, if applicable.

In lieu of court costs and tickets, program participants are ordered to perform supervised community service in the community where the crime was committed. Participants are assessed to determine what types of community service projects can be assigned. Occasionally, the community service requirement can be waived by the judge if a defendant has a mental or physical disability that prevents them from performing community service.

Additionally, social workers assist participants with rehabilitative services, finding employment, job

training programs, acquiring state identification, re-establishing federal benefits, code classes, life skills classes, anger management classes, protective orders, housing referrals, rental and utility assistance, financial literacy classes, etc. Upon successful completion of the conditions of the probation, each participant's Class C misdemeanor is dismissed.

Unlike the South Dallas Drug Court, the Veterans' Treatment Court program goals and budget is on a year-to-year basis. For fiscal year, 2017-2018, the Veterans Treatment Court was not in operation. Participants were funneled through the non-specialty community courts, drug court, or referred to partner agencies, if applicable. The Veterans' Treatment Court's program goal was to assess 60 veterans for fiscal year 2019 and 2020. The Veterans Treatment Court is on track to meeting its goal with a current enrollment of 55 veterans and 37 veterans who have completed and graduated from the program.

Methodology

The audit methodology included:

- Interviewing personnel from the City Attorney's Office, Municipal Court, and other city departments.
- Reviewing policies and procedures, city directives, requests for proposals, and contract agreements.
- Reviewing random and judgmental samples of invoices, payments, and participant records.
- Considering all five internal control components of *Standards for Internal Control in the Federal Government*.
- Covering the period from October 1, 2017, through September 30, 2020.

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

Keith Maddox, MBA, CIA, CGAP – In-Charge Auditor Anatoli Douditski, MPA, CIA, ACDA – Engagement Manager Kimberly Bernsen, MPA

Appendix B: Management's Response

DATE	December 14, 2022
ТО	Mark S. Swann, City Auditor
SUBJECT	Response to the Audit of Internal Controls at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court

This memorandum acknowledges that the City Attorney's Office received the Audit of Internal Controls at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court and submitted responses to the recommendations.

The City Attorney's Office believes it is important to provide transparency and accountability to all residents. The Community Courts Section focuses on rehabilitating and assisting defendants while at the same time helping to restore the community by having some defendants perform community service. Community Courts social workers assist participants with rehabilitative services, finding employment, job training programs, acquiring state identification, re-establishing federal benefits, code classes, life skills classes, anger management classes, protective orders, housing referrals, rental and utility assistance, financial literacy classes, etc. The Community Courts can provide these unique services geared toward our veterans and high risk, high needs population through its specialty courts. While the audit observed low risk ratings in its review of the specialty courts, we recognized that there are always opportunities for improvement.

To enhance our program, the City Attorney's Office will be:

- Reviewing current work instructions and procedures and make any necessary revisions regarding onsite observations, court operations, payment processing, and compliance checks.
- Collaborating with the Office of Risk Management to review the city's current process regarding vendor licensing and make any necessary revisions.
- Continuing to monitor employees' access to the Caseworthy system and remove them in a timely manner once they leave the City Attorney's Office.

Sincerely,

s/ Christopher J. Caso

CHRISTOPHER J. CASO City Attorney

Assessed Risk Rating	Recommendation		Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date	
	We recommend the City Attorney:					
Low	A.1: Develop and implement written work instructions and onsite observation procedures at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court to monitor work and services provided and verify that providers are properly licensed and insured.	Accept Risk:	The City Attorney's Office has comprehensive procedures addressing these observations. However, we will review our procedures and make any necessary revisions.	01/09/2023	06/09/2023	
Low	 B.1: Require the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court management to: Develop a checklist for file documentation. Establish a filing system that incorporates information from paper and electronic files. Improve communication between court and community service personnel. Train staff on all system capabilities. Develop a quality control review system. 	Accept Risk	The City Attorney's Office has comprehensive procedures addressing these observations. However, we will review our procedures and make any necessary revisions. We will continue to improve communications and enhance training for individuals (internal and external) assisting with these programs.	01/09/2023	06/09/2023	

Assessed Risk Rating	Recommendation		Concurrence and Action Plan	Implementation Date	Follow-Up/ Maturity Date
Low	C.1: Ensure compliance with City's Enterprise Security Standard on completing periodic reviews of users of the Caseworthy system to limit access to only active users whose job duties require them to access client files at the South Dallas Drug Court and South Oak Cliff Veterans' Treatment Court.	Agree:	We will continue to monitor employees' access to the Caseworthy system and remove them in a timely manner once they leave the City Attorney's Office.	01/09/2023	06/09/2023
Low	D.1: Develop and implement written procedures and work instructions on what supporting documentation should accompany an invoice and how to review, verify, approve, and document invoices to ensure that the City of Dallas pays for eligible services provided to eligible individuals timely.	Accept Risk:	The City Attorney's Office has established payment processing procedures. We will review the procedures and make any necessary revisions.	01/09/2023	06/09/2023



City of Dallas

Agenda Information Sheet

File #: 23-250

Item #: C.

Audit Recommendation Implementation

[Sheri Kowalski, City Controller, City Controller's Office; Kevin Ann Mullen, Assistant Director-Financial Compliance, Auditing & Monitoring, City Controller's Office]



City of Dallas

Audit Recommendation Implementation

Government Performance and Financial Management Committee January 23, 2023

> Sheri Kowalski, City Controller Kevin Ann Mullen, Assistant Director City Controller's Office City of Dallas

Presentation Overview



- Purpose
- Team
- Work
- Progress
- Future



Purpose – Why we exist



- For audit recommendations from 2016 through 2018, the City Auditor's Office reported a 40% implementation rate
- To address this concern, the City Manager's Office transferred positions from the Internal Control Task Force to the City Controller's Office in May 2018 to improve audit implementation rates and internal controls
- In 2019, the City Manager approved a reorganization of this group and created the Financial Compliance, Auditing and Monitoring ("FCAM") group within the City Controller's Office
- This newly formed group added an Assistant Director to lead the team of the three (3) audit professionals



The Team – Who we are





Kevin Ann Mullen, CPA – Assistant Director (January 2022)

Experience

- Municipal Government 12 years
 - Capital Projects \$350M reporting
 - Accounting / Finance ACFR, SEFA, and compliance reporting.
 - Treasury Debt, Investments and full banking services.
- Other Industries:
 - Financial services
 - Commercial construction
 - Real estate
 - Manufacturing
 - Electrical & renewable energy

Education & Certifications

- University of Texas at Austin B.B.A. in Accounting
- Texas Certified Public Accountant (CPA)

Professional Memberships & Awards

- Governmental Finance Officers Association (GFOA)
- Whatever It Takes Award City of Denton
- Leadership Excellence Award City of Denton
- \circ ~ Office of Emergency Management Appreciation Award for FEMA work



Program Administrator (April 2022) Experience

Yesenia Lopez, CPA – CCO

- Municipal Government 2 years
 - Controller and Assistant Controller
- \circ Public Accounting 5 years
 - External auditor and supervisor of ACFR, Single Audits, and compliance audits
 - Specialization in public sector clients that included airports, healthcare, state and local entities, and universities

Education & Certifications

- University of Texas at Dallas B.S. & M.S. in Accounting
- Texas Certified Public Accountant (CPA)

Professional Memberships & Awards

• American Institute of Certified Public Accountants (AICPA)

The Team – Who we are





JK Brill Financial Compliance Manager (March 2013)

Experience

- City of Dallas, Manager 9 years
 - Audit support, writing procedures and process narratives, special projects
 - Administrative Directives Administer the AD process
 - Internal Control reviews
- \circ Prior Experience 5 years
 - Internal audit
 - Attestation
 - Special projects

Education & Certifications

- University of Oklahoma, M.B.A.
- \circ $\;$ Texas Christian University, B.B.A. in Finance and Marketing $\;$

Professional Memberships & Awards

• Institute of Internal Auditors



Scott Vigil Senior Auditor (January 2023)

Experience

- State Agency, Auditor 5 years
 - Excise tax and compliance audits
 - Compliance inspections
 - Complaint investigations

Education & Certifications

• Texas A&M International University, B.B.A. in Accounting

Professional Memberships & Awards

TABC 2019 Regional Best of the Best award



Work – What we do



- Partner with departments and the City Auditor's Office in all phases of an audit
- Assist departments in responding to and implementing audit recommendations
- Review all audit recommendations becoming due in a fiscal year and work with the departments to validate that the audit recommendations have been implemented and that the associated risks in the audit report have been mitigated



Work – What we do



- Measure key metrics to improve internal controls, drive change and improve financial operations
- Lead monthly Executive Finance Controls Committee meeting with Deputy City Managers and Assistant City Managers
- Updating administrative directives



Work – What we do



- Conducting annual internal control selfassessment review
- Consultation and training
- Automating processes related to audit recommendations and internal control selfassessment





Progress – What we have gotten done

- From FY19 through FY22 the FCAM group reviewed departmental responses to every audit recommendation
- The implementation rate based on the due date of the recommendation increased to over 90%





Progress – Update on 2016 through 2018 audit recommendations

- At the 11/15/22 GPFM the City Auditor reported that 85 audit recommendations from 2016 through 2018 had not been implemented
- The FCAM team immediately began reviewing the 85 open recommendations and began contacting the 19 city departments to determine the implementation status of these recommendations
- At the 12/13/22 GPFM meeting we reported the FCAM group had reviewed over 50% of the open recommendations and that over 77% of those reviewed had been implemented and that the City Auditor had granted and extensions for the remainder





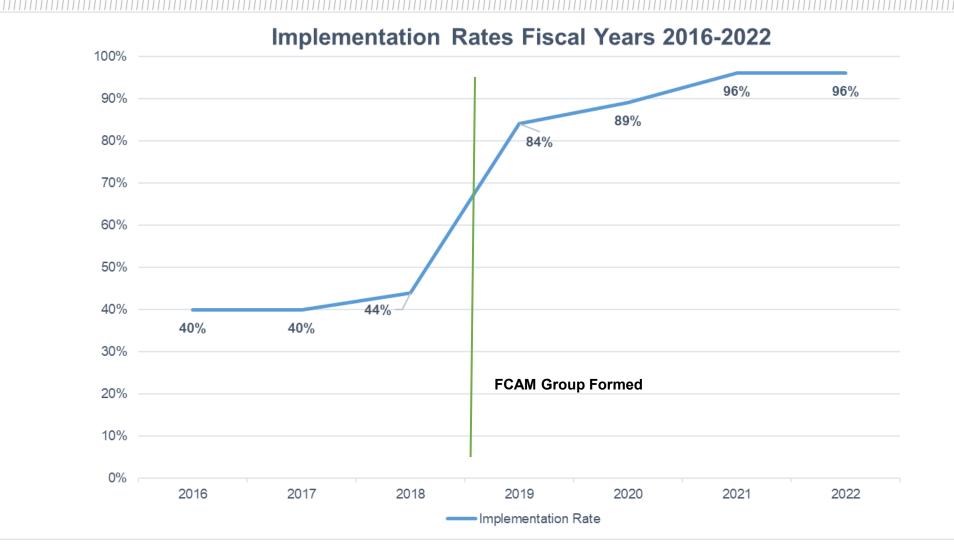
Progress – Update on the 2016 through 2018 audit recommendations

- As a result of this review and the efforts of the 19 departments involved, the FCAM group determined that 62 of the 85 or 73% of recommendations have been implemented
- For the remaining 23 of the 85 recommendations (listed in the Appendix), the City Auditor has granted extensions to complete the recommendations
- The FCAM group will continue to monitor the completion of the remaining 2016 through 2018 audit recommendations



Progress – What we have gotten done

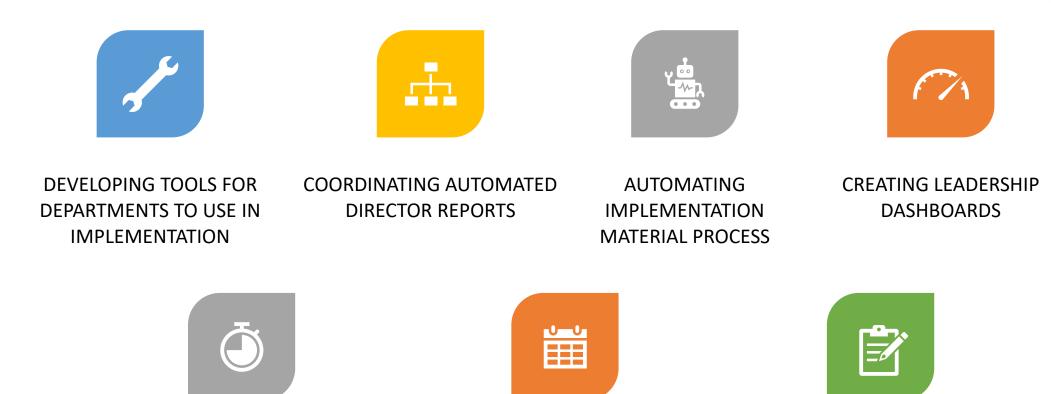




Implementation rate is measured as the percentage of recommendations completed by their due dates.

The Future of 2023 – What we are working on/





WORK WITH DEPARTMENTS TO INCREASE IMPLEMENTATION SPEED CONDUCTING BIANNUAL REVIEW WITH INTERNAL AUDIT DEVELOPING DEPARTMENTAL GUIDES FOR MITIGATING RISK





Appendix – Outstanding Audit Recommendations



				Audit		
	CCO Record			Report		
Department	No.	Audit Name	FY Issued		Audit Recommendation	CCO Status
					We recommend the DFR Fire Chief: (2) Retains	
		Audit of Department of Dallas Fire-Rescue's Fleet			training records to verify each mechanic has	
DFD	CCO-0185	Maintenance Management	FY2016	7b	completed the minimum training requirements.	Not Implemented
					We recommend DFR Fire Chief: (2) Implements a	
					compensation structure with guidance from the	
					City's Department of Human Resources (HR) to	
					ensure high-performing mechanics are rewarded for	
		Audit of Department of Dallas Fire-Rescue's Fleet			their performance, years of experience, and	
DFD	CCO-0187	Maintenance Management	FY2016	6b	certifications. We recommend DFR Fire Chiet: (1) Creates	Not Implemented
		Audit of Department of Dallas Fire-Rescue's Fleet			incentives to encourage mechanics to obtain	
DFD	CCO-0188	Maintenance Management	FY2016	6a	relevant certifications.	Not Implemented
					We recommend the DFR Fire Chief coordinates with	
					the Director of EBS to: (1) Segregate MGMT roles	
		Audit of Department of Dallas Fire-Rescue's Fleet			between the Fleet Section Manager and the	
DFD	CCO-0192	Maintenance Management	FY2016	4a	Automotive Parts Warehouse Manager.	Not Implemented
					We recommend the DFR Fire Chief ensures PM	
					services are performed timely and in accordance	
					with the NFPA's and the manufacturers'	
					recommended schedules for all DFR emergency	
DED	CCO 0104	Audit of Department of Dallas Fire-Rescue's Fleet	EV2016	1 h	vehicles by: (2) Creating reports to periodically	
DFD	CCO-0194	Maintenance Management	FY2016	1b	evaluate when PM services are due	Not Implemented
					We recommend the DFR Fire Chief ensures the \ensuremath{DFR}	
					Maintenance Division (Division) mechanic	
		Audit of Department of Dallas Fire-Rescue's Fleet			supervisors consistently perform quality control procedures for all PM services by preparing, signing,	
DFD	CCO-0197	Maintenance Management	FY2016	3	and retaining the Division's checklists.	Not Implemented
5.0	555 5157			5		

DWU	CCO-0202	Audit of Department of Dallas Water Utilities' Maintenance of Infrastructure	FY2016	1	We recommend the Director of DWU reviews water pipeline replacement needs and develops and regularly reports on one water pipeline target replacement rate.	Not Implemented
DPD	CCO-0226	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	4b	We recommend the Chief of Police: • Strengthen supervisory review of data input and calculations	Not Implemented
DPD	CCO-0227	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	4a	We recommend the Chief of Police: • Develop comprehensive written procedures for performance measures	Not Implemented
DPD	CCO-0228	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	3b	We recommend the Chief of Police: • Develop and document comprehensive procedures that include consistent use of a single methodology	Not Implemented
DPD	CCO-0229	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	За	We recommend the Chief of Police: • Clarify the definition of the performance measure by including a timeframe	Not Implemented
DPD	CCO-0233	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	1c	We recommend the Chief of Police: • Strengthen supervisory review controls	Not Implemented
DPD	CCO-0234	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	1b	We recommend the Chief of Police: • Provide continuity and training on the performance measurement process during leadership rotations and/or transfers	Not Implemented
DPD	CCO-0235	Audit of the Performance Measures Process for the Dallas Police Department	FY2016	1a	We recommend the Chief of Police: • Develop comprehensive written procedures for performance measures	Not Implemented
DEV	CCO-0239	Audit of Building Permits	FY2016	2	We recommend the Director of SDC retains evidence to show that the City is complying with the TLGC requirements for processing timely permits.	Not Implemented

					We recommend the Director of SDC ensures	
					building permits are reviewed and processed within	
					45 days in accordance with TLGC requirements,	
					including making other SDC Units aware of the TLGC	
					requirements and establishing standards for timely	
	CCO 0240	Audit of Building Dormite	EV2016	1	completion.	Not Implemented
DEV	CCO-0240	Audit of Building Permits	FY2016	1	We recommend the Director of the Department of	Not Implemented
		Audit of Leasing, Concessions, and Other Activities			Aviation (AVI) develops and implements formal	
AVI	CCO-0273	for the Department of Aviation	FY2016	1	(written, signed, and dated) contract monitoring	Not Implemented
,	000 02/0	Audit of the Department of Park and Recreation	112010	-	We recommend the Director of PKR:	normplemented
		Internal Controls over Regulatory, Safety, and			 Develops and implements internal controls to 	
PKR	CCO-0295	Maintenance - Aquatic Facilities	FY2016	4b	ensure compliance with City Code Compliance	Not Implemented
					We recommend the Chief of Police, in consultation	
					with the City Attorney's Office, improves	
					documentation to demonstrate compliance with	
		Audit of the Design of Controls over the Dallas			DPD's Personnel and Development Division	
		Police Department's Police Personnel and Training			Standard Operating Procedure sections related to	
DPD	CCO-0317	Services	FY2017	3	recruiting and the President	Not Implemented
						· · · ·
					We recommend the City Manager in coordination	
		Audit Follow-Up of Prior Audit Recommendations –			with the Directors of OEM and CIS: • Reach a	
		Audit of the Design of the City of Dallas' Pandemic			consensus among departments regarding which IT	
OEM	CCO-0501	Influenza Continuity of Operations Basic Plan	FY2018	1k	systems must be restored	Not Implemented
					We recommend the City Manager in coordination	
					with the Directors of OEM and CIS: • Obtain	
					departmental commitment to ensure: (1) the City's	
					COOP Basic Plan and the departments' annexes are	
					complete, including adequate IT resources and	
		Audit Follow-Up of Prior Audit Recommendations –			other supplies necessary to restore and maintain	
		Audit of the Design of the City of Dallas' Pandemic			essential functions for 30 days; (2) regularly	
OEM	CCO-0503	Influenza Continuity of Operations Basic Plan	FY2018	1g	updated (at least annually); and (3) properly tested	Not Implemented

OEM	CCO-0504	Audit Follow-Up of Prior Audit Recommendations – Audit of the Design of the City of Dallas' Pandemic Influenza Continuity of Operations Basic Plan	FY2018	1e	We recommend the City Manager in coordination with the Directors of OEM and CIS: • Dedicate continuity of operations personnel with the appropriate authority and resources	Not Implemented
DPD	CCO-0730	City's Open Records Request Process - Dallas Police Department	FY2020	F.1	We recommend the Dallas Police Department determine information request patterns using word analysis tools for open data posting.	



Agenda Information Sheet

File #: 23-223

Item #: D.

Community Development Block Grant- Timely Expenditures of Funds [Janette Weedon, Director, Budget and Management Services]

City of Dallas

Community Development Block Grant: Timely Expenditure of Funds

Government Performance & Financial Management Committee January 23, 2023

Janette Weedon, Director Chan Williams, Assistant Director

Budget & Management Services

Overview



- Review Community Development Block Grant (CDBG) timely expenditure requirements and recommendation for extension and/or reprogramming of prior year unspent funds
- Seek committee's support for Community Development Commission (CDC) and staff recommendations
- Review next steps



Timely Expenditure Requirements



There are two tests to ensure CDBG funds are spent in a timely manner:

- U.S. Department of Housing and Urban Development (HUD) as required by federal regulations
- 2. City policy as directed by City Council resolution



HUD Expenditure Requirements

P

HUD requires that CDBG funds be expended in a timely

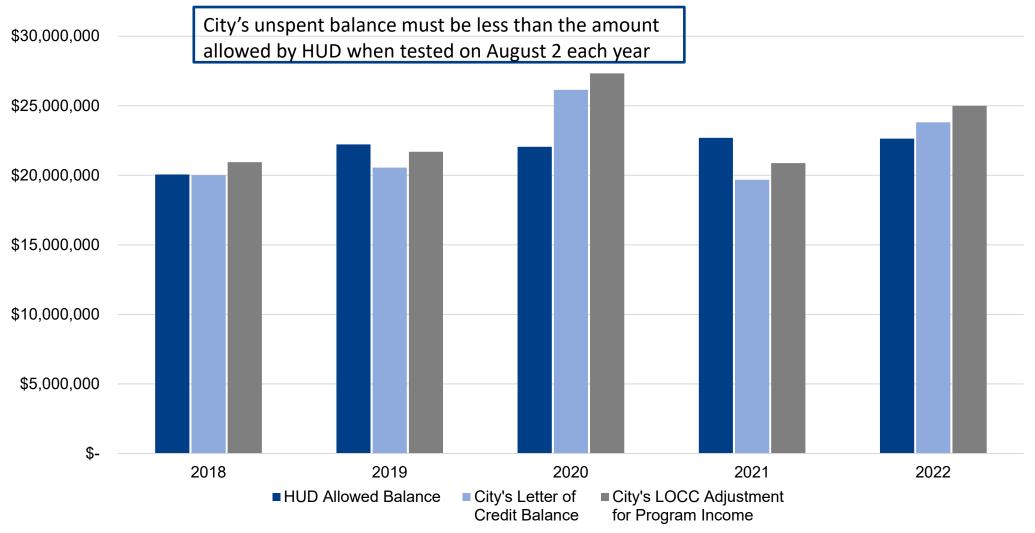
manner

- Federal regulations limit amount of CDBG funds that may be unspent to no more than 1.5 times grantee's annual grant allocation
- Failure to meet this requirement may result in a reduction of the next annual grant allocation
- Requirement is tested annually on August 2
- Test is conducted on two undisbursed amount of CDBG funds
 - One is based on grant funds alone (unadjusted)
 - One is adjusted to include program income the City has received and reported to HUD
- City did not meet this requirement on August 2, 2022
 - HUD did not take corrective actions or sanctions as communities continue recovery efforts after the pandemic



HUD Expenditure Requirements





*HUD did not take corrective actions or sanctions as communities continue recovery efforts after the pandemic.

City Expenditure Requirements

- City Council established a policy on August 18, 1993 (Resolution No. 93-3001) to ensure timely expenditure of CDBG funds
 - CDBG funds must be obligated within 12 months and expended within 24 months
- On March 28, 2007 (Resolution No. 07-0992), the City Council added criteria and benchmarks to further define compliance with the policy
- City Council has authority to extend the time allowed for the expenditure of CDBG funds



City Expenditure Requirements

- City conducts an annual review each fall to determine the status of each project
- Unspent project funds that are not in compliance with City requirements are either recommended for an extension or reprogrammed to another eligible purpose
- Based on the most recent review:
 - Unspent funds remaining in 5 projects were recommended for extension (total \$2,474,450)
 - Unspent funds remaining in 11 projects were recommended for reprogramming (total \$2,272,315)



Community Development Commission Review



- CDC reviewed recommendations during December and January
 - CDC Financial Monitoring Committee reviewed the City Manager's recommendation on December 15 and made one amendment
 - After discussions with staff, the Committee recommended that funds from one project (the Lead-Based Paint Grant, \$698,815) be moved from the extension request list and added to the list of funds to be reprogrammed
 - These funds were initially set aside to meet match requirements on another grant
 - Staff confirmed that another approach to comply with match requirements is allowed and anticipate no impact due to this amendment



Community Development Commission Review



- On January 5, the CDC reviewed and approved the committee's recommendation which include the one amendment to move funds from one project (the Lead-Based Paint Grant, \$698,815) from the extension list to the list of funds to be reprogrammed
 - Extension of the City's timely expenditure policy was revised from 5 CDBG projects, to 4 (total \$1,775,635) to allow additional time to complete the projects
 - Reprogramming funds was revised from 11 projects, to 12 (total \$2,971,130) to be used for other eligible activities
- List of projects provided in the attachment



CDBG Reprogramming



- To ensure the City meets HUD's expenditure requirements in a timely manner in FY 2022-23, staff recommends moving forward with reprogramming unspent funds to other eligible uses
 - Unspent Prior Year CDBG Funds \$2,971,130 from 12 projects
- Recommend unspent funds be reprogrammed to the Residential Development Acquisition Loan Program (RDALP) - \$2,971,130
 - Due to HUD spending limit, funds cannot be reprogrammed to public services category
 - RDALP is not in a capped category; allows for more eligible housing activities; includes both single-family and multi-family uses; and addresses identified need and priority to develop/increase housing units





- In response to the COVID-19 pandemic, HUD allocated additional CDBG funding (CDBG-COVID) and HOPWA funding (HOPWA-COVID) specifically to cover or reimburse costs of activities to prevent, prepare for, and respond to coronavirus
 - 80% of CDBG-COVID funds must be spent by June 30, 2023; 100% must be spent by September 30, 2026
 - 100% of HOPWA-COVID funds must be spent by September 30, 2023
- The Emergency Assistance Program was established to provide assistance for rent, mortgage, and utilities to residents who have been negatively impacted by the COVID-19 pandemic



- Unspent CDBG-COVID funds are available in Program Administration and Virtual Learning Technology (\$371,500)
 - Additional unspent CDBG-COVID funds became available due to expired Eviction Assistance contract (\$31,905), increasing funds from \$371,500 to \$403,405
- Staff recommends that these unspent CDBG-COVID funds also be included in this reprogramming and directed to the Emergency Assistance Program
- No impact to programs, currently utilizing other funds to provide services
 - Source of Funds Program Administration, Virtual Learning Technology and Eviction Assistance Initiative (\$403,405)
 - Use of Funds Emergency Assistance Program (\$403,405)



- Staff also recommends that HOPWA-COVID funds be included in this reprogramming and directed towards Emergency Assistance
- Unspent HOPWA-COVID funds are available in Program Administration and Facility Based Housing Services
- No impact to programs
 - Source of Funds Administration and Facility Based Housing Services (\$69,229)
 - Use of Funds Emergency Assistance Program (\$69,229)



PKR Community Centers

- To maintain compliance with HUD guidelines and provide additional services for the Out-of-School Time Program at Community Centers, separation from the School Sites is required
- A new activity, Out-of-School Time Program/Community Sites will be added to the FY 2022-23 HUD Consolidated Plan Budget
- This revision is reflected in Schedule B



Recommendations



- On January 25, City Council will be asked to approve:
 - Extension of the City's timely expenditure policy for 4 CDBG projects (total \$1,775,635) to allow additional time for completion
 - Preliminary adoption and call for a public hearing to:
 - Reprogram unspent prior year CDBG funds to the Residential Development Acquisition Loan Program
 - Total \$2,971,130
 - Reprogram unspent CDBG-COVID funds to the Emergency Assistance Program
 - Total \$403,405
 - Reprogram unspent HOPWA-COVID funds to the Emergency Assistance Program
 - Total \$69,229



Next Steps



- January 23 Committee consideration to move forward with extensions and reprogramming as recommended
- January 25 City Council consideration
 - Extension of the City's timely expenditure policy for 4 CDBG projects
 - Preliminary adoption and call for a public hearing
- March 8
 - Conduct public hearing
 - Final adoption of Reprogramming Budget #1 for the FY 2022-23 Action Plan





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FY 2022-23 COMMUNITY DEVELOPMENT BLOCK GRANT EXTENSION REQUEST AND REPROGRAMMING FUNDS

					as of Septe	mber 30, 202	2			
				Α	В	с с	D	E	F	G
#	Fiscal Year	Dept	Project Name	Appropriations	ITD Expended	Encumbrance	Unobligated	Extension Request	Reprogramming Funds	Explanation
		gement Service		Appropriations	Expended	Lincumbrance	onobligated	Request	T unus	Explanation
uug										Reprogram - unspent funds due to increased time distribution and
1	2021-22	BMS	Citizen Participation/CDC Support/HUD Oversight	\$958,048.00	\$658,155.90	\$117,707.16	\$182,184.94		\$182,184.94	vacant positions during the year.
2	2020-21	BMS	FY 20-21 Funds Reprogrammed	\$418,377.65	\$0.00	\$0.00	\$418,377.65		\$418,377.65	Reprogram - savings and unspent funds from closed/completed projects during FY.
3	2021-22	BMS	FY21-22 Funds Reprogrammed	\$231,036.48	\$0.00	\$0.00	\$231,036.48		\$231,036.48	Reprogram - savings and unspent funds from closed/completed projects during FY.
			Total Budget & Management Services	\$1,607,462.13	\$658,155.90	\$117,707.16	\$831,599.07	\$0.00	\$831,599.07	
lous	ing & Neigh	nborhood Revit	talization							
4	2019-20	HOU	COVID-19 MRAP-Jubilee Park	\$121,000.00	\$114,976.99		\$6,023.01		\$6,023.01	Project completed. Unspent funds to be reprogrammed.
5	2019-20	HOU	COVID-19 MRAP-United Way	\$2,202,500.00	\$2,092,563.56	\$109,936.44	\$0.00		\$109,936.44	Project completed. Unspent funds to be reprogrammed.
6	2020-21	НОО	Dallas Homebuyer Assistance Program	\$400,000.00	\$319,512.15	\$0.00	\$80,487.85		\$80,487.85	Reprogram for upcoming development activities
7	2020-21	HOU	Home Improvement and Preservation Program (HIPP)	\$2,924,819.00	\$2,000,551.31	\$764,767.40	\$159,500.29	\$159,500.29		Extension requested. Funds needed to cover change orders and additional repair projects.
8	2021-22	HOU	Housing Management Support	\$1,027,146.00	\$666,350.58	\$83,755.12	\$277,040.30		\$277,040.30	Reprogram - unspent funds due to increased staff time distribution and vacant positions during the year.
9	2019-20	HOU	Lead Based Paint Grant	\$735,000.00	\$20,100.50	\$16,084.50	\$698,815.00	\$698,815.00	<u>\$698,815.00</u>	Reprogram - per CDC Recommendation
10	2018-19	HOU	Public Facilities and Improvement	\$2,156,044.00	\$1,678,379.31	\$78,779.15	\$398,885.54		\$398,885.54	Reprogram for upcoming development activities.
11	2020-21	HOU	Res Dev Acq Loan Prog	\$1,586,898.58	\$0.00	\$0.00	\$1,586,898.58	\$1,586,898.58		Extention requested. Funds to be used for upcoming development activities.
12	2018-19	HOU	Res Dev Acq Loan Prog - Red Bird	\$1,271,576.00	\$1,144,418.41	\$0.00	\$127,157.59		\$127,157.59	Reprogram for upcoming development activities.
13	2020-21	HOU	Support for Home Improv and Preservation Program (HIPP)	\$956,604.16	\$951,580.64	\$5,023.52	\$0.00	\$5,023.52		Extension requested. Funds under contract to provide title services for HIPP program.
			Total Housing & Neighborhood Revitalization	\$13,381,587.74	\$8,988,433.45	\$1,058,346.13	\$3,334,808.16	\$1,751,422.39	\$1,698,345.73	
Offic	e of Comm	unity Care								
	2024 22	MGT		¢550.000.00	¢ 404 045 40	¢ 45 22	¢1.48.020.20		¢140.000.00	Payments for year-end expenses are in process. Remaining unspen funds must be reprogrammed to comply with HUD cap limits. New
14	2021-22	IVIGT	Early Childhood and Out-of-School Time Services Program	\$550,000.00	\$401,915.49	\$45.22	\$148,039.29			funding for childcare services available Oct 1, 2022.
			Total Office of Community Care	\$550,000.00	\$401,915.49	\$45.22	\$148,039.29	\$0.00	\$148,039.29	
Park	and Recrea	tion						T		
										Extension requested to complete payments in process for outstanding year-end expenses, unspent balance will be reprogrammed. PKR was unable to return to pre-pandemic service levels and facilty use challenges in FY2021-22. Unspent funds mus

Park and Recreation							
15 2021-22 PKR	Out-of-School Time Program - School Sites	\$851,424.00	\$531,428.98	\$2,636.31	\$317,358.71	\$24,212.71	Extension requested to complete payments in process for outstanding year-end expenses, unspent balance will be reprogrammed. PKR was unable to return to pre-pandemic service levels and facilty use challenges in FY2021-22. Unspent funds must be reprogrammed to comply with HUD cap limits. New funding for \$293,146.00 program services available Oct 1, 2022.
	Total Park & Recreation	\$851,424.00	\$531,428.98	\$2,636.31	\$317,358.71	\$24,212.71	\$293,146.00
					TOTAL	\$1,775,635.10	\$2,971,130.09

GPFM 1/23/23

						S ACT RELIE OPMENT BLO D REPROGRA	CK GRANT	IDS		
# Fiscal	Year	Dept	Project Name	A	B ITD Expended	C Encumbrance	D Unobligated	E Extension Request	F Reprogramming Funds	G Explanation
ousing & N	leigh	borhood Revi	talization				· · ·			
1 2020-2			HOU - COVID Administration	\$500,000.00	\$295,038.79	\$0.01	\$204,961.20			HOU program completed. Unspent admin funds to be reprogrammed for other eligible uses to ensure compliance with spending requirements.
			Total Housing & Neighborhood Revitalization	\$500,000.00	\$295,038.79	\$0.01	\$204,961.20	\$0.00	\$204,961.20	
ark & Recre	eatio	on			I					
2 2020-2	21	PKR	FY21 Virtual Learning Technology Etc	\$300,000.00	\$53,460.87	\$0.00	\$246,539.13	\$80,000.00		Extension requested to purchase computers and STEM vendors to assist with reducing learning loss due to COVID. Remaining unspent funds to be reprogrammed for other eligible uses to ensure compliance meet spending requirements.
			Total Park & Recreation	\$300,000.00	\$53,460.87	\$0.00	\$246,539.13	\$80,000.00	\$166,539.13	
ffice of Equ	uity 8	& Inclusion			1					
•	21	MGT	OEI Evictions Assistance Initiative - Legal Aid NWTX	\$450,000.00	\$418,094.99	\$0.00	\$31,905.01	\$0.00		Contract complete and unspent funds reprogrammed for Emergency Assistance.
3 2020-2		MOT								
3 2020-2			Total Office of Equity & Inclusion	\$450,000.00	\$418,094.99	\$0.00	\$31,905.01	\$0.00	\$31,905.01	
3 2020-2			Total Office of Equity & Inclusion	\$450,000.00	\$418,094.99	\$0.00	\$31,905.01 TOTAL	\$0.00	\$31,905.01 \$403,405.34	
3 2020-2				USING OPPORT	HUD CARES	S ACT RELIE	TOTAL F WITH AIDS (H	HOPWA)		
3 2020-2					HUD CARES UNITIES FO EQUEST AN	S ACT RELIE	TOTAL F WITH AIDS (H	HOPWA) IDS E	\$403,405.34 F	
			HO	USING OPPORT EXTENSION RI	HUD CARES UNITIES FO EQUEST AN	S ACT RELIE R PERSONS D REPROGR/ c	TOTAL F WITH AIDS (H AMMING FUN	HOPWA) IDS E Extension	\$403,405.34 F Reprogramming	
# Fiscal Y	Year	Dept		USING OPPORT	HUD CARES UNITIES FO EQUEST AN	S ACT RELIE	TOTAL F WITH AIDS (H	HOPWA) IDS E	\$403,405.34 F	G Explanation
# Fiscal Y	Year mele	Dept ess Solution	HO	USING OPPORT EXTENSION RI	HUD CARES UNITIES FO EQUEST AN	S ACT RELIE R PERSONS D REPROGR/ c	TOTAL F WITH AIDS (H AMMING FUN	HOPWA) IDS E Extension	\$403,405.34 F Reprogramming Funds \$47,070.00	Explanation Reprogam - Funds not spent by contractors - proposed to provide additional Emergency Assistance
# Fiscal \	Year mele	Dept ess Solution MGT	HOU Project Name	USING OPPORT EXTENSION RI A Appropriations	HUD CARES UNITIES FO EQUEST AN B ITD Expended	S ACT RELIE R PERSONS D REPROGR C Encumbrance	TOTAL F WITH AIDS (H AMMING FUN D Unobligated	HOPWA) IDS E Extension Request	\$403,405.34 F Reprogramming Funds \$47,070.00	Explanation Reprogam - Funds not spent by contractors - proposed to provide additional Emergency Assistance
# Fiscal V office of Hou 1 2020-2	Year mele 21	Dept ess Solution MGT MGT	HO Project Name OHS - Facility Based Housing & Other Services OHS - Program Administration-City of Dallas OHS - Program Administration-Project Sponsors	USING OPPORT EXTENSION RI A Appropriations \$267,923.49 \$38,740.09 \$20,321.61	HUD CARES UNITIES FO EQUEST AN B ITD Expended \$220,853.49 \$22,205.09 \$9,697.61	S ACT RELIE R PERSONS D REPROGR C Encumbrance \$0.00 \$0.00	TOTAL F WITH AIDS (H AMMING FUN D Unobligated \$47,070.00 \$16,535.00 \$10,624.00	HOPWA) IDS E Extension Request \$0.00 \$5,000.00 \$0.00	\$403,405.34 \$403,405.34 F Reprogramming Funds \$47,070.00 \$11,535.00 \$10,624.00	Explanation Reprogam - Funds not spent by contractors - proposed to provide additional Emergency Assistance Funds not spent for City Administration due to vacant position during the year (1) Extend minimal amount for staff to close-out grant (2) Reprogramm remainder - proposed to provide additional
# Fiscal \ Fiscal \ fice of Hor 1 2020-2 2 2020-2	Year mele 21	Dept ess Solution MGT MGT	HOU Project Name OHS - Facility Based Housing & Other Services OHS - Program Administration-City of Dallas	USING OPPORT EXTENSION RI A Appropriations \$267,923.49 \$38,740.09	HUD CARES UNITIES FO EQUEST AN B ITD Expended \$220,853.49 \$22,205.09	S ACT RELIE R PERSONS D REPROGR/ C Encumbrance \$0.00	TOTAL F WITH AIDS (H AMMING FUN D Unobligated \$47,070.00 \$16,535.00	HOPWA) IDS E Extension Request \$0.00 \$5,000.00	\$403,405.34 \$403,405.34 F Reprogramming Funds \$47,070.00 \$11,535.00 \$10,624.00	Explanation Reprogam - Funds not spent by contractors - proposed to provide additional Emergency Assistance Funds not spent for City Administration due to vacant position during the year (1) Extend minimal amount for staff to close-out grant (2) Reprogramm remainder - proposed to provide additional Emergency Assistance Reprogram - Funds not spent by contractors - proposed to provide



City of Dallas

Agenda Information Sheet

File #: 23-357

Item #: E.

Update on Inspector General Division of the City Attorney's Office [Bart Bevers, Inspector General, City Attorney's Office]



Agenda Information Sheet

File #: 23-225

Item #: F.

Budget Accountability Report (Information as of November 30, 2022) [Budget and Management Services]

Memorandum



DATE January 20, 2023

^{TO} Honorable Mayor and Members of the City Council

SUBJECT Budget Accountability Report – November 2022

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

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

Jack Ireland Chief Financial Officer

C:

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

BUDGET ACCOUNTABILITY REPORT

As of November 30, 2022



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

Prepared by Budget & Management Services

1500 Marilla Street, 4FN Dallas, TX 75201 214-670-3659 financialtransparency.dallascityhall.com

EXECUTIVE SUMMARY

Financial Forecast Report

One wating Fund	Year-End Fore	cast vs. Budget	
Operating Fund	Revenues	Expenses	
General Fund	Ø	v	
Aviation	✓	v	
Convention and Event Services	S	v	
Development Services	O	Ø	
Municipal Radio	Ø	7.0% under budget	
Sanitation Services	Ø	v	
Storm Drainage Management	Ø	v	
Dallas Water Utilities	✓	v	
Bond and Construction Management	6.0% under budget	6.0% under budget	
Equipment and Fleet Management	Ø	v	
Express Business Center	✓	v	
Information Technology	Ø	Ø	
Radio Services	Ø	Ø	
9-1-1 System Operations	Ø	Ø	
Debt Service		Ø	

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date



1 5



Not on Target

Year-End Forecast



Near Target



Budget Initiative Tracker









FINANCIAL FORECAST REPORT

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

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

General Fund Overview

The General Fund overview provides a summary of financial activity through November 30, 2022.

	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$308,405,349	\$308,405,349		\$308,405,349	\$0
Revenues	1,706,814,187	1,706,814,187	158,536,695	1,705,600,121	(1,214,066)
Expenditures	1,706,814,187	1,706,814,187	256,666,257	1,712,921,313	6,107,127
Ending Fund Balance	\$308,405,349	\$308,405,349		\$301,084,158	(\$7,321,193)

Fund Balance. As of November 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2021-22 unaudited unassigned ending fund balance as projected during budget development (July 2022). The ending fund balance for the adopted and amended budget does not reflect changes in encumbrances or other balance sheet accounts. We anticipate updates to the beginning fund balance after the FY 2021-22 audited statements become available in April 2023.

Revenues. Through November 30, 2022, General Fund revenues are projected to be \$1,214,000 under budget primarily due to declines in charges for service and intergovernmental revenue.

Expenditures. Through November 30, 2022, General Fund expenditures are projected to be \$6,107,000 over budget primarily due to uniform overtime expenses. These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments. DPD uniform overtime expenses are projected to be \$13.9 million over budget, fully offset by \$14.3 million in projected savings in uniform salary expenses. This is due in part to elevated attrition in FY 2021-22, consistent demand for police services (P1 call volume), focused support for 911 (\$2 million) and the speeding/racing initiative (\$1.8 million), as well as increased response/deployment to "hot spots". DFR uniform overtime expenses are projected to be \$19.2 million over budget as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements.

FY 2022-23 Financial Forecast Report GENERAL FUND REVENUE

Revenue Category		FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$961,502,880	\$961,502,880	\$52,958,552	\$961,502,880	\$0
2	Sales Tax	417,232,383	417,232,383	131,465	417,232,383	0
3	Franchise and Other	127,865,821	127,865,821	22,978,159	127,865,821	0
4	Charges for Services	115,554,550	115,554,550	7,817,879	114,792,531	(762,019)
5	Fines and Forfeitures	23,776,847	23,776,847	3,222,121	24,200,917	424,070
6	Operating Transfers In	28,185,836	28,185,836	0	28,185,836	0
7	Intergovernmental	13,161,563	13,161,563	940,556	12,698,296	(463,267)
8	Miscellaneous	7,967,394	7,967,394	1,714,015	7,643,321	(324,073)
9	Licenses and Permits	5,616,913	5,616,913	411,743	5,528,137	(88,776)
10	Interest	5,950,000	5,950,000	626,447	5,950,000	0
	Total Revenue	\$1,706,814,187	\$1,706,814,187	\$90,800,938	\$1,705,600,121	(\$1,214,066)

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.

FY 2022-23 Financial Forecast Report GENERAL FUND EXPENDITURES

	Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$285,227,838	\$285,162,653	\$39,996,550	\$282,647,029	(\$2,515,624)
	Non-uniform Overtime	8,144,953	8,144,753	2,660,307	9,022,379	877,626
	Non-uniform Pension	40,352,092	40,344,739	5,841,026	40,507,892	163,153
	Uniform Pay	527,979,958	527,979,959	70,853,904	501,185,989	(26,793,970)
	Uniform Overtime	39,791,958	50,791,958	14,354,837	83,928,304	33,136,346
	Uniform Pension	182,727,572	182,727,571	22,137,889	182,320,399	(407,172)
	Health Benefits	79,837,068	79,837,068	7,823,642	79,837,068	0
	Workers Comp	11,152,531	11,152,531	0	11,152,531	0
	Other Personnel Services	13,091,916	13,088,992	1,904,871	13,322,116	233,124
1	Total Personnel Services	\$1,188,305,887	\$1,199,230,224	\$165,573,025	\$1,203,923,707	\$4,693,483
2	Supplies	84,389,204	82,946,644	15,082,431	82,663,426	(283,218)
3	Contractual Services	507,274,125	508,791,198	68,298,197	510,833,259	2,042,062
4	Capital Outlay	16,465,953	16,465,953	8,088,741	15,767,563	(698,390)
5	Reimbursements	(89,620,981)	(100,619,832)	(376,138)	(100,266,642)	353,190
	Total Expenditures	\$1,706,814,187	\$1,706,814,187	\$256,666,257	\$1,712,921,313	\$6,107,127

VARIANCE NOTES

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

1 Personnel Services. Personnel services are projected to be \$4,693,000 over budget primarily due to uniform overtime expenses in Dallas Fire-Rescue (\$19,215,000) and Dallas Police Department (\$13,922,000) and non-uniform overtime expenses which are primarily offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments.

GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,277,919	\$4,277,919	\$577,663	\$4,277,919	\$0
2	Building Services	30,390,891	30,390,891	6,263,840	30,390,891	0
3	City Attorney's Office	20,971,242	20,971,242	3,062,258	20,971,242	0
4	City Auditor's Office	3,163,255	3,163,255	478,773	3,119,166	(44,089)
5	City Controller's Office	8,567,559	8,567,559	1,523,689	8,567,559	0
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,205,072	456,319	3,205,072	0
8	City Secretary's Office	3,141,520	3,141,520	570,090	3,197,900	56,380
9	Elections	2,022,829	2,022,829	(150,671)	2,022,829	0
10	Civil Service	3,064,698	3,064,698	359,720	2,964,857	(99,841)
11	Code Compliance	41,342,433	41,342,433	6,931,367	41,342,433	0
12	Court & Detention Services	26,923,902	26,923,902	3,767,074	26,801,626	(122,276)
13	Jail Contract	8,344,443	8,344,443	0	8,344,443	0
14	Dallas Animal Services	17,725,448	17,725,448	2,708,616	17,725,448	0
15	Dallas Fire-Rescue	369,069,665	369,069,665	54,751,255	377,699,454	8,629,789
16	Dallas Police Department	611,908,283	611,908,283	86,076,596	611,908,283	0
17	Data Analytics & Business Intelligence	5,281,114	5,281,114	536,184	5,206,835	(74,279)
18	Housing & Neighborhood Reviatlization	4,639,881	4,639,881	623,651	4,567,888	(71,993)
19	Human Resources	8,140,152	8,140,152	1,538,985	8,140,151	0
20	Judiciary	4,273,646	4,273,646	659,251	4,273,646	0
21	Library	37,544,060	37,544,060	4,370,328	37,264,497	(279,563)
	Management Services		, ,	, ,		
22	311 Customer Service Center	5,850,487	5,850,487	1,208,709	5,641,821	(208,666)
23	Communications, Outreach, & Marketing	3,699,446	3,699,446	360,542	3,699,446	0
24	Office of Community Care	9,365,486	9,365,486	741,284	9,365,486	0
25	Office of Community Police Oversight	811,382	811,382	77,083	811,382	0
26	Office of Emergency Management	1,344,664	1,344,664	176,600	1,344,664	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,898,850	1,617,344	6,475,283	(423,567)
28	Office of Equity & Inclusion	3,809,929	3,809,929	309,994	3,787,559	(22,370)
29	Office of Government Affairs	956,162	956,162	163,374	956,162	0
30	Office of Historic Preservation	1,341,076	1,341,076	105,756	1,341,076	0
31	Office of Homeless Solutions	15,197,632	15,197,632	6,455,608	15,197,632	0
32	Office of Integrated Public Safety Solutions	5,630,099	5,630,099	384,983	5,606,591	(23,508)
33	Small Business Center	3,746,673	3,746,673	471,136	3,746,673	0
34	Mayor & City Council	6,645,643	6,645,643	818,224	6,772,170	126,527
35	Non-Departmental	135,306,683	135,306,683	5,571,899	134,343,403	(963,280)
36	Office of Arts & Culture	22,496,061	22,496,061	7,958,933	22,496,061	0
						<u> </u>
37	Office of Economic Development	3,918,798	3,918,798	732,150	3,918,234	(564)
38	Park & Recreation	106,863,878	106,863,878	21,834,227	106,863,878	0
39	Planning & Urban Design	5,150,852	5,150,852	877,936	5,135,809	(15,043)
40	Procurement Services	3,014,089	3,014,089	395,653	3,003,074	(11,015)
41	Public Works	89,209,383	89,209,383	24,332,606	89,020,671	(188,712)
42	Transportation	51,984,903	51,984,903	6,967,227	51,828,101	(156,802)
40	Total Departments	\$1,697,995,188	\$1,697,995,188	\$256,666,257	\$1,704,102,314	\$6,107,127
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	3,501,999	3,501,999	0	3,501,999	0
45	Salary and Benefit Stabilization	5,317,000	5,317,000	0	5,317,000	0
	Total Expenditures	\$1,706,814,187	\$1,706,814,187	\$256,666,257	\$1,712,921,313	\$6,107,127

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.

8 City Secretary Office. SEC is projected to be \$56,000 over budget primarily due to a City Council approved adjustment.

15 Dallas Fire-Rescue. DFR is projected to be \$8,630,000 over budget primarily due to uniform overtime expenses (\$19,215,000 over budget) as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements. This is partially offset by salary savings as a result of vacant uniform positions and a reimbursement from the American Rescue Plan Act (ARPA) for eligible uniform salary expenses (\$2,500,000 for paramedic training) initially budgeted in FY 2021-22. The department is working to implement additional recruiting strategies that will positively impact headcount levels in the field.

27 Office of Environmental Quality & Sustainability. OEQS is projected to be \$424,000 under budget primarily due to salary savings as a result of 19 vacant positions.

34 Mayor & City Council. MCC is projected to be \$127,000 over budget primarily due to organizational changes. Funding to support positions moved to MCC will be reallocated from COM at FY 2022-23 mid-year.

35 Non-Departmental. Non-D is projected to be \$963,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns.

ENTERPRISE FUNDS

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1 AVIATION					
Beginning Fund Balance	\$53,227,959	\$53,227,959		\$53,227,959	\$0
Total Revenues	158,542,590	158,542,590	32,575,283	158,542,590	0
Total Expenditures	163,476,405	163,476,405	21,271,573	163,476,405	0
Ending Fund Balance	\$48,294,144	\$48,294,144		\$48,294,144	\$0
2 CONVENTION & EVENT SER	VICES				
Beginning Fund Balance	\$43,463,338	\$43,463,338		\$43,463,338	\$0
Total Revenues	113,230,392	113,231,392	11,621,061	115,005,793	1,774,401
Total Expenditures	113,231,392	113,231,392	7,879,157	115,005,793	1,774,401
Ending Fund Balance	\$43,462,338	\$43,463,338		\$43,463,338	\$0
3 DEVELOPMENT SERVICES					
Beginning Fund Balance	\$45,375,814	\$45,375,814		\$45,375,814	\$0
Total Revenues	35,340,940	35,340,940	5,974,131	35,368,826	27,886
Total Expenditures	43,830,455	48,830,455	8,656,621	48,750,847	(79,608)
Ending Fund Balance	\$36,886,299	\$31,886,299		\$31,993,794	\$107,495
4 MUNICIPAL RADIO					
Beginning Fund Balance	\$745,490	\$745,490		\$745,490	\$0
Total Revenues	1,003,095	1,003,095	250,777	1,004,094	999
Total Expenditures	1,003,095	1,003,095	425,424	932,730	(70,365)
Ending Fund Balance	\$745,490	\$745,490		\$816,855	\$71,365
5 SANITATION SERVICES					
Beginning Fund Balance	\$19,328,242	\$19,328,242		\$19,328,242	\$0
Total Revenues	145,369,518	145,369,518	23,898,040	144,391,389	(978,129)
Total Expenditures	143,785,140	143,785,140	13,403,204	143,785,140	0
Ending Fund Balance	\$20,912,620	\$20,912,620		\$19,934,491	(\$978,129)
6 STORM DRAINAGE MANAGI	EMENT-DALLAS WAT	ER UTILITIES			
Beginning Fund Balance	\$15,732,597	\$15,732,597		\$15,732,597	\$0
Total Revenues	72,433,742	72,433,742	11,913,379	72,433,742	0
Total Expenditures	72,433,742	72,433,742	3,849,373	72,433,742	0
Ending Fund Balance	\$15,732,597	\$15,732,597		\$15,732,597	\$0
7 WATER UTILITIES					
Beginning Fund Balance	\$133,050,983	\$133,050,983		\$133,050,983	\$0
Total Revenues	755,226,160	755,226,160	130,165,720	755,226,160	0
Total Expenditures	761,226,160	761,226,160	100,950,386	761,226,160	0
Ending Fund Balance	\$127,050,983	\$127,050,983		\$127,050,983	\$0

INTERNAL SERVICE FUNDS

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
8 BOND & CONSTRUCTION MA	NAGEMENT				
Beginning Fund Balance	(\$14,768)	(\$14,768)		(\$14,768)	\$O
Total Revenues	23,087,146	23,087,146	92,072	21,809,763	(1,277,383)
Total Expenditures	23,087,146	23,087,146	2,459,756	21,794,994	(1,292,152)
Ending Fund Balance	(\$14,768)	(\$14,768)		\$0	\$14,768
9 EQUIPMENT & FLEET MANAG	GEMENT		•		
Beginning Fund Balance	\$10,783,384	\$10,783,384		\$10,783,384	\$0
Total Revenues	66,009,566	66,009,566	187,469	66,009,566	0
Total Expenditures	66,600,148	66,600,148	7,175,842	66,600,148	0
Ending Fund Balance	\$10,192,802	\$10,192,802		\$10,192,802	\$0
10 EXPRESS BUSINESS CENTER					
Beginning Fund Balance	\$5,684,817	\$5,684,817		\$5,684,817	\$0
Total Revenues	2,593,790	2,593,790	245,635	2,593,790	0
Total Expenditures	2,361,983	2,361,983	327,719	2,361,983	0
Ending Fund Balance	\$5,916,624	\$5,916,624		\$5,916,624	\$0
11 INFORMATION TECHNOLO	GY	· · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·		
Beginning Fund Balance	\$9,119,837	\$9,119,837		\$9,119,837	\$0
Total Revenues	108,985,933	108,985,933	16,360,944	109,034,451	48,518
Total Expenditures	110,191,357	110,191,357	31,732,202	110,079,759	(111,598)
Ending Fund Balance	\$7,914,413	\$7,914,413		\$8,074,529	\$160,116
12 RADIO SERVICES					
Beginning Fund Balance	\$1,139,315	\$1,139,315		\$1,139,315	\$0
Total Revenues	16,863,428	16,863,428	2,452,169	16,863,428	0
Total Expenditures	16,867,557	16,867,557	4,214,186	16,746,200	(121,357)
Ending Fund Balance	\$1,135,186	\$1,135,186		\$1,256,543	\$121,357

OTHER FUNDS

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
13 9-1-1 SYSTEM OPERATIONS					
Beginning Fund Balance	\$4,180,269	\$4,180,269		\$4,180,269	\$O
Total Revenues	12,017,444	12,017,444	1,804,012	12,017,444	0
Total Expenditures	14,212,742	14,212,742	3,264,302	14,198,743	(13,999)
Ending Fund Balance	\$1,984,971	\$1,984,971		\$1,998,970	\$13,999
14 DEBT SERVICE					
Beginning Fund Balance	\$66,867,697	\$66,867,697		\$66,867,697	\$0
Total Revenues	408,298,161	408,298,161	20,395,541	408,298,161	0
Total Expenditures	412,314,869	412,314,869	0	412,314,869	0
Ending Fund Balance	\$62,850,989	\$62,850,989		\$62,850,989	\$0
15 EMPLOYEE BENEFITS	•	•			
City Contributions	\$108,965,789	\$108,965,789	\$11,943,578	\$109,342,754	\$376,965
Employee Contributions	44,675,798	44,675,798	7,183,024	44,675,798	0
Retiree	26,927,732	26,927,732	(18)	26,927,732	0
Other	0	0	61,740	61,740	61,740
Total Revenues	180,569,319	180,569,319	19,188,324	180,631,059	438,705

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

\$189,583,785

\$(7,733,038)

\$189,583,785

\$189,583,785

16 RISK MANAGEMENT

Total Expenditures

Worker's Compensation	\$16,041,001	\$16,041,001	\$122,348	\$16,041,001	\$0
Third Party Liability	10,033,670	10,033,670	4,575,698	10,033,670	0
Purchased Insurance	13,445,548	13,445,548	1,286	13,445,548	0
Interest and Other	0	0	90,817	90,817	90,817
Total Revenues	39,520,219	39,520,219	4,790,149	39,611,036	90,817
Total Expenditures	\$57,449,878	\$57,449,878	\$12,877,203	\$57,449,878	\$0

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

\$0

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of November 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2021-22 unaudited projected ending fund balance and does not reflect additional YE savings. We anticipate adjustments to the FY 2022-23 amended beginning fund balance after FY 2021-22 audited statements become available in April 2023. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

2 Convention & Event Services. CCT revenues are projected to be over budget by \$1,774,000 due to higher collection of revenue, primarily due to events increasing the use of internet services, space rental, electrical and sound/lighting services. CCT expenses are projected to be over budget \$1,774,000 due to an increased capital transfer.

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

4 Municipal Radio. WRR is expected to be \$70,000 under budget due to lower sales commission expenses.

8 Bond & Construction Management. BCM revenues are projected to be \$1,277,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$1,292,000 under budget primarily due to salary savings associated with 45 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.

FY 2022-23 Financial Forecast Report GENERAL OBLIGATION BONDS

2017 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
Α	Street and Transportation	\$533,981,000	\$533,981,000	\$216,660,755	\$136,635,264	\$180,684,981
В	Park and Recreation Facilities	261,807,000	261,291,060	166,949,068	12,714,825	81,627,167
С	Fair Park	50,000,000	50,000,000	30,162,742	2,853,814	16,983,445
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	11,607,839	12,592,402	24,549,759
E	Library Facilities	15,589,000	15,589,000	14,865,298	218,016	505,686
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	12,283,285	958,686	993,028
G	Public Safety Facilities	32,081,000	32,081,000	25,811,317	468,446	5,801,236
Н	City Facilities	18,157,000	18,157,000	2,281,013	482,435	15,393,552
I	Economic Development	55,400,000	55,400,000	19,234,665	10,529,228	25,636,107
J	Homeless Assistance Facilities	20,000,000	20,000,000	14,992,711	539,780	4,467,509
Total		\$1,050,000,000	\$1,049,484,060	\$514,848,693	\$177,992,896	\$356,642,470

2012 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$266,938,887	\$256,593,205	\$5,833,571	\$4,512,111
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	240,882,437	57,519,758	27,972,805
3	Economic Development	55,000,000	55,000,000	37,827,528	4,559,412	12,613,059
Total		\$642,000,000	\$648,313,887	\$535,303,170	\$67,912,742	\$45,097,975

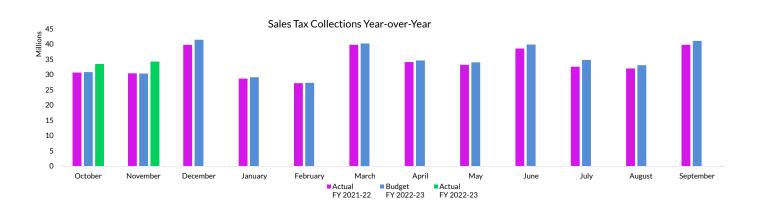
2006 Bond Program

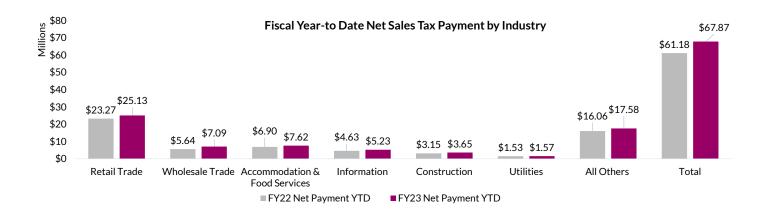
Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$393,352,307	\$8,610,973	\$4,527,274
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	288,764,101	21,011,942	32,981,122
3	Park and Recreation Facilities	343,230,000	353,343,060	347,136,011	1,850,293	4,356,757
4	Library Facilities	46,200,000	48,318,600	47,669,994	11,042	637,563
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	398	669,561
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	31,924,125	638,337	3,654,016
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	42,405,945	922,500	1,731,608
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,487,420	237,544	11,002,487
11	Court Facilities	7,945,000	8,146,606	7,869,762	120	276,724
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,323,005	6,299	743,634
Total		\$1,353,520,000	\$1,401,388,107	\$1,307,142,341	\$33,289,461	\$60,956,305

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.

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 2021-22, the City received \$407,309,124 in sales tax revenue. In FY 2022-23, the City budgeted \$417,232,383. As of November 30, 2022, the sales tax forecast is at budget. We will update the forecast throughout the year as additional information becomes available. The charts in this section provide more information about sales tax collections.





Year-over-Year Change in Sales Tax Collections								
Industry	November FY23 over November FY22	FYTD23 over FYTD22						
Retail Trade	12%	8%						
Wholesale Trade	35%	26%						
Accommodation and Food Services	5%	10%						
Information	13%	13%						
Construction	15%	16%						
Utilities	-18%	3%						
All Others	12%	9%						
Total Collections	13%	11%						

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

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

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

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

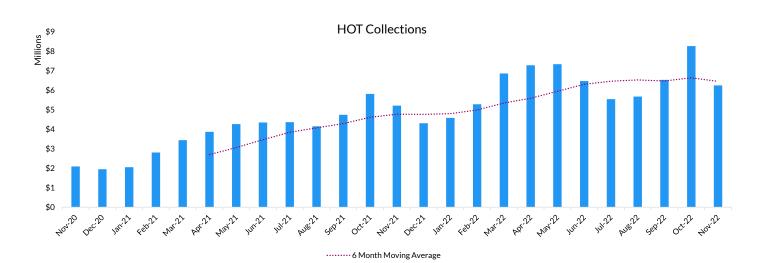
Construction. Includes establishments primarily engaged in the construction of buildings or engineering projects (e.g. highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction or in subdividing land for sale as building sites are also included in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

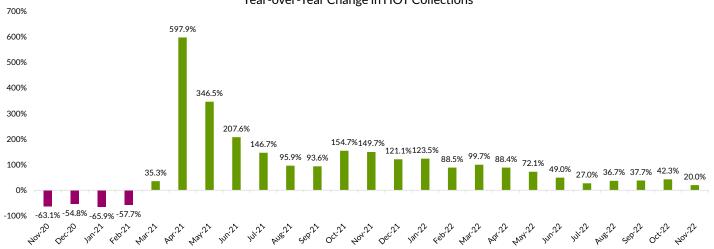
Utilities. Includes establishments providing electric power, natural gas, steam supply, water supply, and sewage removal.

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

Hotel Occupancy Tax

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





Year-over-Year Change in HOT Collections

FY 2022-23 Financial Forecast Report

ECONOMIC INDICATORS

Convention Center Event Bookings

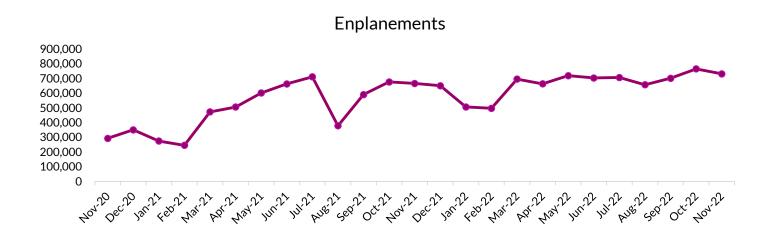
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

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

 * Due to shifts in cancellations and rescheduling, FY22 actuals for prior months may be updated.

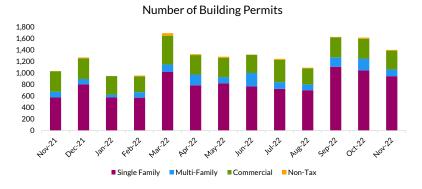
Love Field Enplanements

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

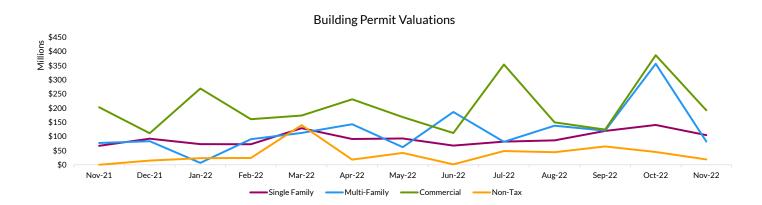


Building Permits

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



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



DALLAS 365

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

Year-to-date (YTD) and year-end (YE) targets are presented for each measure. YTD targets may vary based on seasonality of the work. Each month, we compare 1) the YTD target with the actual performance for the current reporting period and 2) the YE target with the department's forecasted performance as of September 30, 2022.

Measures are designated "on target" (green) if

Year-to-DateYear-End ForecastImage: Image: Image:

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

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
	Economic Development					
1	Average number of business days to complete commercial permit application prescreen (Development Services)	5.7	5.0	2.0	5.0	5.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	97.5%	98.0%	98.0%
3	Percentage spent with local businesses (Small Business Center)	36.7%	40.0%	52.7%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	70.0%	84.6%	70.0%	70.0%
	Environment & Sustainability					
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	54.6%	75.3%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	95.0%	99.8%	95.0%	95.0%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	20.0%	18.2%	20.0%	20.0%

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

FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
	Government Performance & Financial Management					
8	Percentage of invoices paid within 30 days (City Controller's Office)	88.1%	92.0%	90.3%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	90.0%	92.0%	90.0%	90.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	79.5%	60.0%	60.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	22.0%	80.0%	80.0%
	Housing & Homeless Solutions					
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	60.0%	0.0%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	94.0%	85.0%	94.3%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	98.6%	80.0%	143.2%	80.0%	80.0%
	Public Safety					
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.1%	90.0%	84.3%	90.0%	90.0%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.5%	90.0%	90.3%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302.0	2,000.0	2,089.0	2,000.0	2,000.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	47.6%	60.0%	51.6%	60.0%	60.0%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	96.4%	90.0%	98.4%	90.0%	90.0%
20	Complaint resolution rate (Office of Community Police Oversight)	82.2%	70.0%	67.5%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	52.6%	60.0%	53.8%	60.0%	60.0%

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

FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
	Quality of Life, Arts, & Culture					
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	83.6%	65.0%	81.8%	65.0%	65.0%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	33.4%	5.0%	-27.2%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	75.0%	78.5%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	99.0%	93.0%	89.7%	93.0%	93.0%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	30.2%	25.0%	25.8%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,469	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	29.8%	80.0%	80.0%
	Transportation & Infrastructure					
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	71.0%	71.9%	97.0%	97.0%
30	Percentage of planned lane miles improved (787 of 11,770 miles) (Public Works)	81.6%	1.0%	0.9%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	99.0%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.4%	91.0%	90.8%	91.0%	91.0%
33	Percentage of faded long line pavement marking miles improved (611 of 1,223 miles) (Transportation)	83.4%	0.0%	0.0%	50.0%	50.0%
	Workforce, Education, & Equity					
34	Percentage increase of original multicultural and multilingual content (on public, educational, and government) (Communications, Outreach, & Marketing)	40.2%	25.0%	226.8%	25.0%	25.0%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	97.1%	60.0%	60.0%

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

FY 2022-23 Dallas 365

VARIANCE NOTES

7 There is a slight reduction in the SAN residential recycling diversion rate due to the transition from four days a week to five days a week schedule and fleet availability challenges. However, SAN expects this rate to increase as the year continues, the new schedule becomes more routine, and challenges continue to be addressed proactively.

11 Due to POM staffing levels, informal solicitation requests are being carefully monitored to ensure processing within 15 business days. POM is working to address the performance variance by identifying temporary staffing to ensure timely solicitation reviews, stabilize ongoing workload, and reduce incurred delays. POM expects the percentage to improve in future reporting periods.

12 No developments have been approved for funding by City Council this fiscal year. HOU brings developments to council as applications are received and processed. Winter tends to be a slower construction season. More applications are expected in the coming months.

15 DFR continues to experience increased EMS response times due to a number of factors. Emergency call volume remains very high. Additionally, while DFR's EMS transport rate has historically been 40-45%, that figure is now over 60%. Increases in call volume and transport rates result in a decrease in the number of available units and an increase in unit hour utilization, which in turn cause increases in response times.

18 DPD's goal is to increase staffing by hiring 250 police officers in FY 2022-23. A new academy class started in December with 30 recruits, and Class 384 graduated with 16 officers. The City saw a decrease in violent crime by -5.45% and is committed to the Violent Crime Plan and Domestic Violence Task Force to further reduce violent crime.

21 IPS responded to 63.7% calls and 53.82% were behavioral health calls on operating RIGHT Care shifts. In December 2022, IPS will launch an overnight team to operate 24/7. IPS anticipates achieving the 80% response rate this fiscal year.

23 DAS experienced difficulty in foster assistance for medium and large dogs exposed to illness, as well as feline foster assistance not currently utilized. DAS anticipates meeting the goal in early 2nd quarter.

28 PKR Late Night Teen participation is down due to programming only being offered on the first Friday of each month. The TRec Program Manager is now onboarded, and a Program Coordinator will join the team in January. In addition, marketing initatives are being developed for increased program participation.

30 Forty-two (42) lane miles have been completed since the 7.4 lane miles reported in November and currently have 345 projects under construction. Additionally, PBW anticipates improved performance after a maintenance contract goes to Council in January.

BUDGET INITIATIVE TRACKER

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



In the Spotlight

Many of our communities have properties that are abandoned or underutilized because of suspected environmental contamination from past uses. These properties are commonly referred to as "Brownfields."

In 2020, a Coalition led by the City of Dallas and supported by the St. Philip's School and

Community Center, The Real Estate Council, and Lone Star Justice Alliance was awarded а \$600,000 Brownfield Assessment Grant by the U.S. Environmental Protection Agency (EPA). The Coalition is overseeing the program. The Coalition will work with property owners, developers, and other community stakeholders to identify and prioritize brownfield sites in need of environmental



assessments and site clean up/ reuse plans to support near-term redevelopment opportunities. The grant is managed by the City with support from an environmental consulting firm. The grant will fund environmental site assessment (ESA), regulated building materials (RBM) survey, site clean up/reuse planning, and related activities at publicly- and privately-owned brownfield sites.

FY 2022-23 Budget Initiative Tracker ECONOMIC DEVELOPMENT

1 Building Permit Process



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

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

2 City Development Code

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

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

3 Planning and Urban Design

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

<u>STATUS</u> The hiring process is underway for one position, and the remaining three will post in January with the anticipation of hiring by February. The manager position is key to building the new team.

4 City Auto Pound

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

STATUS The Auto Pound Management contract was awarded by Council in September 2022. Dallas City Code will be amended in December 2022 to update the maximum fees charged for towing, impoundment, and storage related to emergeny wrecker services. Implementation of the contract is underway and DPD anticipates 85 percent of inventory being cleared from Vilbig Auto Pound by April 2023.

FY 2022-23 Budget Initiative Tracker

ENVIRONMENT & SUSTAINABILITY

5 Water Conservation Five-Year Work Plan

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

<u>STATUS</u> The contract was awarded in fall 2022. A kick-off meeting will be held in spring 2023 between consultants and the City team to establish final steps, deliverables, stakeholders, and modeling for technical strategies.

6 Emerald Ash Borer (EAB) Mitigation

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

STATUS The EAB response plan has been initiated. PKR staff Arborist will continue special assignment assessing and mapping ash trees on park properties, while the Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team. PKR staff on special assignment has recorded over 700 ash trees in the maintained portions of park properties. The hiring process has begun for the new Sr. Environmental Coordinator position with an anticipated hire date by spring 2023.

The seven positions to be hired by PBW have been posted. Two positions have been filled, two are in the onboarding process, and three are still open.

7 Comprehensive Environmental & Climate Action Plan (CECAP) Outreach

<u>INITIATIVE</u> Develop a comprehensive multimedia outreach, education, and engagement program to provide information on environmental stewardship and sustainability, energy efficiency, and other related topics in the CECAP. In

FY 2022-23, OEQ will implement effective community outreach in all areas of the City, including creative, media buys, banners, and other material to support greater community outreach and engagement efforts. (OEQ)

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

8 Solar Energy Initiative

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

<u>STATUS</u> BSD is currently developing the RFP for the solar energy initiative and solar battery pack. The expected RFP publication is set for January 2023.

FY 2022-23 Budget Initiative Tracker ENVIRONMENT & SUSTAINABILITY

9 Brownfield Program

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

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

10 Comprehensive Environmental and Climate Action Plan (CECAP)

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

<u>STATUS</u> The monitors are undergoing testing and calibration, with anticipated deployment in January 2023. Procurement for additional monitors is underway.

11 Environmental Justice (EJ)

 \checkmark

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

STATUS Hiring is anticipated by early spring 2023.

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

12 Equipment and Fleet

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

STATUS EFM has 23 vehicles on order for 12 departments; the current orders total \$2.6 million. EFM anticipates another 165 units will be ordered in December 2022 to bring the total obligated amount to \$29.1 million. DFR Fleet Maintenance Division has reviewed and approved the specifications for the Engines, Trucks, and Ambulances that will be purchased with FY 2022-23 funds. One Engine has already been ordered through General Fund appropriations and the Fleet Maintenance Division is now in the process of finalizing purchase agreements for the remainder of the order.

FY 2022-23 Budget Initiative Tracker HOUSING & HOMELESSNESS SOLUTIONS

13 Addressing Homelessness



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

<u>STATUS</u> The Dallas Rapid Rehousing Initiative has housed 1,462 individuals since its onset in October 2021 to November 2022. Of those 1,462 individuals housed, 50% percent are from households consisting of adults with children and 50% percent are adults only. OHS is partnering with Housing Forward to launch the encampment decommissioning effort offering individuals in established encampments housing solutions.

15 Healthy Community Collaborative (HCC) Program 🗸

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

<u>STATUS</u> From October 2022 to November 2022, the three organizations contracted by OHS have provided services for 327 clients.

14 Homeless Action Response Team (HART)

INITIATIVE Launch a cross-departmental Homeless Action Response Team (HART) to deliver immediate interventions to expedite the improvement of unsafe encampments in need of immediate resolution, and address issues concerning

need of immediate resolution, and address issues concerning panhandling. In FY 2022-23, implement a collaborative approach and hire seven positions in the Office of Homeless Solution, one position in the Office of Integrated Public Safety Solutions, seven positions in Public Works, four positions in Park and Recreation, two positions in Dallas Animal Services, four positions in Court and Detention Services, and eight positions in Code Compliance Services. (OHS, IPS, PBW, PKR, DAS, CTS, and CCS)

STATUS The departments involved in the HART initiative are currently all in various stages of filling positions. OHS hired seven positions in November; the IPSS position is expected to be filled and operational in December; PBW has onboarded the supervisor position, three additional positions are hired with an anticipated start in January 2023, and interviews will be held in January 2023 to hire for the remaining three positions; PKR is anticipating to hire three positions in January 2023; DAS has filled two positions; CTS plans to launch two teams in 2023 with existing Deputy Marshals and then hire new recruits to backfill vacancies. CCS has filled two of their eight positions and plans to continue hiring efforts. While waiting on heavy equipment procurement, the HART abatement team is working jointly with the Nuisance Abatement Heavy Clean Teams to cover the program's needs.

FY 2022-23 Budget Initiative Tracker **PUBLIC SAFETY**

16 Police Response Times



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

<u>STATUS</u> A new Academy class started in December 2022 with 30 recruits and Class 384 graduated with 18 officers. Year to date, DPD has hired 31 officers with a goal of hiring 321 by the end of FY 2022-23.

18 Single Function Paramedic Program

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

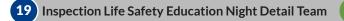
STATUS The Pilot Program has been successfully completed, with two Single Function staffing aspects of Paramedic units in South Oak Cliff providing testing for the operational, dispatch, and the project. The newly budgeted Program Manager position was just filled and is working to build out the program's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

17 Innovative Equipment and Technology



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

<u>STATUS</u> The portable radio replacement is scheduled to begin in February 2023 with the mobile radio upgrade to occur simultaneously. The new Taser 7 contract was approved by Council on December 14, 2022.



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

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

20 City Facility Security Assessment

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

STATUS Quotes and proposals were received for access controls, surveillance systems, intercom system and exterior lighting at City Hall and PKR facilities. The new P25-compliant radios for Dallas security were issued and activated and the project is nearly complete. CTS is continually receiving quotes and proposals for lighting, fencing, access controls, and camera systems. As of November, CTS has encumbered \$2.1 million and expensed \$1.0 million of the department's total \$6.4 million ARPA allocation.

FY 2022-23 Budget Initiative Tracker

QUALITY OF LIFE, ARTS, & CULTURE

21 Proactive Team ("Pro Team")

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

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

22 Multi-Family Violence Crime Reduction Plan

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

<u>STATUS</u> Seven positions have been filled, and the additional staff are being hired and onboarded with an anticipated January completion. Orientation and expected launch of all new staff is projected for early January 2023.

23 Expanding Library Access

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

<u>STATUS</u> LIB is positioned with increased staffing levels to implement expanded hours at the 15 locations beginning mid-January 2023.

24 Historic Resource Survey

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

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

FY 2022-23 Budget Initiative Tracker TRANSPORTATION & INFRASTRUCTURE

25 Sidewalk Master Plan

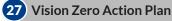
INITIATIVE Continue improving pedestrian mobility by reconstructing and repairing sidewalks in the Sidewalk Master Plan. In FY 2022-23, PBW will spend \$5.0 million in bond funds (certificate of obligation bonds), \$1.0 million in Community Development Block Grant (CDBG) funds, and \$0.3 million from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

<u>STATUS</u> Two sidewalk projects and 1.4 lane miles of sidewalk improvements have been completed to date. PBW anticipates all projects and sidewalk improvement miles to be completed by September 2023.

26 Bridge Maintenance

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

<u>STATUS</u> PBW will complete the maintenance of two bridges in January. The maintenance for the remaining 18 bridges will be completed by September 2023 as well as the \$1.0 million of funding for emergency repairs.



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

<u>STATUS</u> The Vision Zero Engineer is scheduled to start mid-December 2022.



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

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

29 Crosswalks

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

<u>STATUS</u> Longline restriping and crosswalks are scheduled to start in February. TRN is on track to complete restriping of 320 miles and painting of 864 crosswalks by year end.

FY 2022-23 Budget Initiative Tracker

TRANSPORTATION & INFRASTRUCTURE

30 School Zone Flashing Beacons

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

<u>STATUS</u> As of November, forty school zone flashing beacons have been installed. TRN expects to complete installation of all 500 by year end.

31 Bike Lanes

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

<u>STATUS</u> As of November, 0.58 miles have been designed for the Tyler/Polk Buffered Bike Lanes Gap Connection.

FY 2022-23 Budget Initiative Tracker

WORKFORCE, EDUCATION, & EQUITY

32 Mentor Protégé Program

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

<u>STATUS</u> SBC intiated the recruitment and posting of the SBC Coordinator - Mentor Protégé position. Additionally, a proposed vendor has been identified as sole source to support the Mentor-Protégé Matching system. Program kickoff is anticipated for March 2023.

33 Equity Education Through Engagement



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

<u>STATUS</u> OEI staff is working with Human Resources Department to post the Engagement Coordinator position by early January 2023.



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

STATUS OEI will continue ADA building assessments in 2023 and anticipates having preliminary reports from 10 buildings assessed in 2022 completed by early 2023. The department review, consisting of the collection and review of department programs, services, and activities, has been completed. ADA Department surveys have been issued and are due by end of the end of December 2022 with Department ADA interviews to follow in January 2023. Online ADA training courses are being reviewed and training is anticipated continue in the beginning of 2023.

35 Bridging the Digital Divide

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

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

FY 2022-23 Budget Initiative Tracker **MULTI-YEAR INITIATIVES**

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



FY 2018-19

23 Historic Resource Survey (FY 19)

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

<u>STATUS</u> OHP staff and external consultant presented the final report to the Landmark Commission on May 2, 2022 and to the City Plan Commission on June 2, 2022. The final presentation to City Council has been delayed.

FY 2021-22

1 Economic Development Entity

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

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

6 Comprehensive Food & Urban Agriculture Plan

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

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

FY 2022-23 Budget Initiative Tracker **MULTI-YEAR INITIATIVES**

8 Water Distribution System

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

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

13 Affordability Housing Units

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

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

14 Preservation of Affordable Housing

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

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

19 Non-Emergency Enforcement

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

STATUS Parking violations services have been fully transferred from DPD to TRN and most of the Parking team will relocate to the new 7800 Stemmons Freeway facility in FY 2022-23. "Train the Trainer" courses began in early November, and will eventually be incorporated into the Parking Enforcement training program. Street Blockage Clearance has been partially transferred to TRN, with non-emergency calls for handicapped/ fire lane enforcement planned to be transferred in January 2023.

27 Wi-Fi at Park Facilities

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

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

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FY 2022-23 Budget Initiative Tracker **MULTI-YEAR INITIATIVES**

29 Traffic Signals

INITIATIVE Devote \$14 million over three years to leverage over \$50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero strategy. In FY22 spend \$3.5m to design 46 traffic signals to leverage federal and county funds

<u>STATUS</u> TRN is currently waiting to receive the match fund agreement from TxDOT for the design of 44 signals in total. TxDOT has reported that the draft agreement is complete and is now pending review by the contracts team. The project to replace traffic lights will be a multi-year effort.

32 Bike Lanes

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

<u>STATUS</u> TRN continues to work with engineering firm Gresham Smith and neighborhoods on bicycle facility studies for Lawnview Avenue and Meandering Way. Bicycle facility design continues for Jackson Cycle Track, Five Mile Gap, and Vernon/Tyler Gap.



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

STATUS EQU, ITS, and the proposed ADA software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. Testing of a comparative ADA tracking program was completed. ITS has completed the documentation process with request for all stakeholders signed-off. The purchasing and procurement process is planned for winter 2023.

35 Water/Wastewater Service

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

STATUS Engineering work for the remaining occupied and unserved areas began in February 2022 and includes the design of approximately 211,219 feet of new pipelines to the remaining unserved areas. Upon completion of design, these projects will be packaged and awarded for construction beginning in FY 2022-23. Construction in the University Hills area was awarded in October 2022 and began on November 14, 2022. In addition, approximately 11,146 feet of new pipelines to four unserved locations that were designed inhouse was awarded on November 9, 2022. Work is scheduled to begin April 1, 2023.

PROCESS IMPROVEMENT

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

The Process Improvement Team has focused on building awareness among departments, creating an organization-wide framework for process improvement, and establishing a cross-functional knowledge base

for greater inter-departmental coordination. The following table summarizes current Process Improvement projects for FY 2022-23 which will be reported as Complete, On Track, Delayed, or Pre-Kickoff. The Baseline for Key Performance Indicators is the starting point of metric to engage success for completing projects. Additional projects will be added to the list throughout the course of the fiscal year.





				Key Performance Indicators				
#	Measure	Status	Timeline	Measure (Target)	Baseline	Current		
	SFD Building Permit Process Decrease building permits		Feb 2022 – TBD	Permit Application Internal Process- ing Time (12 days)	29 days	TBD		
1	issuance lead time for single-family residential developments (DEV)		submitted for w		e Rolling Action Items nd all enhancements ar			
	DPD Workload Optimization Assess current operational demands to identify process improvement opportunities for workload management (DPD)	>	Jan 2022 – March 2023	TBD	TBD	TBD		
2			Status Update: Site visits currently being scheduled, to be followed by brain- storming sessions to fill the gaps identified during the data analysis. Timeline extended due to coordination of DPD schedules.					
	DFR Workload Optimization		Jan 2022 – TBD	TBD	TBD	TBD		
3	Assess current operational demands to identify process improvement opportunities for workload management (DFR)		being vetted by present the mos	Status Update: Several different strategies have been developed and are being vetted by the DFR team. Following the vetting process, leadership will present the most viable strategies for consideration. Timeline extended due to awaiting DFR leadership decision.				

PROCESS IMPROVEMENT

				Key Performance Indicators		
#	Measure	Status	Timeline	Measure (Target)	Baseline	Current
	New Employee Onboarding		Aug 2022 - Dec 2022	Percentage of hiring managers providing survey feedback to HR (50%)	0%	TBD
4	Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. Establish Customer Survey for hiring managers and new hires (HR)		measured manua tlenecks during th checks, and durin project in the wo day by the end of for background cu veloped customer	The current process Ily. Based on the data he handoff from Neo(g the drug screening rks to move the Neo 2023, and HR is loc hecks, drug screening surveys that are bein 2023 to identify ared	the team is collec Gov to Workday, c and physicals. Th Gov part of the p king into alternat gs, and physicals. ng sent to hiring n	ting, there are bot- luring background here is a separtate process into work- e options/vendors The team has de- nanagers and new
	Contract Review and Execution Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors. (OPS)		June 2022 - March 2022	Average number of contract de- velopment days (90 days)	190	TBD
5			have begun, proce	Initial data assessme ess to be documented and brainstorming se project details.	and opportunitie	s for improvement
6	Risk Review & Certificate of Insurances Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)	<	Aug 2022 - Dec 2022	Days and time to process Risk Reviews and Certificates of Insurance, Reduce amount of backlog	TBD	TBD
			customized to be has approved add	The software used for etter serve ongoing in itional changes to be erations developmen	nprovements. Exe included for new b	ecutive leadership
7	<u>"Lew Sterrett</u> <u>Officer Turnaround Process"</u> Decrease the amount it takes to write arrest reports		Dec 2022 - June 2023	Streamline arrest report- ing to minimize cycle time while maintaing ef- fectiveness and accuracy.	TBD	TBD
			Status Update: tions are schedule	2 site visits have occi ed for January.	urred, additional s	site visits/observa-





Agenda Information Sheet

File #: 23-226

Item #: G.

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

Memorandum



DATE January 20, 2023

^{TO} Honorable Mayor and Members of the City Council

SUBJECT Technology Accountability Report – December 2022

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

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

Jack Ireland Chief Financial Officer

[Attachment]

c:

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

Technology Accountability Report (TAR)



As of December 31, 2022

Prepared by Information & Technology Services

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

Executive Summary

Of note for the December 2022 report is recognition the City of Dallas received from the DallasCIO organization. City Chief Information Officer William Zielinski and City Chief Information Security Officer (CISO) Dr. Brian Gardner were announced as finalists for the 2023 Dallas ORBIE Awards. These awards honor Chief Information Officers and other technology executives for demonstrated excellence in technology leadership in North Texas. Mr. Zielinski is a finalist in the category of Large IT Enterprise CIO and Dr. Gardner is a finalist for the CISO category. Finalists and awardees will be honored at the ORBIE awards in Dallas on February 24, 2023.

The December 2022 Technology Accountability Report (TAR) features several changes and additions:

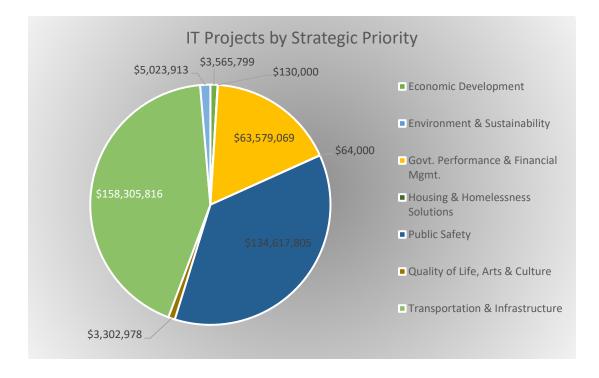
- Additional detailed information on service requests and major outages in Section 2: IT Operations.
- Refinement of major project status and related information.

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As of 12/31/22 Section 1: IT Programs & Projects

A. Project Pipeline

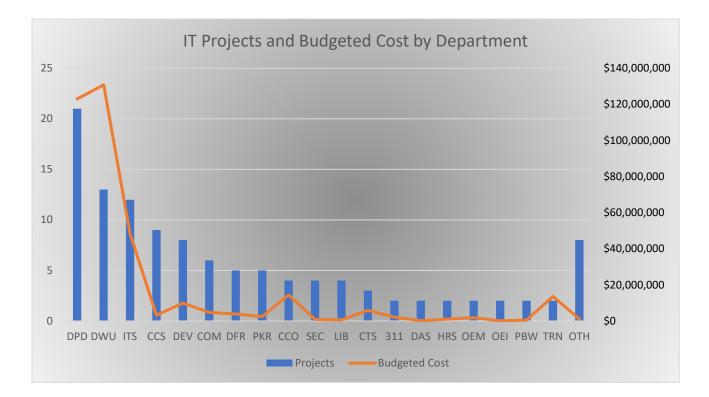
1. IT Projects by Strategic Priority



NOTES:

- 1. As of 12/31/2022, ITS has 116 approved IT projects in the pipeline.
- 2. The total budgeted costs for the 116 projects are \$368,589,379.
- 3. Project pipeline includes at least one project aligned to every one of the identified 8 strategic priorities.
- 4. The highest number of active IT projects are aligned to the Transportation and Infrastructure strategic priority with a total of 37 projects at a total budgeted cost of \$158 million, followed by Public Safety with 31 projects at a total budgeted cost of \$134.6 million, Government Performance & Financial Management with 14 projects at a total budgeted cost of \$63.5 million, and Economic Development with 13 projects at a total budgeted cost of \$3.6 million.

2. IT Projects and Budgeted Cost by City Department



NOTES:

- 1. 27 City Departments are represented across the 116 approved IT projects in the pipeline.
- 2. Dallas Police Department has 21 active projects at a total budgeted cost of \$123 million, followed by Dallas Water Utilities with 13 active projects at a total budgeted cost of \$130.8 million, Information & Technology Services with 12 active projects at a total budgeted cost of \$48.3 million, Code Compliance with 9 active projects at a total budgeted cost of \$3.2 million, and Development Services with 8 active projects at a total budgeted cost of \$9.9 million.
- 3. 8 Departments have 1 active project each, making up the Other (OTH) group in figure 2 above.

B. Major Project Status

					Estimated	
	Ducto to No. 4	Description	Strategic	Dent	Completion	** Due to at Chatra
#	Project Name	Description The Enterprise Contact Center application	Priority	Dept.	Date	** Project Status
1	Enterprise Contact Center (ECC) Solution	within the City of Dallas is a secure, reliable, and scalable call platform to meet the high call volumes and growth to meet the needs of city residents. The ECC includes Natural Language Processing (NLP), Knowledge Base, Workforce Management, Interactive Voice Response (IVR), Courtesy Call Back, and other core call center capabilities to support multiple departments across the city.	GPFM	311	12/2022	In Process
2	Core Financial System Upgrade	The CGI Advantage 3 system is utilized by all departments within the City for processing and recording of all budget, procurement and financial accounting transactions and interfaces with many enterprise business applications. This major upgrade will move the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML) to improve the quality and speed of financial transactions.	GPFM	000	12/2023	In Process
3	Code Compliance Management System (CCMS) Phase 2	CCMS Phase 2 provides Code Compliance Services (CCS) with an application to support all operational, mobility, integration with 311 CRM/SAN/CTS, and other supporting departments, in managing service requests from city residents.	Quality of Life	CCS	01/2023	Delayed
4	Consumer Health Payment Portal for Code Compliance	A new payment portal which allows residents using payment cards to utilize a telephonic payment portal to make payments based upon the invoice number and other account information in lieu of going into a physical location to make payments.	Quality of Life	CCS	2/2023	Delayed
5	Code Compliance: Asset Management System (Inventory Management System)	The Code Compliance office is seeking an asset management system to manage a number of different assets to include Ballistic vests, uniform items (pants, belts, reflective vests, shirts, jackets) that they issue officers, and other equipment deployed to their staff to perform their duties. This effort gathers requirements to conduct market research and identify potential solutions to meet the business need.	Quality of Life	ccs	12/2022	Delayed
6	Portable Illegal Dumping Camera Tower and Camera Installation	Fixed cameras installed in targeted zones and utilized by Code Compliance and the City Marshal's Illegal Dumping program. Camera tower will be used to provide surveillance at chronic illegal dumping sites for the purposes of recording violators in the process to aid in potential prosecutions.	Quality of Life	CCS	12/2022	Complete

	1 12/31/22			1		
#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
7	Envision Connect Replacement Project	This project will replace the current Restaurant Inspection System - Envision Connect. Envision Connect is at the end of life for support. The vendor is requesting to move to their newer application for restaurant inspections.	Quality of Life	CCS	2/2023	In Process
8	Vacant Property Registration Salesforce Platform	The Department needs to develop a registration platform and process for identifying and tracking vacant properties. This City-wide process will be managed by Code and allows residents to access an online platform to register and pay for vacant property maintenance.	Quality of Life	CCS	1/2023	In Process
9	Automated Nuisance Abatement Work Order Salesforce System	Streamline Nuisance Abatement work order creation, work order processing, and work order completion to accurately generate invoice for lien processing and to enhance operational efficiency. Implement a process within the current 311/Salesforce system to control.	Quality of Life	CCS	7/2023	In Process
10	Consumer Protection online Salesforce Application/ permitting system	This system will allow department to implement online permit process for seven applications (wood vendor, motor vehicle repairs, Credit access, electronic repairs, home repair, scrap tire). Allows business owners to access, complete, submit, and track their business permit applications online.	Quality of Life	ccs	7/2023	In Process
11	Remote Video Streaming	COM is conducting market research for the purchase of equipment to allow live video and audio streaming from offsite locations to the City's control room. This is a frequently requested service by various departments and Council offices and aligns with COM's mission.	Quality of Life	сом	твр	In Process
12	Closed Captioning System for City Council Meetings	Closed Captioning on the live webstream/cable channel of Council meetings allows the City to remain in compliance with ADA requirements, and our Equity and Inclusion goals.	Quality of Life	сом	6/2023	In Process
13	RFCSP for Court Case Management System	The current Court Case Management System (Tyler Technologies) contract will expire June 2024. CTS wishes to conduct market research and conduct a competitive procurement to ensure the best solution is selected to upgrade and improve court case management.	Public Safety	CTS	12/2023	In Process
14	DAS Inventory Management Tool	Dallas Animal Services manages a large inventory of drugs, supplies and business equipment needed to perform their functions. Currently inventory management is done through a legacy system database (animal software) or on spreadsheets, but are inadequate to provide appropriate controls and functionality.	Quality of Life	DAS	TBD	Delayed

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

	12/31/22					
#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
21	Station Alerting System	Dallas Fire Rescue dispatches resources from 58 fire stations strategically deployed throughout the City. To avoid response delays, DFR relies on a station Alerting System that integrates with our Computer Aided Dispatch (CAD) system to alerts firefighter/paramedics of assistance calls. The current station alerting system is end-of-life, difficult to maintain, and lacks the full range of functionality more modern solutions provide. This project will conduct market research into, procure, and implement a new, modern station alerting system for Dallas Fire Rescue.	Public Safety	DFD	9/2023	In Process
22	Smart Device/Technology Behavioral Health App for DFR members	This project will provide a Peer Support Contact App for Dallas Fire–Rescue (DFR) personnel. At Dallas Fire-Rescue (DFR), the City is promoting whole-person wellness. This new application will supplement existing mental health support services available to the City's DFR members.	Public Safety	DFD	2/2023	In Process
23	IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59	Eight new Fire Stations are being constructed: #46, #36, #59, #41 Temporary, #41 Primary, #19, #21 and #58. All new IT infrastructures including cabling, network, workstations, printers, radio equipment, etc. will be activated in line with facility openings.	Public Safety	DFD	2/2023	Ongoing
24	Unmanned Aerial Systems (Drones)	The City of Dallas currently has Unmanned Aerial Systems (UAS) units that are deployed during critical emergency response incidents. UAS provides a real-time video that offers crucial information to incident command and executive staff. This information allows for improved incident management	Public Safety	DFD	9/2023	In Process
25	Mobile Surveillance Platform Vehicles (Formerly known as Bait Car)	The Dallas Police Department ("DPD") currently operates a fleet of 25 Mobile Surveillance Platform vehicles. These vehicles are deployed throughout the City and serve as "bait cars". These vehicles are outfitted with covert cameras, microphones, GPS, and other capabilities.	Public Safety	DPD	12/2022	Ongoing
26	Flock Safety-New fixed ALPR Cameras	The City of Dallas currently has fixed Automated License Plate Readers (ALPR) cameras throughout the city of Dallas. The contract for the current vendor has ended and this project will procure a new vendor and expand the number of cameras in use throughout the city.	Public Safety	DPD	1/2023	In Process

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
27	P25 Compliant Radio Project	The city's current public safety radio network is 40 years old and not compliant with new standards (P25) for these networks. This project installs all-new infrastructure for a fully P25 compliant radio communications system that will be used by multiple departments within the City and County of Dallas. This system is intended and designed to host external governmental agencies throughout the region.	Public Safety	DPD	02/2023	In Process
28	County CAD Collaboration	Upgrade and expand the city's Computer- aided Dispatch (CAD), extending it to the County to improve collaborate on emergency 911 call center responses. This project is also required to fully implement the upgrade of the 911 call center's telecommunications infrastructure.	Public Safety	DPD	1/2023	In Process
29	DPD WEB-RMS Case Management System	This project will migrate DPD's current law enforcement Records Management System (RMS) case management system from the current onsite solution to an upgraded Web- based system. The upgraded RMS will give the department needed functionality that is not available to the department currently in the on-premise solution. Current limitations require process workarounds creating potential errors and inefficiencies which are resolved with the upgrade.	Public Safety	DPD	2/2023	In Process
30	Axon Air (Drones)	The City of Dallas currently has Unmanned Aerial Systems (UAS) that are deployed during critical incidents. The UAS provide real time video remotely captured that provide critical information to officers and commanders to make the best decisions possible.	Public Safety	DPD	2/2023	In Process
31	911 Telecommunications Network Upgrade ESInet	This project will upgrade the City's current 911 telecommunications network to a Next- Generation 911 built on a modern broadband infrastructure. The new infrastructure allows the transmission of photos, videos, and other broadband data between a 911 Caller, 911 Center, and Responder in the field to offer a higher level of service and support to public safety personnel.	Public Safety	DPD	2/2023	Complete
32	Real Time Crime Center (RTCC) Video Integration (Previously Starlight)	Builds upon prior initiative to provide an analytics-driven video monitoring platform, capable of alerting the Dallas Police Department's Real Time Crime Center (RTCC) of criminal behavior indicators and activity occurring at local businesses.	Public Safety	DPD	2/2023	In Process

	•••					
#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
33	Surveillance Cameras and Real Time Crime Center	This project will provide a "Real Time Crime Center" capability within Jack Evans Police Headquarters. It will include 1) building a new command center video room (Real Time Crime Center), 2) building camera installations, 3) video camera software, video storage and surveillance camera installations at intersections, and 4) Trailer camera installations.	Public Safety	DPD	12/2024	In Process
34	Ricoh-Fortis Document Management System Replacement	The DPD Fortis document management system is at end-of-life and no longer supported. This project will replace and upgrade the DPD document management system.	Public Safety	DPD	3/2023	In Process
35	COBWEBS Social Media Investigation Software	This project will implement social media investigative software for the Police Department (DPD). This software will provide an efficient tool for investigating social media post from potential suspects to aid in investigations.	Public Safety	DPD	4/2023	In Process
36	Non-City Business Live Surveillance (Fusus)	The Fūsus product suite will provide a video and data collaboration platform to expedite intelligence gathering and efficiency of response to situations as they unfold throughout the community. Further, providing a tool for identifying the location of cameras in proximity that may provide valuable information to aid in the response and/or			0/2022	
37	Early Warning System	subsequent investigation. This project provides the Dallas Police Department a data-driven, decision-making support application that helps Police leadership systematically identify officers who are showing signs that they are at risk to citizens or of executing law enforcement objectively. The platform utilizes data from a multitude of sources to assess and score risk and provide information to DPD leadership for potential interventions.	Public Safety Public Safety	DPD	9/2023	In Process In Process
38	DPD - Auto Pound Online Payment System	This project provides a public portal to allow for citizens to pay fines and fees online to the auto pound in order to recover their vehicle. The information from the payment system allows for better management of the DPD Auto Pound.	Public Safety	DPD	12/2023	In Process
39	In Car Video - Body Worn Camera - Interview Room Installation	Implement a holistic solution that integrates all the three components: (1) in-car video, (2) interview rooms, and (3) body-worn cameras into a single hosted solution. The solution needs to be a consolidated and cohesive system rather than disparate components.	Public Safety	DPD	12/2024	Ongoing

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

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
46	HUD Income Limits Eligibility Survey - HOU Website	Updates and enhancements to the Housing & Neighborhood Revitalization Department's (HOU) website to help reduce uncertainty or confusion amongst City of Dallas residents when determining their income eligibility for the various programs based on the Housing and Urban Development (HUD) Income Limits.	Economic Development	HOU	2/2023	In Process
47	Unsupported Software Remediation	Identify Servers running unsupported Software, DBs running unsupported versions of software, and Applications that will require modifications to bring up to supported software levels. Develop a plan to upgrade, in a sequenced fashion.	Infrastructure	ITS	6/2023	Ongoing
48	Network Unified Communications (UC) Upgrade	The City's current collaboration suite is at end of life and requires an update to maintain functionality and reduce risk. This project will upgrade the Unified Communications Management (UCM) to the latest version available.	Infrastructure	ITS	12/2022	In Process
49	Apptio IT Financial Transparency SaaS	This project is for a cloud-based solution for the Department of Information and Technology Services (ITS) to gain detailed insight into information technology (IT) expenses, cloud infrastructure / software usage and other IT related costs.	GPFM	ITS	3/2023	In Process
50	DocuSign Use Case Review	Reassess business needs for an e-Notary and X.509 compliant digital signature solution for the City Secretary's Office (SEC), City Attorney's Office (ATT) and the Real Estate Division of Public Works (PBW).	GPFM	ITS	12/2022	Cancelled
51	ServiceNow Phase 2	ServiceNow Phase 2 comprises 4 major tasks or subprojects - "IT Software and Hardware Asset Management", "ServiceNow Stabilization and Workflow Improvement", "ServiceNow Fedramp Cloud Migration", and "ServiceNow Version Upgrade to San Diego Q1 2022".	Infrastructure	ITS	6/2023	FEDRAMP portion of project completed. Phase 1 now In Process.
52	IT Project and Portfolio Management Tool	This project will implement a new Project and Portfolio Platform (PPM) tool suite to provide a centralized and automated project management portfolio, assist with project intake, and improve the tracking and management of IT projects.	GPFM	ITS	4/2024	In Process
53	Visualization Engineering Services	Purchase of Visualization Engineering services will provide an authoritative representation of our Technology Current State and Future State - an effort critical to data center improvements and technical debt reduction.	Infrastructure	ITS	4/2023	In Process

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

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

**LEGEND:

Cancelled: The project has not finished, and work on the project will not continue.

Completed: Work on the project has finished, and all deliverables/tasks have been completed.

Delayed: The project is still active, but we have passed the initial estimated completion date.

In Process: The project is currently being worked on by the project team.

On Hold: The project has not finished, and work on the project has been suspended.

Ongoing: The project consists of multiple phases or is an operational project. Some portions have been completed, but the project has not fully reached fruition.

As of 12/31/22 NOTES

Enterprise Contact Center (ECC) Solution. Project is still in process, but we do not anticipate completion during the month of December. We anticipate approximately 4 months more work to implement Single Sign On (Multi-Factor Authentication), final delivery of the Lab (test portion) of the project, and potential re-evaluation of Salesforce integration.
 Core Financial System Upgrade. The contract requirements and project timeline have

been finalized and the contract action is proposed for February 22, 2023, Council agenda.

3 Code Compliance Management System (CCMS) Phase 2. Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS, working with Code Compliance and the system vendor, have submitted PCI Compliance Remediation paperwork and have performed system and user testing. New implementation date of January 2023.

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

6 Portable Illegal Dumping Camera Tower and Camera Installation. Project work is complete and this project is moving to closure. This project will be removed from the TAR next month.

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

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

11 Remote Video Streaming. Project plan/schedule is being developed. New date will be provided when available.

14 DAS Inventory Management Tool. Multiple departments have requested an asset/inventory management tool to assist with performing their job functions. ITS is consolidating requirements across departments to perform market research to determine whether an option for a city-wide can be met. Project date will be updated after this project has completed the procurement process.

18 Land Management System POSSE replacement project. ITS, DEV and Vendor have aligned on the SOW. Project should go to Council for approval in late February or early March 2023. Based on proposed high-level schedule of approximately 25 months, new end date, proposed for 09/2025, will show on January TAR.

19 Relocate Development Services to New Facility. ITS has conducted multiple building surveys of new site and is working with vendors on the ordering of new equipment and installation of circuits.

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

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

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

27 P25 Compliant Radio Project. Effective with August 2022, the new P25 Public Safety Radio system was live, operational, and performing as designed. Non Public Safety departments have already been migrated to the new system. DPD, DFR and other Public Safety departments are undergoing final testing and training and will begin migrating to the new system after the State Fair of Texas in November 2022. Final migration of all City of Dallas Departments expected for completion by February 2023.

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

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

33 Surveillance Cameras and Real-Time Crime Center (RTCC). This project will provide This project will provide a "Real Time Crime Center" capability within Jack Evans police station. It is being added to the "Major Projects" portion of this document due to the magnitude of the project and its impact on the city. It is in progress and has an expected completion date of December 2024.

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

41 Enterprise Capital Project Management System (ECPMS) Phase 2. This project completion date will be extended based on a pending Project Change Request (PCR) for updated requirements/deliverables regarding GIS capabilities.

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

50 DocuSign Use Case Review. ITS Business Analyst worked with the departments and determined that the original business cases for this software are no longer valid. This project is being cancelled and will not be on next month's TAR.

51 ServiceNow Phase 2. This project is being implemented in an "Agile" fashion – ie rolling out in numerous phases. Migration to the FEDRAMP was completed in Dec 2022. Estimated completion of next phase estimated June 2023.

52 IT Project and Portfolio Management Tool. Project schedule adjusted in anticipation of Council approval in February or March 2023.

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

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

65 Electronic Document Management - EDMS. The EDMS project is part of a group of projects relying on the Hyland software system, which are going to be developed serially. We are currently re-working the schedule and should have a more accurate end date shortly. **69** Advanced Traffic Management System (ATMS). The vendor has substantially completed the required work for this project per the scope of the contract. There are several remaining functions for which ITS and TRN are working with the vendor to establish a go-forward plan to include in subsequent releases or phases of the project.

C. Changes to Major Project Status List

- 1. Projects Implemented since last report
 - a. ESINet Implementation complete. Project will be removed next month.
 - b. Portable Illegal Dumping Camera Tower and Camera Installation Implementation complete. This project will be removed next month.
 - c. The FEDRAMP portion of ServiceNow Phase 2 was completed. This project's next completion date is projected June 2023.
 - d. DPD Command Staff Conference AV upgrade was completed. Although not on the Major Projects List, this project will be removed from next month.
- 2. Projects Removed
 - a. No projects were removed from December TAR.
 - b. The DocuSign project's requirements analysis has determined that this project is no longer necessary. It is being cancelled and will be removed from the Major Projects list next month.
- 3. New Projects added to the project Pipeline
 - a. Ethics Financial Reportion Solution was added to support the City Attorney Office.
 - b. TAC Form Automation project was added to support ITS. This is a no-cost project, so it will not show in the Major Projects list.

D. Other Project Related Topics

- 1. Project Cost Estimation
 - a. Project cost estimates are derived from numerous sources. Initial cost estimates are made by the Business (project requestor), working with ITS, to make initial guestimate. That number is then refined through development of a Statement of Work, Contract Development, or other research. These estimates include, but are not limited to cost of Software, Hardware, Licenses, Annual Maintenance, Documentation and Training. Cost estimates for licenses, maintenance and documentation is projected through years 2 6.

As of 12/31/22 Section 2: IT Operations

A. Outage Report

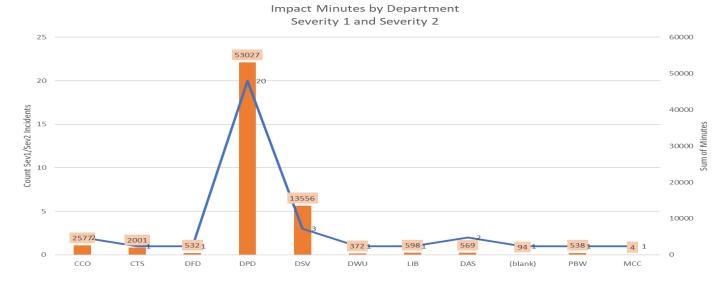
1. Monthly Help Desk Report

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

Metric	Current Month	Trend
Average Speed to Answer – Voice	0:01:01	
Password Related Incidents	15%	10.0% -15.8% 14.5% 14.7% Oct Nov Dec
First Contact Resolution - Incident	81.23%	90% 70% 50% Oct Nov Dec
Average Duration – Service Desk	1.87 Days	1772 2715 Oct Nov Dec
Average Duration – Field Services	3.37 Days	<u>4115 3564</u> 4865 Oct Nov Dec
Average Duration - PD Field Services	6.57	<u>-6116</u> 10025 9465 Oct Nov Dec

NOTES:

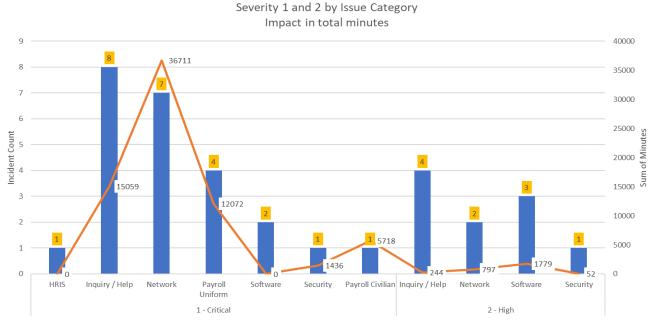
- 1. In December 2022, the IT Helpdesk received 7222 calls for support. This is a slight decrease from November.
- 2. First Contact Resolution for December is 81% a dip from November of 95% and below of goal of 85%.
- 3. Field Services increased the average service duration from 2.4 days in November to 3.37 days in December.
- Field Services for DPD decreased average service duration from 6.9 days in November to 6.57 days in December.



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

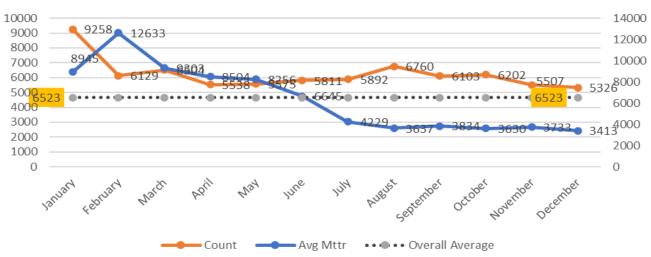
NOTES:

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



NOTES:

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



Monthly MTTR

NOTES

- 1. This chart provides the trendline for the average mean time to repair (MTTR), an industry standard for tracking the timeliness of resolution on reported incidents.
- 2. In December 2022, the trend of reducing average MTTR continued after a slight uptick in November.

3. Monthly Major Outage Report

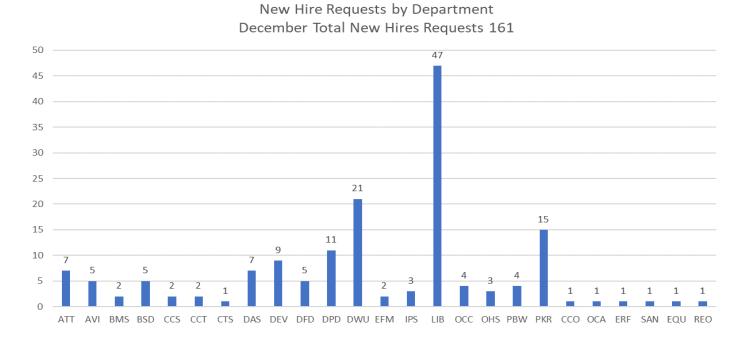
Priority 🗾	Description	Department	Primary 🗾	Secondary 🗾	Assignment Group	Hours 🖵
1 - Critical	WHAT: Unable to login / saying the system is down	DPD	Software		ITS CAD and RMS Applications	#VALUE!
1 - Critical	APPLICATION/SERVICE: RMS down for all users • WHAT: RMS program is down • WHERE: Lewt Sterret Jail	DPD	Network	Outage	ITS CAD and RMS Applications	#VALUE!
1 - Critical	Dept: dpd Issue: Jail and other users are reporting rms down	DPD	Inquiry / Help		ITS CAD and RMS Applications	#VALUE!
1 - Critical	WHAT: unable to access network drives K-Drive is unable to load •	DPD	Network		ITS Server Team	576.7
1 - Critical	SQLDPDFORTIS application is down. Entire police records unit is unable to access server	DSV	Inquiry / Help	Policy/Procedure	ITS DPD Applications	196.2
1 - Critical	R drive is not allowing entire division to access \\cds-web. Affecting 4 divisions including 75 individuals.	CTS	Inquiry / Help	Escalation/Status	ITS Backup Team	33.4
2 - High	CAD Freezing and Unfreezing in 911 and Dispatch	DPD	Software	Troubleshooting	ITS CAD and RMS Applications	11.8
1 - Critical	No library is able to access All files for entire dept Shared Network file drive FSLIB00	LIB	Network	Outage	ITS Server Team	10.0
1 - Critical	DPD intranet home page down Cant reach this page, make sure the web address is correct http://dpd/ All user's affected	DPD	Network	Outage	ITS Web Team	9.9
2 - High	unable to access \\fscty11\pbwdata. No users able to access the folder at the moment	PBW	Software	Missing/Reinstall	ITS Server Team	9.0
2 - High	Locution systems down shows the PC's as "offline" *Station affected so far: station 6, 38, 8	DFD	Software	Troubleshooting	ITS Desktop Team	8.9
1 - Critical	Dallas Fusion Center Description of Issue: All internet is down in the Dallas Fusion Center.	DPD	Inquiry / Help	Policy/Procedure	ITS Network Connectivity	7.9
2 - High	Chameleon system isn't communicating with SalesForce. Error : Calls are not closing in Sales Force	DAS	Network	Outage	ITS Posse Apps	7.1
2 - High	The network switch down affecting six to eight people in the building	DWU	Network	Outage	ITS Network Connectivity	6.2
1 - Critical	if user calls 214 670 1234 number it is not going thru it will end after 5 sec	DSV	Inquiry / Help	Escalation/Status	ITS Network Operations Center	5.8
1 - Critical	Issue Network: K drive not connecting	DPD	Network	Outage	ITS Server Team	1.9

NOTES

- Major outages are identified as Severity1 that have significant impact to City services or Department's ability to perform critical functions and last over 4 hours in duration. As we mature the process this definition will be better scoped around impact and less around duration.
- 2. Outages with #value are incidents that had over 4 hours of impact, however, are incomplete of details to identify full impact to departments

As of 12/31/22 B. Service Requests (including new employee onboarding)

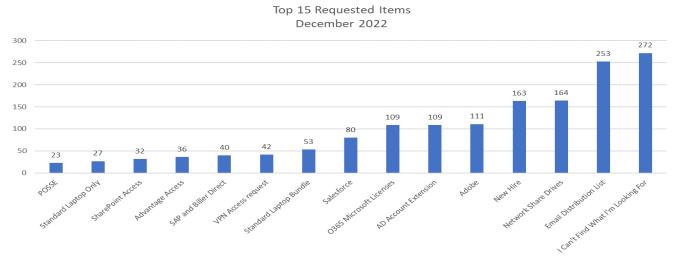
1. New Hire Report



Notes

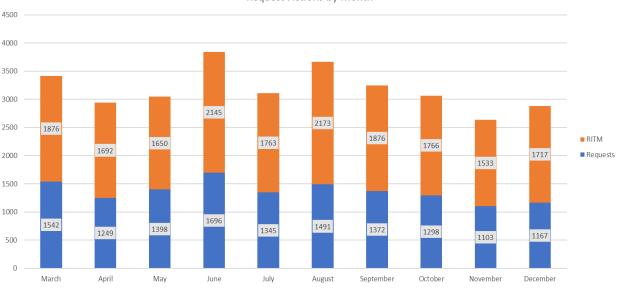
- 1. In the month of December, a total of 161 requests were opened for new employees.
- 2. LIB, DWU, and PKR being the top 3 hiring departments. DWU has had 3 consecutive months in the top 3.
- **3.** Blank indicates no department match was available for the requested onboarding at the time the report was generated.

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



Note

- 1. December Service Request actions totaled 1167 a slight increase over November which totaled 1103. This report depicts the top 15 Request by type that were selected.
- 2. "I Can't Find What I'm Looking For" is a category used when a service catalog item does not exist for what the user is asking.



Request Actions by Month

Note

 This chart illustrates that 1167 Request Tickets, generated 1717 Request Actions. Frequently one Request generates multiple actions to be completed by one or more teams to fulfill the ask.

As of 12/31/22 Section 3: IT Budget Execution

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

A. Contract/Procurement Management

Items Approved on December 14 Council Agenda:

CR 22-1783 Ricoh USA, Inc. – Migration of DPD documents from legacy, unsupported Fortis vendor to DocuWare document management system.

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

CR 22-1780 Motorola Solutions, Inc. – Purchasing agreement for handheld radios and subscription services

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

CR 22-1782 Carahsoft Technology Corp – Purchasing agreement for web-based recruitment tool subscription for Civil Service Department

- Five-year agreement via Texas DIR cooperative agreement
- Contract amount \$567,762.50
- Neogov modules

CR 22-1784 Axon Enterprise, Inc – Purchasing agreement for licenses that provide use of bodyworn, in-car, interview room camera systems, electronic control weapons, cloud storage and associated software and hardware for Police

department

- Ten-year agreement via Sourcewell cooperative agreement
- Contract amount \$134,756,800.67
- Licenses for body and interview room cameras, Tasers, software, and cloud storage

Items Approved on January 11 Council Agenda:

CR 23-0121 Shelby Communications, LLC – Bridge contract for network cabling

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

CR 23-0128 Incapsulate, LLC – Exercise the first of three one-year renal options for maintenance and support and hosting of the City's customer relationship management software

- One-year agreement for Department of Information and Technology Services
- Contract amount \$412,000.00
- Continuation of the subscription for the 311 module, a managed service delivered on the Salesforce platform

Upcoming Contracts Requiring Council Approval

January 25 Agenda Items:

Microsoft Corporation – Purchasing agreement for Microsoft Unified Enterprise Support Services

- One-year agreement via Texas Department of Information Resources
- Contract amount is \$546,714.00
- Comprehensive set of support services including
 - Proactive services to help improve the health of IT infrastructure and operations
 - Service delivery management to facilitate planning and implementations
 - Prioritized 24x7 problem resolution services to minimize downtime

February 8 Agenda Items:

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

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

HLP, Inc. – Chameleon Data Management System for Dallas Animal Services (DAS)

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

Council Agenda Date TBD:

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

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

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

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

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

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

B. Budget Performance & Execution

Fund 0191-9-1-1 System Operations as of 11/30/22

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	643,798	643,798	88,926	632,786	(11,012)
Overtime Pay	-	-	-	-	-
Pension	91,413	91,413	13,053	89,859	(1,554)
Health Benefits	63,870	63,870	5,357	54,481	-
Worker's Compensation	1,658	1,658	-	1,658	-
Other Personnel Services	4,873	4,873	4,899	12,829	1,433)
Total Personnel Services	805,612	805,612	112,235	791,613	(13,999)
Supplies	201,465	201,465	369	201,465	-
Contractual Services	13,205,665	13,205,665	3,151,698	13,205,665	-
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	14,212,742	14,212,742	3,264,302	14,198,743	(13,999)

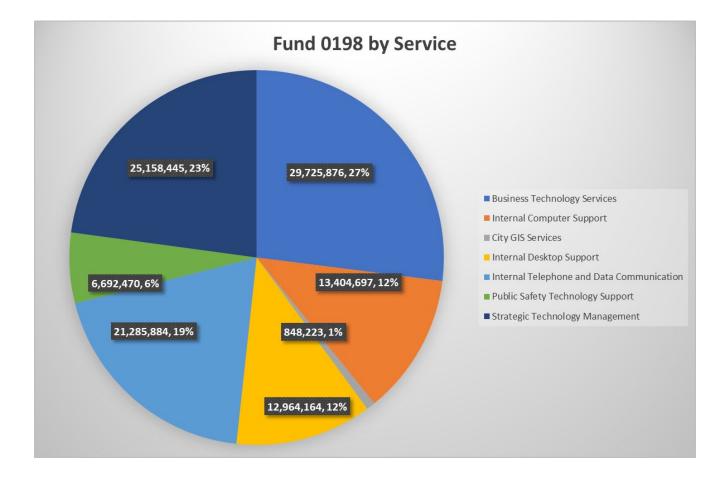
Fund 0197 - Communication Services (Radio Network) as of 11/30/22

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	1,995,477	1,995,477	260,363	1,874,364	(121,113)
Overtime Pay	51,320	51,320	35,851	51,320	-
Pension	282,080	282,080	43,011	274,917	(7,163)
Health Benefits	263,086	263,086	19,946	234,423	-
Worker's Compensation	7,197	7,197	-	7,197	-
Other Personnel Services	5,156	5,156	13,023	40,404	6,585
Total Personnel Services	2,604,316	2,604,316	372,194	2,482,625	(121,691)
Supplies	1,156,482	1,156,482	155,498	991,493	(164,989)
Contractual Services	13,106,759	13,106,759	3,686,493	13,272,082	165,323
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	16,867,557	16,867,557	4,214,186	16,746,200	(121,357)

As of 12/31/22 Budget Performance & Execution (continued)

Fund 0198 – Data Services as of 11/30/22

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	20,152,694	20,152,694	2,488,938	19,496,372	(656,322)
Overtime Pay	41,612	41,612	4,783	41,612	-
Pension	2,858,569	2,858,569	358,004	2,779,597	(78,972)
Health Benefits	1,908,328	1,908,328	126,376	1,609,376	-
Worker's Compensation	49,182	49,182	-	49,182	-
Other Personnel Services	737,996	737,996	90,713	1,026,563	(10,385)
Total Personnel Services	25,748,381	25,748,381	3,068,814	25,002,702	(745,679)
Supplies	759,552	759,552	44,975	773,177	13,625
Contractual Services	83,683,424	83,683,424	28,618,413	84,303,880	620,456
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	110,191,357	110,191,357	31,732,202	110,079,759	(111,598)



C. ITS Staffing & Hiring Report

1. ITS Funded Staffing Levels

IT Fund	FY 20	FY 21	FY 22	FY 23	FY 24 Plan
Fund 0191 - 9-1-1 Technology Support	7.0	7.0	7.0	7.0	7.0
Fund 0197 - Radio Communications	28.2	28.5	30.1	30	30.00
Fund 0198 - Data Services	204.0	190.1	204.0	219.0	219.0
Total	239.2	225.6	241.1	256.0	256.0

2. Vacancies and Hiring Activities

- As of December 31, 2022, ITS had 61 vacancies out of the available 256 positions.
- As of December 31, 2022, of the 61 vacancies the disposition was:
 - 2 positions are actively posted
 - 18 had been previously posted and are undergoing review
 - o 8 are at the interview stage
 - \circ 6 are undergoing reclassification to re-align within the ITS department
 - 33 are awaiting posting

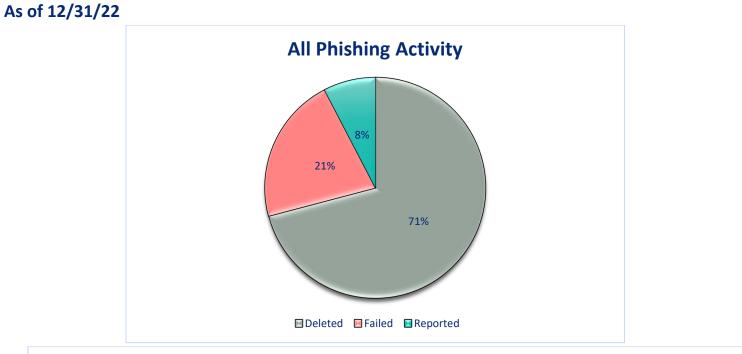
As of 12/31/22 Section 4: Cybersecurity Programs

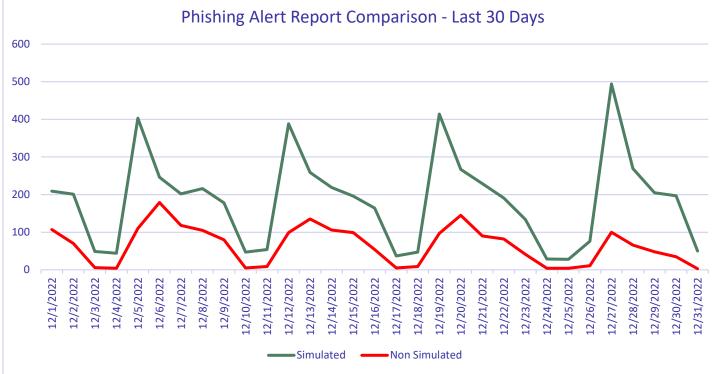
A. Awareness Training

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

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

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





B. Situational Awareness

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

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

Capability Maturity Model Levels

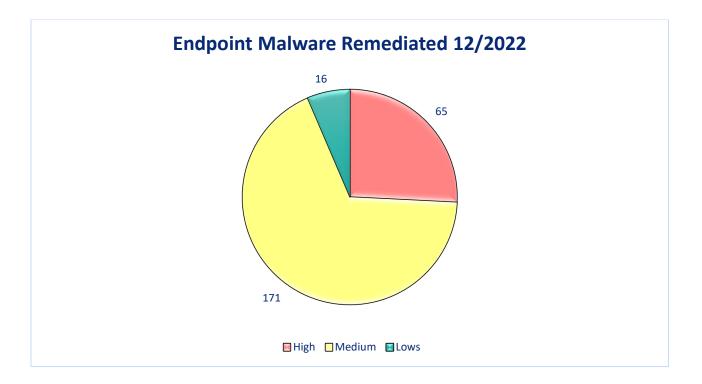
Figure 3: Assessing Cybersecurity Maturity

NIST Cybersecurity Framework Functions

C. Data Protection & Privacy

1. Endpoint Protection

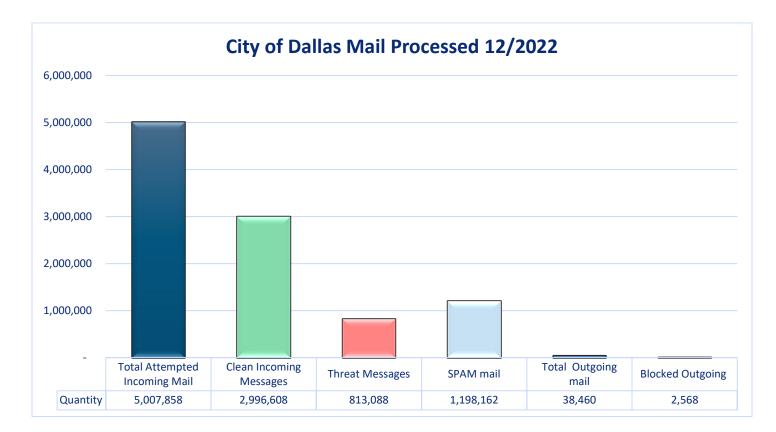
Endpoint protection is one component to the organization's ability to handle daily malware. All devices needing connection to the internet are subject to attacks. Attacks are mitigated through technologies monitoring the systems in real time reacting and responding to those attacks. Technologies like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



As of 12/31/22 Amount of Malware attacks on Endpoint 12/2022 5000 2000 2000 15000 10000 5000 4766 0 Blocked Quarantined

2. Email Screening

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



As of 12/31/22 Section 5: IT Infrastructure

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

A. Network and Telecommunications (December 2022 Activities)

- All Park and Recreation locations have completed network circuit upgrade
- All public service teams have been successfully migrated to the new P25 compliant Public Safety Radio System.
- Burn-in testing for Public Safety layer on the P25 system initiated in December 2022. City Hall Security team in Courts migrated to Public Safety layer for testing. Migration of Public Safety users will begin following testing. is in process of being scheduled
- Upgrades to the Emergency Services Internet Protocol Network (ESINet) were completed as an initial phase of the Next Generation 911 system which significantly modernizes capabilities of the City's 911 emergency center.

B. Compute & Storage (December 2022 Activities)

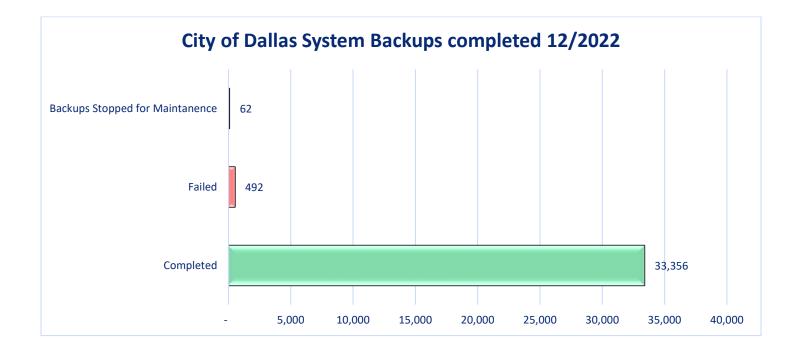
- Completed upgrading the City's virtual environment VCenter ESXi host hardware.
- Continuing the upgrade of end-user devices to latest operating system image to address security vulnerabilities. Less than 500 devices of inventory remaining to upgrade.

C. Data Center Improvements (December 2022 Activities)

- Data center access Standard Operating Procedure developed to improve access control. Criminal Justice Information Services (CJIS) certifications now required for access to City's Data Center.
- Decommissioning of additional hardware on Data Center floor in progress and palettes of decommissioned hardware has been transferred to City Store for disposition.

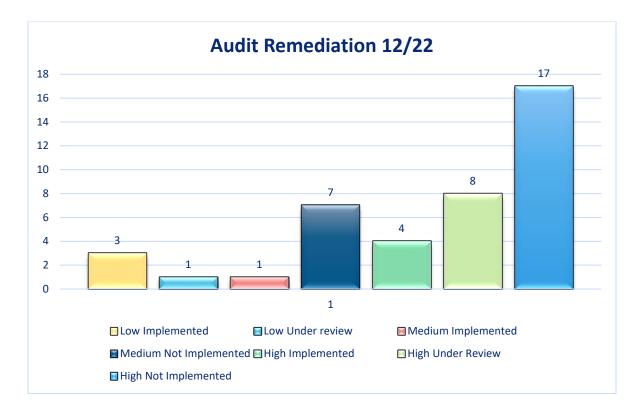
D. Disaster Recovery and Business Continuity

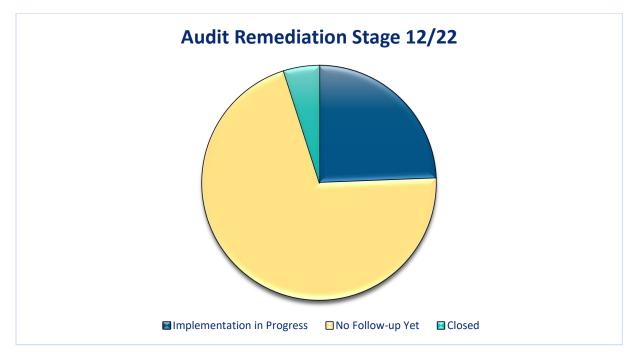
A critical component of Disaster Recovery and Business Continuity practices is backing up critical data, testing data backups, and conducting exercises to ensure that data backups can be successfully utilized to restore business services.



E. Audit

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







Agenda Information Sheet

File #: 23-227

Item #: H.

Position Classification Action Process [Budget and Management Services]

Memorandum



January 23, 2023

Honorable Members of the Government Performance and Financial

Management Committee: Cara Mendelsohn (Chair), Gay Donnell Willis (Vice Chair),

Tennell Atkins, Adam Bazaldua, Adam McGough, Paul Ridley, Chad West

SUBJECT Position Classification Action Process

This memorandum provides an overview of the Classification Action Process (CAF) at the City of Dallas, in response to questions raised during a prior GPFM Committee Meeting.

An organization's jobs are regularly updated to ensure alignment with the market and business needs. The CAF provides for changes to budgeted civilian positions, including position upgrades, downgrades, and reclassifications. Department directors may request updates due to changes to the responsibilities of an individual or position, changes in a department's function, or departmental restructure.

The CAF is a document that includes the information needed to reclassify a position and required approvals. The following provides details regarding the CAF process:

- To complete the CAF, the requester must include information such as changes to the position responsibilities and scope, a business justification for the requested change, budget impact, and an updated or new job description.
- Departments can submit CAFs to request changes in job classifications from October 1st to April 1st of each fiscal year.
- The process includes approvals by the appropriate Director, Deputy City Manager or Assistant City Manager, Budget & Management Services, and Human Resources Compensation staff.
- Budget and Management Services determines whether all proposed CAF changes are financially sustainable in the current and future fiscal years by comparing the proposed change to the department's annual budget appropriation.
- For requests concerning vacant positions, the department may immediately recruit for the position following the CAF approval.
- All approved classification action changes are included in the annual Position Classification Allocation (PCA) document submitted to Council with the annual budget.

DATE January 20, 2023

SUBJECT Position Classification Action Process

The table below describes the standard service level agreement (SLA) for CAF approval.

Action	Time to Complete
Initiate (department responsibility)	
Department Director review	5 Business Days
Deputy/Assistant City Manager or Chief review	5 Business Days
Budget & Management Services review	3 Business days
HR Compensation review	3 Business days*
HR Director or Assistant Director Review	Included in HR Compensation
	review time to complete

*Process may take up to 2 business weeks if the form is requesting a new title be created; job description review, time to collect relevant market data and make recommendations on title and grade. Delays may occur due to incomplete information, missing signatures, or incorrect routing.

If you have questions, please contact Nina Arias, Director of Human Resources or Janette Weedon, Director of Budget & Management Services.

Jack Ireland Chief Financial Officer

c:

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



City of Dallas

Agenda Information Sheet

File #: 23-350

Item #: I.

Upcoming Agenda Item 23-329 for January 25, 2023: Ordinance Authorizing the Issuance of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A [City Controller's Office]

Memorandum



DATE January 23, 2023

CITY OF DALLAS

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

Upcoming Agenda Item 23-329 for January 25, 2023: Ordinance Authorizing the SUBJECT Issuance of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A

The January 25, 2023 City Council agenda includes an item for an ordinance authorizing the issuance and sale of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A (the "Bonds") in a principal amount not to exceed \$200 million. On December 14, 2022, City Council approved a resolution authorizing the preparation of plans for the issuance of the Bonds.

This proposed revenue bond sale is for the purpose of refunding and retirement of commercial paper notes issued for interim financing of improvements to the City's water and wastewater system, in accordance with the capital program for water and wastewater improvements and the Fiscal Year 2022-23 operating and capital budgets for the Water Utilities Department. Currently, the estimated amount of commercial paper outstanding to be refunded at the time of pricing is approximately \$180,000,000, a reduction from \$190,000,000, the issuance amount initially planned and authorized by City Council. At the advisement of the City's Co-Financial Advisors, Hilltop Securities, Inc. and Estrada Hinojosa, the bonds will be issued via a negotiated sale.

This ordinance, subject to parameters, authorizes city staff and financial advisors to negotiate the sale and issuance of the Bonds with the previously selected underwriting syndicate.

Please let me know if you need any additional information.

Jack Ireland Chief Financial Officer

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



City of Dallas

Agenda Information Sheet

File #: 23-358

Item #: J.

Upcoming Agenda Items 23-242 and 23-243 for February 8, 2023: Authorizing the Preparation of General Obligation Refunding and Improvement Bonds, Series 2023 and Certificates of Obligation, Series 2023 [City Controller's Office]

Memorandum



DATE January 23, 2023

CITY OF DALLAS

Honorable Members of the Government Performance and Financial Management ¹⁰ Committee: Cara Mendelsohn (Chair), Gay Donnell Willis (Vice Chair), Tennell Atkins, Adam Bazaldua, Adam McGough, Paul Ridley, Chad West

Upcoming Agenda Items 23-242 and 23-243 for February 8, 2023: Authorizing the SUBJECT Preparation of General Obligation Refunding and Improvement Bonds, Series 2023 and Certificates of Obligation, Series 2023

The February 8, 2023 City Council agenda includes two items regarding the issuance of general obligation bonds and certificates of obligations. Pending approval is a resolution authorizing the preparation of plans for the issuances of General Obligation Refunding and Improvement Bonds, Series 2023A; General Obligation Refunding Bonds, Series 2023B; and Combination Tax and Revenue Certificates of Obligation, Series 2023 (collectively, "the Bonds"), in a total amount not to exceed \$572,880,000. In conjunction with the approval of the Bonds, the agenda includes a resolution authorizing the publication of Notice of Intention to Issue Certificates of Obligation, as required by State law.

The City's Co-Financial Advisors, PFM, recommend the issuance of General Obligation Refunding and Improvement Bonds, Series 2023A to: (1) refund outstanding commercial paper, (2) refund up to \$81,880,000 of eligible Series 2013A outstanding obligations, and (3) to finance capital improvement projects at the City, in an amount not to exceed \$374,000,000; issuance of General Obligation Refunding Bonds, Series 2023B to finance the settlement of legal obligations, in an amount not to exceed \$55,500,000; and issuance of Combination Tax and Revenue Certificates of Obligation, Series 2023 to finance street improvements, in an amount not to exceed \$61,500,000.

Payment for cost of issuance is not made unless the bonds are issued. The issuance of bonds is contingent upon the approval of a parameters ordinance, scheduled for City Council consideration in April 2023.

Please let me know if you need any additional information.

c:

Jack Ireland Chief Financial Officer

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

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Agenda Information Sheet

File #: 23-397

Item #: K.

GPFM Committee Forecast

GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT

COMMITTEE FORECAST

	TITLE	PRESENTER(S)
MONDAY, FEBRUARY 27, 2023, 1:00 P.M.		
BRIEFING ITEMS	Development Services – Monthly Technology Update and Metrics Review	Andrew Espinoza, Director, Development Services
	Office of the City Auditor Briefing on Internal Audit Reports Released Between January 14, 2023 and February 17, 2023	Mark Swann, City Auditor
	Dallas Central Appraisal District 2023/2024 Proposed Budget and Reappraisal Plan	Ken Noland, DCAD Chief Appraiser
	City Equipment Incident Review	Zeronda Smith, Director, Risk Management
	Fidelity Investments: Registered Independent Advisors and Personalized Planning & Advice	Katie Hickney, Vice President, Manager Director, Fidelity Investments; Sheri Kowalski, City Controller, City Controller's Office
BRIEFINGS BY MEMORANDUM	Budget Accountability Report (Information as of December 31, 2022)	Budget & Management Services
	Technology Accountability Report (Information as of January 31, 2022)	Information & Technology Services
	Quarterly Investment Report (Information as of December 31, 2022)	City Controller's Office
TUESDAY, MARCH 21, 2023, 1:00 P.M.		
BRIEFING ITEMS	Development Services – Monthly Technology Update and Metrics Review	Andrew Espinoza, Director, Development Services
	Office of the City Auditor Briefing on Internal Audit Reports Released Between February 18, 2023 and March 10, 2023	Mark Swann, City Auditor
BRIEFING HEIVIS	Communications Relating to the FY 2022 Audit	City Controller's Office
	DFW Airport Annual Bond Ordinance	DFW Airport
	2022 Executive Performance Management Process for Council Appointees Update	Human Resources
	Budget Accountability Report (Information as of January 31, 2023)	Budget & Management Services
BRIEFINGS BY MEMORANDUM	Technology Accountability Report (Information as of February 28, 2023)	Information & Technology Services
	End of Year Report	Budget & Management Services
	Appointment of City Auditor	City Manager's Office