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**CITY SECRETARY  
DALLAS, TEXAS**

**City of Dallas**

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

**Public Notice**

**2 4 0 4 0 8**

**POSTED** CITY SECRETARY  
DALLAS, TX



**Government Performance and Financial  
Management Committee**

**April 23, 2024**

**1:00 PM**

## 2023 CITY COUNCIL APPOINTMENTS

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

(C) – Chair, (VC) – Vice Chair

\* Updated:2/22/24

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

## General Information

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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."*

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

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

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

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



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

### Call to Order

### MINUTES

1. [24-1386](#) Approval of the March 25, 2024 Government Performance and Financial Management Committee Meeting Minutes

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

### DISCUSSION ITEMS

- A. [24-1400](#) Review of City Real Estate for Development and Redevelopment Opportunities  
[City Manager's Office]

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

### BRIEFING ITEMS

- B. [24-1388](#) FY24 Mid-Year Appropriation Adjustments  
[Janette Weedon, Director, Budget & Management Services]

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

C. [24-1389](#) FY 2024-25 Planned Budget:

Office of Government Affairs

[Carrie Rogers, Director, Office of Government Affairs]

Office of Procurement Services

[Danielle Thompson, Director, Office of Procurement Services]

Office of Risk Management

[Zeronda Smith, Director, Office of Risk Management]

Communications, Outreach, and Marketing

[Susana Solis, Interim Director, Communications, Outreach, and Marketing]

Human Resources

[Nina Arias, Director, Human Resources]

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

**BRIEFING MEMOS**D. [24-1398](#) Office of the City Auditor Monthly Updated on Internal Audit Reports  
Released between March 16, 2024 and April 12, 2024  
[Office of the City Auditor]

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

E. [24-1395](#) Owner Controlled Insurance Program (OCIP) Broker Services  
[Office of Risk Management]

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

F. [24-1403](#) May 8, 2024, Upcoming Agenda Item - 24-1362 - Dallas Water Utilities  
Billing System  
[Dallas Water Utilities]

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

G. [24-1394](#) Audit of Small Business Center Minority and Women-Owned Business  
Enterprises  
[Small Business Center]

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

- H. [24-1396](#) Budget Accountability Report as of February 28, 2024  
[Budget and Management Services]

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

- I. [24-1397](#) Technology Accountability Report as of March 31, 2024  
[Information & Technology Services]

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

- J. [24-1399](#) GPFM Two Month Forecast

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

**ADJOURNMENT**

**EXECUTIVE SESSION NOTICE**

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

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



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-1386

**Item #:** 1.

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Approval of the March 25, 2024 Government Performance and Financial Management Committee Meeting Minutes

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, MARCH 25, 2024

24-0012

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

PRESENT: [5] West, Blackmon, Moreno (\*\*1:09 p.m.), \*Resendez (\*\*1:11 p.m.),  
Mendelsohn

ABSENT: [0]

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

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

After all business properly brought before the committee had been considered, the meeting adjourned at 3:07 p.m.

\_\_\_\_\_  
Chair

ATTEST:

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

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

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

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

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

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

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

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, MARCH 25, 2024

EXHIBIT A

**RECEIVED**

**2024 MAR AM :**

**CITY SECRETARY  
DALLAS, TEXAS**

**City of Dallas**

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

***Public Notice***

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DALLAS, TX



**Government Performance and Financial  
Management Committee**

**March 25, 2024**

**1:00 PM**



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### Call to Order

### MINUTES

1. [24-1075](#) Approval of the February 26, 2024 Government Performance and Financial Management Committee Meeting Minutes

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

### BRIEFING ITEMS

- A. [24-1076](#) Impact of AI in Local Government Permit Review  
[John Mirkin, Vice President of Corporate Strategy, AutoReview.AI; Sabrina Dugan, Vice President of Research and Development, AutoReview.AI]

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

- B. [24-1077](#) 2023 External Audit Presentation and Discussion  
[Sara Dempsey, Partner-In-Charge, Weaver; Jeff Wada, Senior Manager, Weaver]

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

- C. [24-1078](#) Inspector General Division Update  
[Bart Bevers, Inspector General, City Attorney's Office]

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

- D. [24-1079](#) Annual Investment Policy Review  
[Jenny Kerzman, Assistant Director of Treasury, City Controller's Office]

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

### DISCUSSION ITEMS

- E.     [24-1080](#)     Development Services - Monthly Performance Update & Process Map  
Improvements  
[Development Services]

**Attachments:**     [Memorandum](#)

- F.     [24-1081](#)     Review of City Real Estate for Development and Redevelopment  
Opportunities  
[City Manager's Office]

**Attachments:**     [Memorandum](#)

#### **BRIEFING MEMORANDUMS**

- G.     [24-1084](#)     FY 2022-23 Budget Versus Actual End of Year Report  
[Budget & Management Services]

**Attachments:**     [Memorandum](#)

- H.     [24-1085](#)     Audit of Small Business Center - Minority and Women- Owned Business  
Enterprises  
[Small Business Center]

**Attachments:**     [Memorandum](#)

- I.     [24-1086](#)     March 27, 2024, Upcoming Agenda Item - 24-847 - Franchise Agreement  
with Oncor Electric Delivery Company LLC  
[Budget & Management Services]

**Attachments:**     [Memorandum](#)

- J.     [24-1092](#)     Upcoming Agenda Items 24-833 and 24-834 for March 27, 2024:  
Authorizing Ordinances for the Issuance and Sale of General Obligation  
Refunding and Improvement Bonds, Series 2024B; and Combination Tax  
and Revenue Certificates of Obligation, Series 2024B  
[City Controller's Office]

**Attachments:**     [Memorandum](#)

- K.     [24-1093](#)     Upcoming Agenda Item 24-938 for April 10, 2024: Authorizing a Five-Year  
Public Property Finance Contract with JP Morgan Chase, N.A., with Two  
One-Year Renewal Options, to Finance the Purchase of Capital Equipment,  
Fleet, and Technology Items  
[City Controller's Office]

**Attachments:**     [Memorandum](#)

- L.     [24-1087](#)     Budget Accountability Report Information as of January 31, 2024  
                            [Budget & Management Services]  
  
          **Attachments:**    [Report](#)
- M.     [24-1088](#)     Technology Accountability Report Information as of February 28, 2024  
                            [Information & Technology Services]  
  
          **Attachments:**    [Report](#)
- N.     [24-1089](#)     Office of the City Auditor Monthly Update on Internal Audit Reports Released  
                            Between January 13, 2024 and February 16, 2024  
                            [Office of the City Auditor]  
  
          **Attachments:**    [Memorandum](#)
- O.     [24-1090](#)     Office of the City Auditor Monthly Update on Internal Audit Reports Released  
                            Between February 17, 2024 and March 15, 2024  
                            [Office of the City Auditor]  
  
          **Attachments:**    [Memorandum](#)
- P.     [24-1091](#)     GPFM Two-Month Forecast  
  
          **Attachments:**    [Forecast](#)

**ADJOURNMENT**

**EXECUTIVE SESSION NOTICE**

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

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

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, MARCH 25, 2024

EXHIBIT B



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MARCH 25, 2024

Item 1:           Approval of the February 26, 2024 Government Performance and Financial Management Committee Meeting Minutes

Councilmember Blackmon moved to adopt the minutes as presented.

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MARCH 25, 2024

BRIEFING ITEMS

Item A:           Impact of AI in Local Government Permit Review

The following individuals briefed the committee on the item:

- John Mirkin, Vice President of Corporate Strategy, AutoReview.AI; and
- Sabrina Dugan, Vice President of Research and Development, AutoReview.AI

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MARCH 25, 2024

BRIEFING ITEMS

Item B: 2023 External Audit Presentation and Discussion

The following individuals briefed the committee on the item:

- Sheri Kowalski, City Controller, City Controller's Office;
- Sara Dempsey, Partner-In-Charge, Weaver; and
- Lance Sehorn, Assistant Controller, City Controller's Office;

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MARCH 25, 2024

BRIEFING ITEMS

Item C:           Inspector General Division Update

The following individuals briefed the committee on the item:

- Bart Bevers, Inspector General, City Attorney's Office; and
- Tammy Palomino, City Attorney, City Attorney's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MARCH 25, 2024

BRIEFING ITEMS

Item D: Annual Investment Policy Review

The following individual briefed the committee on the item:

- Jenny Kerzman, Assistant Director of Treasury, City Controller's Office

Councilmember Mendelsohn moved to forward the item to city council.

Motion seconded by Councilmember Blackmon and unanimously adopted. (Moreno absent when vote taken)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MARCH 25, 2024

DISCUSSION ITEMS

Item E:           Development Services- Monthly Performance Update & Process Map Improvements

Item F:           Review of City Real Estate for Development and Redevelopment Opportunities

The committee discussed the items.

# OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MARCH 25, 2024

## BRIEFING MEMORANDUMS

- Item G: FY 2022-23 Budget Versus Actual End of Year Report
- Item H: Audit of Small Business Center - Minority and Women- Owned Business Enterprises
- Item I: March 27, 2024, Upcoming Agenda Item - 24-847 - Franchise Agreement with Oncor Electric Delivery Company LLC
- Item J: Upcoming Agenda Items 24-833 and 24-834 for March 27, 2024: Authorizing Ordinances for the Issuance and Sale of General Obligation Refunding and Improvement Bonds, Series 2024B; and Combination Tax and Revenue Certificates of Obligation, Series 2024B
- Item K: Upcoming Agenda Item 24-938 for April 10, 2024: Authorizing a Five-Year Public Property Finance Contract with JP Morgan Chase, N.A., with Two One-Year Renewal Options, to Finance the Purchase of Capital Equipment, Fleet, and Technology Items
- Item L: Budget Accountability Report Information as of January 31, 2024
- Item M: Technology Accountability Report Information as of February 28, 2024
- Item N: Office of the City Auditor Monthly Update on Internal Audit Reports Released Between January 13, 2024 and February 16, 2024
- Item O: Office of the City Auditor Monthly Update on Internal Audit Reports Released Between February 17, 2024 and March 15, 2024
- Item P: GPFM Two-Month Forecast

The committee discussed all items.

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, MARCH 25, 2024

EXHIBIT C





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-1400

**Item #:** A.

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

# Memorandum



CITY OF DALLAS

DATE April 23, 2024

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

SUBJECT **Review of City Real Estate for Development and Redevelopment Opportunities**

## **Background**

The purpose of this memorandum is to provide the Government Performance and Financial Management (GPFM) Committee with an update on the review, update, determination of and next steps for opportunities for development and redevelopment of the City's real estate portfolio.

## **Recommended Opportunities for Development/Redevelopment of City Real Estate**

In March 2024, the GPFM Committee was informed that over the last several months, staff from the Departments of Economic Development, Housing and Neighborhood Revitalization, Building Services, Public Works, and the City Manager's Office have been reviewing the City's real estate portfolio, through the lens of opportunities for development or redevelopment. Additionally, consistent with the March 2024 update to GPFM, staff has considered, started, or has obtained the cost for appraisals for the following properties:

1. Executive Airport<sup>1</sup>,
2. Canton St. Service Center,
3. Dallas Water Utilities Property in Hutchins, TX<sup>2</sup>,
4. Vilbig Auto Pound,
5. Oak Cliff Municipal Center (OCMC),
6. North Oak Cliff Library,
7. Park Forest Library,
8. Family Gateway Building,
9. Downtown Courts Building, 5<sup>th</sup> Floor<sup>3</sup>,
10. 606 Good Latimer.

## **Notes**

1. Cost for Executive Airport appraisal is \$43K and funding has been identified by the Aviation Department.
2. Appraisal for this property is nearly complete and should be available for discussion by May 2024 update to the GPFM Committee.
3. The interdepartmental team was considering an appraisal for the Downtown Courts Building, 5<sup>th</sup> floor but Housing and Neighborhood Revitalization has identified a potential use for this space.

4. The appraisal cost for the remaining seven properties is \$36K and staff will seek funding.

### **Next Steps**

As the inter-departmental team is working through the appraisal process for the identified properties, Public Works – Real Estate will begin working on the development of requests for proposals (RFPs) for development/redevelopment opportunities for the following properties:

1. Vilbig Auto Pound,
2. Oak Cliff Municipal Center (OCMC),
3. North Oak Cliff Library,
4. Park Forest Library,
5. Family Gateway Building,
6. 606 Good Latimer.

Given the mixed-use vision for properties 1-4, staff will seek \$600K in funding for brokerage and RFP development services. The RFPs for properties 5-6 will be developed in-house. Staff will request General Fund contingency in the amount of \$636K to fund the appraisal, brokerage services, and RFP development services.

Through September 2024, staff will be working through the appraisal process and development of the RFPs. As the appraisals become available, staff will provide that information to the GPFM Committee. Once the RFPs are developed for the identified properties, that information will also be shared with the GPFM Committee.

In summary, the purpose of this memorandum was to provide the GPFM Committee with an update on the review, update, determination of, and next steps for opportunities for development and redevelopment of the City's real estate portfolio. Should there be any questions, please contact me at [robert.perez@dallas.gov](mailto:robert.perez@dallas.gov).



Robert M. Perez, Ph.D.  
Assistant City Manager

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizzor Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager

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



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-1388

**Item #:** B.

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FY24 Mid-Year Appropriation Adjustments  
[Janette Weedon, Director, Budget & Management Services]



**City of Dallas**

# **FY 2023-24 Mid-Year Budget Amendments**

**Government Performance &  
Financial Management Committee  
April 23, 2024**

Janette Weedon, Director  
Chan Williams, Assistant Director  
Ivan Guel, Assistant Director  
Budget & Management Services

# Overview



- Background
- Overview of amendments to FY 2023-24 budget ordinance
- Recommendation and next steps



# Background



- City Charter Chapter XI
  - Annual appropriation ordinance approved by City Council establishes appropriations (Sec. 3)
  - City Council may transfer appropriations between departments, divisions, or purposes (Sec. 4)
  - City Council may appropriate excess revenue (Sec. 5)
  - City Charter does not allow for expenditure of City funds without sufficient appropriation (Sec. 6)
- City Council adopted FY 2023-24 Operating, Grants/Trust and Capital Budget ordinance on 9/20/23
- City Council amended the FY 2023-24 Operating, Grants/Trust and Capital Budget ordinance on 2/28/24 for ARPA reallocation and reprogramming
- Amendments are required to ensure compliance with City Charter and to ensure adequate departmental appropriations are available through 9/30/24



- Ordinance amendments may include:
  - Use of General Fund contingency reserve
  - Appropriation of excess or unbudgeted revenue
  - Adjustments to address forecast overruns
  - Appropriation for new programs and services
  - Grant, Trust, and Other Funds revenue and expenditure increases
  - Enterprise Funds/Internal Service revenue and expenditure increases
  - Capital appropriation adjustments
  - Appropriation adjustments previously approved by City Council resolution



# Overview of Amendments by Fund (\$ in millions)



Fund Category	FY 2023-24 Amended Budget*	Appropriation Amendments	FY 2023-24 Amended Budget
General Fund	\$1,837.6	\$2.8	\$1,840.4
Grant Funds, Trust, and Other Funds	332.8	164.0	496.8
Enterprise Funds	1,401.6	98.8	1,500.4
Internal Service/Other Funds	268.3	2.3	270.6
Capital Funds	797.1	640.0	1,437.1
Total	\$4,637.4	\$907.9	\$5,545.3

\*Reflects amended budget approved by City Council on February 28, 2024



# General Fund Amendment Overview



- Ordinance reflects \$2.8M General Fund contingency reserve transfer:
  - Park and Recreation – \$2.2M - Use of contingency reserve for preventative maintenance at Fair Park and Old City Park programming
  - Public Works – \$0.6M - Use of contingency reserve for appraisal cost, brokerage services, and RFP development services for potential redevelopment of city-owned properties



# General Fund Amendment Overview



- Net-zero transfers between departments will be used at mid-year to support:
  - City Manager's Office - Allocation of one-time termination payment from Salary & Benefit Reserve - \$0.4M
  - Office of Homeless Solutions – Reallocate funding within department to add one Senior Grants/Contract Compliance Specialist position
  - Dallas Fire Rescue – Additional funding from Aviation to add 3 new Lieutenant positions
- Salary and Benefit (S&B) Reserve will be used at mid-year to support:
  - Termination payment - \$0.4M
  - Remaining S&B eligible costs overruns will continue to be monitored for possible adjustment at year-end



# Grant, Trusts and Other Fund Amendment Overview



- American Rescue Plan Act (ARPA)
  - President Biden signed the \$1.9 trillion American Rescue Plan Act (ARPA) of 2021 into law on March 11, 2021
  - City of Dallas received \$355.4M in Local Fiscal Recovery Funds
    - All funds were allocated in September 2021 based on a three-year spending plan - FY 2021-22, FY 2022-23, and FY 2023-24
    - In September 2021, City Council approved the initial Spending Framework
    - In May 2023, City Council approved the first reallocation of ARPA funds
    - In February 2024, City Council approved an additional reallocation of ARPA funds



# Grant, Trusts and Other Fund Amendment Overview



- American Rescue Plan Act (ARPA)
  - \$159.3M transfer from ARPA Fund to the General Fund for Dallas Fire Rescue (DFR)
    - Approved by City Council on February 28, 2024
    - Additional step required to facilitate the approved transfer
    - Funding reallocation from American Rescue Plan Act (ARPA) to General Fund
    - General Fund revenue capacity transferred to multi-year fund to continue programs/projects



# Grant, Trusts and Other Fund Amendment Overview



- American Rescue Plan Act (ARPA)
  - On February 28, 2024, City Council considered ARPA reprogramming recommendation
    - Staff identified 6 programs/projects for reprogramming, allocation of interest earnings, and allocation of FEMA reimbursement for total reprogramming of \$28.1M
    - Recommendation identified 10 new programs/projects for funding consideration however City Council only approved 4 new programs/projects and reprogrammed \$18.5M
    - City Council requested additional discussion at the Government Performance and Financial Management (GPFM) Committee meeting on April 23, 2024, and City Council on May 1, 2024
    - Remaining balance of \$9.6M for funding consideration



# Grant, Trusts and Other Fund Amendment Overview



- American Rescue Plan Act (ARPA)
  - ARPA Proposed Reprogramming by Department
- Chart reflects City Council approved reprogramming on February 28, 2024
- This chart reflects net \$0 changes

Dept	Amount	Source of Funds - Description
BMS	\$(7,615,878)	Interest earnings and reimbursement from FEMA.
OEI	(17,961,207)	Bridge the digital divide through education, infrastructure, and equitable access.
OCA	(550,000)	Renovate and equip the multiform theater spaces, arts and culture within the City of Dallas. Providing affordable safe spaces to perform.
OCA	(325,000)	Cultural center programming, facilities upgrade & cultural library programing.
POM	(1,673,965)	Personal protective equipment and disinfection.
	<b>\$(28,126,050)</b>	<b>Total Source of Funds</b>
Dept	Amount	Use of Funds - Description
<b>Programs/Projects Approved by City Council – February 28</b>		
BSD	\$7,659,542	City Hall – Generators \$6.5M and Electrical \$1.2M.
BSD	6,400,000	Grant Match for Solar \$2M, Resilience at MLK \$1.4M, and Citywide Deferred Maintenance \$3M.
IITS/DFR	3,237,908	Fire Station Alerting System.
CCS	1,200,000	Demolition.
	<b>\$18,497,450</b>	<b>Total Use of Funds Approved February 28</b>
<b>Remaining Projects for Consideration</b>		
OBM	\$5,000,000	General Fund departments moving to Stemmons.
OHS	2,500,000	Permanent Supportive Housing.
BMS	1,738,600	Compliance monitoring – contract services.
SBC	100,000	Compliance and monitoring.
ATT	50,000	Legal compliance support.
	<b>\$9,628,050</b>	<b>Total Use of Funds Pending Approval May 8</b>
	<b>\$28,126,050</b>	<b>Total Use of Funds</b>





# Grant, Trusts and Other Fund Amendment Overview



- Additional appropriation adjustments within Grants, Trusts, and Other Funds are supported by additional revenues that have become available during the fiscal year or net zero transfers
  - Other – close-out of old grant funds - \$2.7M
  - Transportation (Parking Lots and Bike Lane Funds) - \$0.9M
  - Opioid Abatement Fund - \$0.6M
  - Development Services - Reforestation - \$0.3M
  - Public Improvement Districts - \$0.2M





# Enterprise Fund Amendment Overview



- Appropriation adjustments within Enterprise Funds are supported by increased revenues or available fund balance from FY 2022-23 end-of-year
  - Convention & Event Services - \$15.8M
    - Use of fund balance to support capital construction
  - Stormwater Drainage Management - \$9.0M
    - Appropriations approved by the City Council since 10/1/2023 - \$6.0M
    - Use of fund balance to support capital construction and equipment purchases - \$3.0M
  - Dallas Water Utilities - \$74.0M
    - Use of fund balance to support capital construction and equipment purchases



# Internal Service Fund Amendment Overview



- Appropriation adjustment within Internal Service Fund is supported by increased revenues or available fund balance
  - Equipment and Fleet Management - \$2.3M
    - Supports additional maintenance/vehicle part costs to support Sanitation and purchase of replacement vehicles for Dallas Water Utilities



# Capital Fund Amendment Overview



- Appropriation adjustments for capital funds reflect adjustments previously approved by City Council, new appropriation requests, and transfers between funds
  - Previously approved adjustments - \$95.1M
    - Appropriations approved by the City Council since 10/1/2023
  - New appropriation requests - \$544.9M



# Capital Fund Amendment Overview



- New appropriation requests, and transfers between funds
  - 2017 Bond Program Overruns - \$215.0M
    - City Council approved authorization to issue Certificates of Obligation on March 27, 2024
    - Street and Transportation – \$183.8M
    - Park and Recreation Facilities - \$1.2M
    - Flood Protection and Storm Drainage Facilities - \$30.0M
  - Supports Fair Park, and Stormwater projects - \$127.0M
    - City Council approved authorization to issue Certificates of Obligation on March 27, 2024
    - Adopted budget and previous City Council resolution included budget appropriation for street improvements, and Fair Park
  - Dallas Water Utilities - \$74.0M
    - \$51.0M for reducing commercial paper outstanding
    - \$14.0M for new billing system
    - \$9.0M for construction of new service center



# Capital Fund Amendment Overview



- New appropriation requests, and transfers between funds
  - Supports Trinity East Energy Settlement - \$53.8M
    - City Council approved authorization to issue Certificates of Obligation on February 14, 2024
    - Settlement disbursed on March 27, 2024
  - Supports existing Fire Apparatus/Ambulance and General Fleet purchases - \$45.5M
    - City Council approved authorization to issue Equipment Acquisition Notes on November 8, 2023
  - Supports Information Technology Services investments - \$24.4M
    - City Council approved a new Master Lease Program on April 10, 2024
    - Appropriations reflect delayed projects in FY 2022-23 and planned projects in FY 2023-24
  - Supports Stormwater Drainage Management - \$3.0M
  - Other Appropriations - \$2.3M
    - Supports EFM vehicle purchases, interest earnings, and close-out of old bond



# Recommendation and Next Steps



- Staff recommends amending the FY 2023-24 budget appropriation ordinance
- City Council will consider the ordinance amendment on May 8, 2024
- Continue to monitor/forecast revenue and expense, and report to GPFM through Budget Accountability Report (BAR)
- Brief GPFM on year-end adjustments and seek City Council approval in September





**[financialtransparency.dallascityhall.com](https://financialtransparency.dallascityhall.com)**







**City of Dallas**

# **FY 2023-24 Mid-Year Budget Amendments**

**Government Performance &  
Financial Management Committee  
April 23, 2024**

Janette Weedon, Director  
Chan Williams, Assistant Director  
Ivan Guel, Assistant Director  
Budget & Management Services





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-1389

**Item #:** C.

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FY 2024-25 Planned Budget:

Office of Government Affairs

[Carrie Rogers, Director, Office of Government Affairs]

Office of Procurement Services

[Danielle Thompson, Director, Office of Procurement Services]

Office of Risk Management

[Zeronda Smith, Director, Office of Risk Management]

Communications, Outreach, and Marketing

[Susana Solis, Interim Director, Communications, Outreach, and Marketing]

Human Resources

[Nina Arias, Director, Human Resources]



**City of Dallas**

# **Office of Government Affairs**

## **Government Performance and Financial Management Committee**

**April 23, 2024**

Carrie Rogers, Director  
Office of Government Affairs

# Purpose



- Provide an overview of the Office of Government Affairs FY24 budget and organization

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

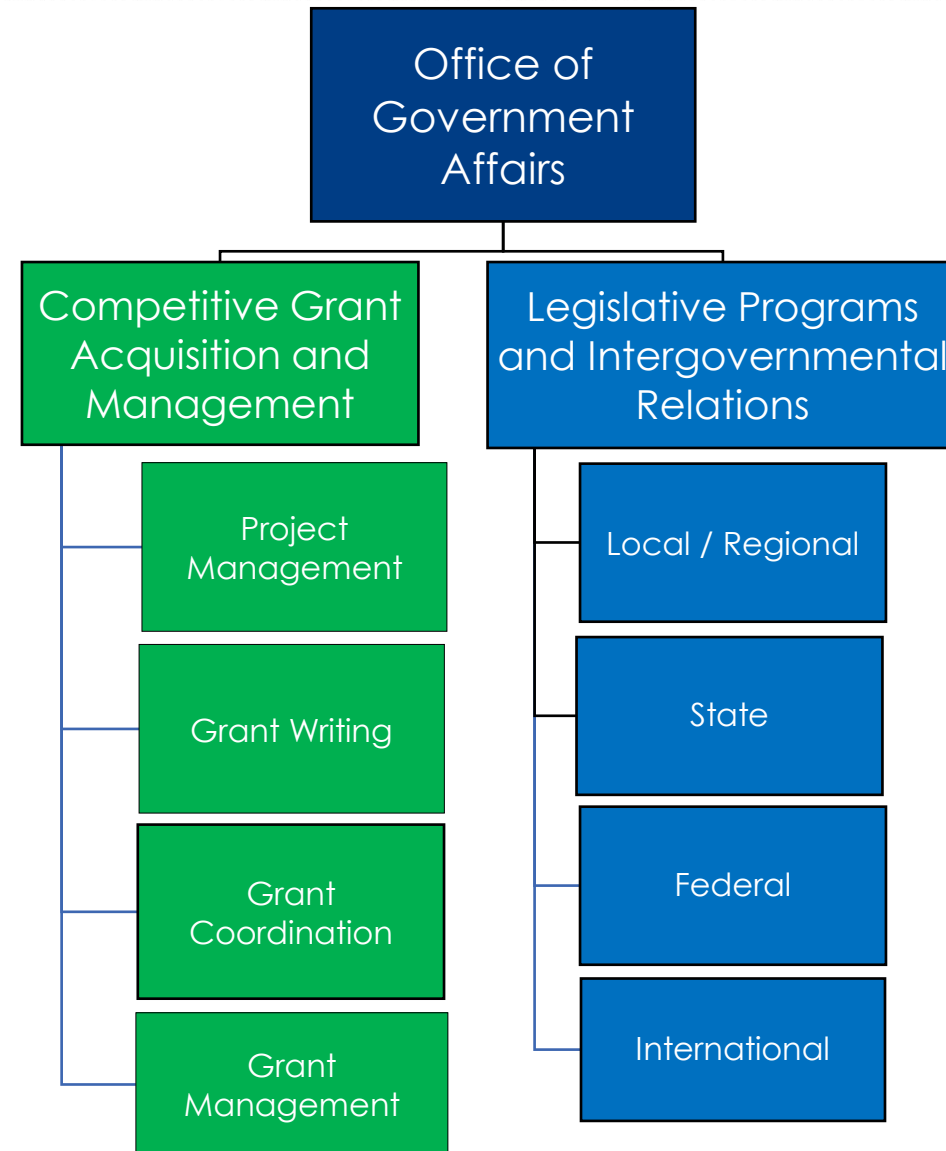
# Role of the Office of Government Affairs



- Serves as the primary connection between the City, elected officials, peer departments and partner governmental entities and agencies; maintains a communication network of policy makers, partner organizations, and key stakeholders.
- Advocates and influences, builds coalitions and relationships to best strategically position the city on key legislation and policies and capture competitive funding for city programs
- FY24 Department Goals
  - ❑ Advance the City's local, state, federal , and international policy priorities
  - ❑ Elevate the City of Dallas global reputation through the execution of the international strategy plan to generate favorable outcomes
  - ❑ Successfully lead, coordinate, manage, and complete the 2024 Charter Review Commission process
  - ❑ Secure grant funding for a variety of City programs and initiatives focused on priority indicators



# Organizational Chart



# Total Budget – All Funds



Service	FY 2023-24 Budget	FY 2024-25 Planned
General Fund	\$1,112,725	\$1,166,649
Total	\$1,112,725	\$1,166,649



# Budget Summary by Service



Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Office of Government Affairs	\$989,624	\$1,112,725	\$1,100,155	\$1,166,649
Expense Total	\$989,624	\$1,112,725	\$1,100,155	\$1,166,649

\*January 2024 Forecast





# Position Overview



Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
General Fund	9	9	0
Grant, Trust, and Other Funds	0	1	1
Total	9	10	1

- Added a new Justice Assistant Grant (JAG) Coordinator in FY 2023-24. The position is 100% funded by the grant and will coordinate/monitor the implementation of the program.





# Operating Expense and Revenue



Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	\$772,692	\$955,687	\$938,200	\$1,003,381
Supplies – Materials	\$3,297	\$8,620	\$8,620	\$8,620
Contractual – Other Services	\$251,762	\$226,817	\$231,734	\$233,047
Capital Outlay	\$0	\$0	\$0	\$0
Reimbursements	(\$38,126)	(\$78,399)	(\$78,399)	(\$78,399)
Department Expense Total	\$989,624	\$1,112,725	\$1,100,155	\$1,166,649
Department Revenue Total	\$0	\$0	\$0	\$0

\*January 2024 Forecast



# Performance Measures



Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Percentage of legislative priorities achieved	60.0%	50.0%	50.0%	50.0%
Competitive grant dollars received per general fund dollar spent on fund development salaries	\$55	\$55	\$302**	\$55
*Number of community engagement activities to gather feedback on the City's federal and state legislative priorities	4	4	4	4
Number of competitive grant referrals sent to other departments	150	120	150	120

\*FY 2023-24 – 1Qtr Report

\*\*For each of the 8 employees in OGA, the return to the City is \$26 million+ in FY 2023.





# Summary of Services, Programs and Activities

# Summary of Services, Programs, and Activities



- Local, (State), Federal and International legislative priorities
- Intergovernmental partnerships
- Competitive Grants
- Education Stakeholders
- Opioid Strike Force / Policy Engagement
- Charter Review and Outreach
- Memberships





**City of Dallas**

# **Office of Government Affairs**

## **Government Performance and Financial Management Committee**

**April 23, 2024**

Carrie Rogers, Director  
Office of Government Affairs





**City of Dallas**

# **Procurement Services & Express Business Center**

**Government Performance & Financial  
Management Council Committee**  
**April 23, 2024**

Danielle Thompson, Director  
Procurement Services

# Purpose



- Provide an overview of the Office of Procurement Services & the Express Business Center
- Highlight department program, services, and activities

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



# Role of the Department



- The Office of Procurement Services (OPS) is responsible for purchasing the City's goods and services.
- The Express Center and City Store are both public facing store front operations that provide services for all printing/copying business needs and the selling of City surplus property, including impounded vehicles, City fleet, and unclaimed confiscated goods.





# Role of the Department



## Mission

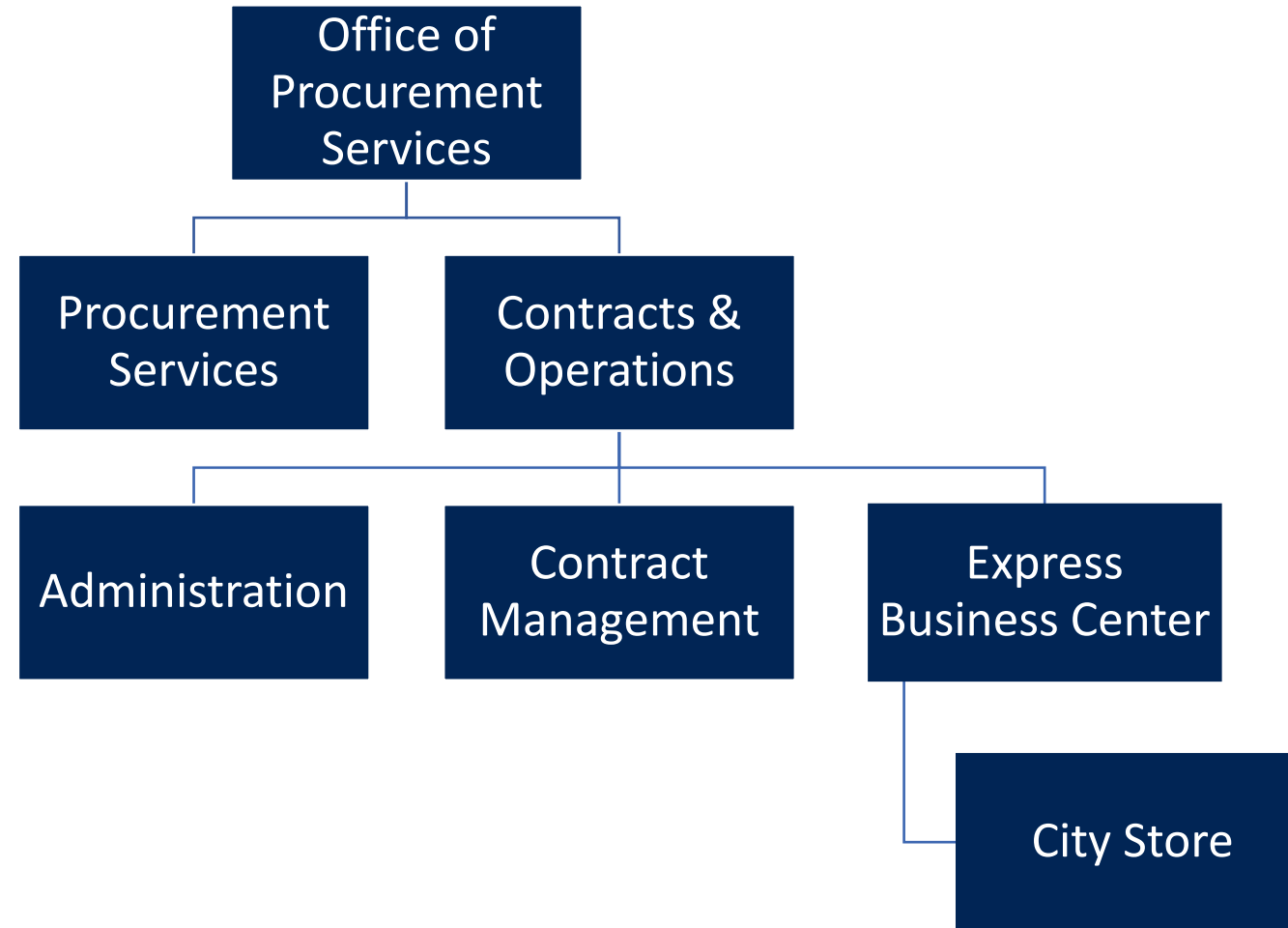
- Provide excellent customer service with strategic and sustainable purchasing, increasing competition, transparency, and equity in all procurement for goods and services.
- Provide excellent customer service with efficient and cost-effective methods of disposal of surplus and unclaimed property, reprographic services, notary, and City postal needs.

## Department Goals

- Monitor and report compliance with AD 4-5 citywide procurement AD 4-15 the citywide procurement and travel card program.
- Continue master class training, technical assistance, outreach and community engagement to increase and build a pipeline of diverse contractors, vendors, and suppliers to increase economic stability and equity.
- Continue implementation of Lean Sigma process improvement projects and identify operational enhancements as a result of the Salesforce deployment.
- Increase revenue through effective and wide-spread marketing of City Store auctions of unclaimed property.



# Organizational Chart



# Total Budget – General Fund



Service	FY 2023-24 Budget	FY 2024-25 Planned
General Fund	\$3,500,823	\$3,685,505
Total	\$3,500,823	\$3,685,505

- Major Budget Item

- FY 2023-24 budget added four Procurement Specialist positions and one Procurement Manager for contract compliance and bid solicitation (3.75 FTEs). FY 2024-25 reflects the full-year funding of the positions added in FY 2023-24.



# Position Overview



Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
General Fund	34	34	0
Total	34	34	0



# Budget Summary by Service



Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Purchasing-Contract Management	\$2,747,555	\$3,500,823	\$2,967,025	\$3,685,505

\*January 2024 Forecast



# Operating Expense and Revenue



Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	\$2,177,032	\$2,888,612	\$2,341,551	\$3,064,048
Supplies - Materials	\$9,549	\$21,806	\$21,806	\$9,306
Contractual – Other Services	\$560,975	\$590,405	\$603,668	\$612,151
Capital Outlay	\$0.00	\$0.00	\$0.00	\$0.00
Reimbursements	\$0.00	\$0.00	\$0.00	\$0.00
Department Expense Total	\$2,747,555	\$3,500,823	\$2,967,025	\$3,685,505
Department Revenue Total	\$185,348	\$225,000	\$225,000	\$225,000

\*January 2024 Forecast



# Revenue Overview



- Revenue reflects BuyBoard and Cooperative Rebates



# Performance Measures



Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024- 25 Target
Completion rate for informal solicitations	N/A	80.0%	87.7%	80.0%
Dallas Contracting Officer Representative Program Completion Rate	78.4%	75.0%	100.0%	75.0%
Percentage of extensions completed within 15 business days	41.4%	80.0%	92.3%	80.0%
Percentage of procurement Masterclass training & technical assistance in Black and Hispanic neighborhoods	81.9%	50.0%	81.0%	50.0%
Percentage of informal solicitation requests (<\$50k) processed within 15 business days	22.2%	80.0%	N/A	80.0%

\*FY 2023-24 – 1Qtr Report





# Total Budget – Express Business Center



Service	FY 2023-24 Budget	FY 2024-25 Planned
Internal Service	\$2,152,280	\$2,185,965
Total	\$2,152,280	\$2,185,965



# Position Overview



Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
Internal Service	10	10	0
Total	10	10	0



# Budget Summary by Service



Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Disposal of Surplus and Police Unclaimed Property	\$422,030	\$462,027	\$467,659	\$552,186
Business Services	\$2,321,943	\$1,690,253	\$1,712,314	\$1,633,779
Expense Total	\$2,743,973	\$2,152,280	\$2,179,973	\$2,185,965

\*January 2024 Forecast



# Operating Expense and Revenue



Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	\$594,303	\$795,481	\$776,581	\$817,724
Supplies - Materials	\$2,281,141	\$1,932,553	\$1,936,928	\$1,826,919
Contractual – Other Services	\$1,079,642	\$624,246	\$666,464	\$741,322
Capital Outlay	0	0	0	0
Reimbursements	(\$1,211,113)	(\$1,200,000)	(\$1,200,000)	(\$1,200,000)
Department Expense Total	\$2,743,973	\$2,152,280	\$2,179,973	\$2,185,965
Department Revenue Total	\$3,068,217	\$2,868,790	\$2,968,756	\$2,868,790

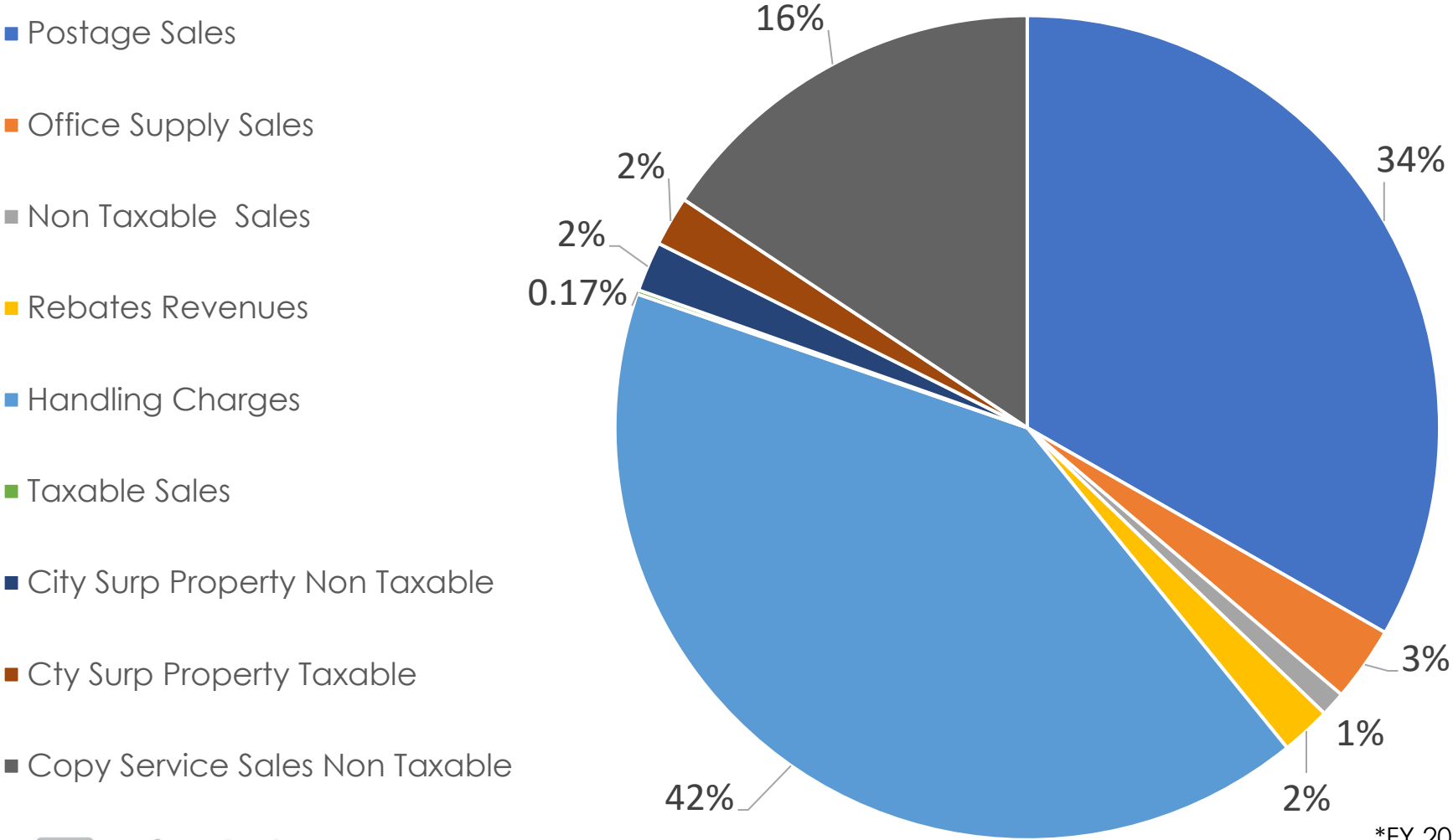
\*January 2024 Forecast



# Revenue Overview



Express Business Center and City Store Revenue



\*FY 2023-24 Adopted Budget Revenue



# Performance Measures



Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Percentage of reprographic completed within three business days	99.1%	95%	100%	95%
Customer satisfaction rate	N/A	98.0%	N/A	98.0%
Percentage of mail delivered to post office same day received	99.8%	90.0%	100.0%	90.0%

\*FY 2023-24 – 1Qtr Report





# Summary of Services, Programs and Activities

# Summary of Services, Programs, and Activities



- Prior to 2001, each city department managed their own purchases, then the City centralized procurement functions for all Goods and Services. As a result of an independent consultant study of the City's procurement structure, it was recommended to form an independent, ethical and compliant central department.
- Since its formation, the M/WBE program was part of Procurement Services, until 2017 when the Office of Business Diversity was established.
- Contract Management division was formed in May 2019 because of the 2019 City Council retreat where contractor accountability was identified as a strategic priority.





# Summary of Services, Programs, and Activities



- **Administration** – Provides open record requests, manages the citywide purchasing and travel cards program, procurement advertisements, bid opening, Racial Equity Plan, outreach, engagement, Sustainable Procurement.
- **Purchasing** - Purchases goods along with general and professional services. Under \$3,000, Under 100K, Over \$100k, Living Wage, Sole Sources, Interlocal Agreement and Cooperatives.
- **Contract Management** - Provides citywide contract compliance training, manages contract modification, ratifications and vendor services. administrative actions, price increases, terminations, ARPA grant reporting and services for personal protective equipment (PPE).
- **Express Business Center** - Provides reprographic services, manages City office supplies and mail services (revenue generating).
- **City Store** - Disposes and sales surplus, police-confiscated, and unclaimed property in compliance with Administrative Directive 6-1 and the City Charter. Also manages public auctions, sealed bids, and a store front concept (City Store) to display and sell a wide range of property to the public (revenue generating).



# Summary of Services, Programs, and Activities



- **Budgeting for Equity goals include:**

- Increase procurement educational training in predominantly equity priority areas from zero to four annually by May 2024.
- Increase opportunity for Minority/Women Business Enterprises (M/WBE) firms to propose or bid where the City's M/WBE program does not apply by October 2027
- Increase the amount or percentage of large contracts broke down to smaller contracts targeting M/WBE from 0 to 15 by the end of 2024.



# Summary of Services, Programs, and Activities



- **Local Preference Program** - The city's local preference program values the participation of companies who have their principal place of business in the City of Dallas and who hire City of Dallas residents.
- **Living Wage** - On November 10, 2015, the Dallas City Council passed Resolution 15-2141 which requires suppliers awarded general service contracts valued greater than \$50,000 to pay their employees rendering services on the contract not less than the "living wage" rate.
- **Sustainable Procurement** - May 26, 2021, the City Council unanimously passed a sustainable procurement policy. The Sustainable Procurement Working Group is lead by OPS, in collaboration with OEQS, OEI, SBC, and Economic Development.
- **D-COR** - Dallas Contracting Officer Representatives citywide contract management, procurement and vendor management training and certification program.



# Summary of Services, Programs, and Activities



- **Debriefs** - OPS facilitates a meeting, where the evaluators and vendors meet to review and discuss the proposals strengths and the areas to be developed.
- **Vendor Meet & Greet** - Meet and greet sessions are hosted by OPS staff, where firms can share and even demonstrate their products and services.
- **Master Class Series** - The six-month series was created to strengthen effective working relationships, education, and intensive departmental technical assistance by City of Dallas subject matter experts and executives.
- **Procurement Quarterly Report** - OPS compiles, distributes then conducts outreach training sessions to teach these businesses how to use the information in the report to prepare bids/proposals, scale resources, plan, and partner for success.





# Update on Budget Initiatives



# Update on Budget Initiatives

- Lean Six Sigma Process Improvement is currently in full implementation. We are continually analyzing projects and identify operational enhancements.
- Procurement salesforce deployment is also fully rolled-out with user acceptance in all city departments. New phase includes automation of EBC and City Store operations.
- City-wide refresher training sessions and technical assistance office hours on the Improved Procurement Process and Salesforce will take place in June and July for all city staff.
- Five new FTEs from FY 23-24 Budget have been filled through a Special Needs process to conduct temp to hire fulfillment of all vacancies.
- Junk-It services now available for departments that need to dispose of junk items







**City of Dallas**

# **Procurement Services & Express Business Center**

**Government Performance & Financial  
Management Council Committee**  
**April 23, 2024**

Danielle Thompson, Director  
Procurement Services



**City of Dallas**

# Office of Risk Management

**Government Performance &  
Financial Management  
April 23, 2024**

Zeronda Smith, Director  
Office of Risk Management



# Purpose



- Provide an overview of the Department of Risk Management
- Highlight department program, services, and activities

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

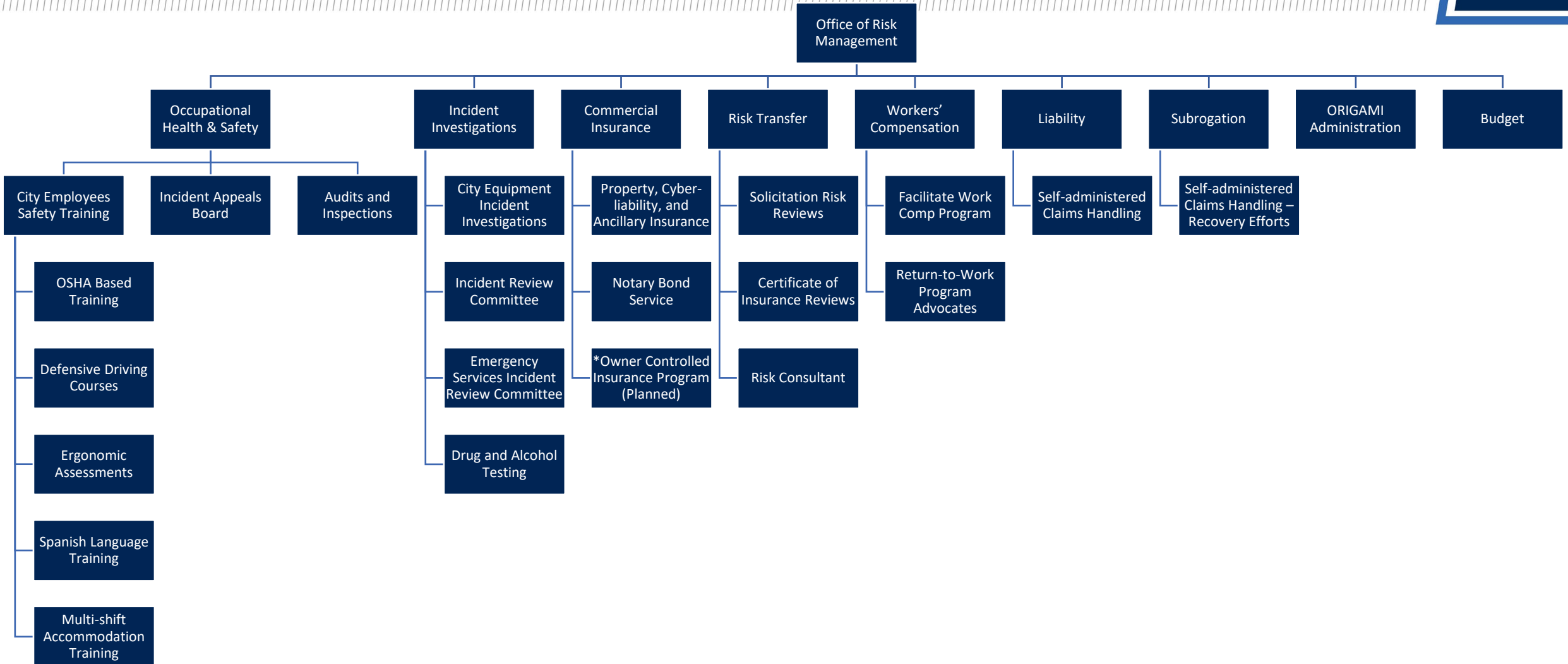
# Role of the Department / Fact Sheet



- **Mission** - Our mission is to protect City employees and assets by guarding against risks and safety hazards.
- **Department Goals** – Promote and provide safe work environments, increase safety awareness, manage resources, and transfer risks while upholding the commitment of a **Service First Culture** and the City's core values of **Empathy, Equity, Excellence, Ethics, and Engagement.**



# Organizational Chart



\*Owner Controlled Insurance Program (OCIP) Planned for FY 2024

\*\*56 positions



# Total Budget – All Funds



Service	FY 2023-24 Budget	FY 2024-25 Planned
Internal Service Fund	\$6,576,610	\$7,232,287
<b>Total</b>	<b>\$6,576,610</b>	<b>\$7,232,287</b>



# Position Overview



Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
Internal Service Fund	56	61	5
<b>Total</b>	<b>56</b>	<b>61</b>	<b>5</b>

- Two (2) Designated Employee Representatives (Required by the Department of Transportation) to manage the City's drug and alcohol testing program
- One (1) Claims Administrator to oversee the City's claims divisions (e.g., workers' compensation, liability, and subrogation, etc.)
- One (1) Workers' Compensation Claims Manager to oversee the workers' compensation division and return to work program
- One (1) Executive Assistant to the ORM Director to provide extensive administrative support to department management



# Budget Summary by Service



Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Risk Management Services	\$5,618,805	\$6,576,610	\$6,483,889	\$7,232,287
Expense Total	\$5,618,805	\$6,576,610	\$6,483,889	\$7,232,287

\*January 2024 Forecast



# Operating Expense and Revenue



Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	\$4,609,048	\$5,480,762	\$5,388,041	\$6,055,815
Supplies - Materials	15,878	23,296	23,296	33,675
Contractual – Other Services	1,184,208	1,239,110	1,239,110	1,309,355
Reimbursements	(180,296)	(166,558)	(166,558)	(166,558)
Department Expense Total	\$5,628,838	\$6,576,610	\$6,483,889	\$7,232,287
Department Revenue Total	\$4,349,096	\$6,576,610	\$6,576,610	\$7,232,287

\*January 2024 Forecast



# Revenue Overview



- Summary of revenue – ORM is an Internal Service Fund department and revenue is from charge back to customer departments / funds





# Performance Measures



Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Average cost per workers' compensation claim	\$6,222	\$6,600	\$6,600	\$6,600
Claimant contact within 24 hours of new claim notice rate	99.7%	98.0%	100.00%	98.0%
Commercial Driver's License (CDL) workforce drug test rate	63.20%	50%	50%	50%
Subrogation monies recovered	\$575,265	\$456,898	\$1,000,000	\$456,898
Percentage of monies recovered from subrogation claims	126%	100%	100%	100%
Number of safety training courses offered outside of regular hours (multi-shift schedule)	106	95	95	95
Number of employee training courses offered in Spanish	39	36	36	36

\*FY 2023-24 – 1 Qtr Report





# Summary of Services, Programs and Activities



**ORM provides comprehensive risk management services to enable the City to optimize its level of risk in decision making to meet the objectives under the guidelines and laws of:**

- Federal Occupational Health and Safety Administration
- Texas Department of Insurance – Workers' Compensation Division
- Texas Department of Transportation
- Texas Tort Claims Act
- City Ordinances

# Workers' Compensation/Return-to-Work



## Work Comp Process

- Review and confirm new injuries reported via Origami Risk and report then to the TPA w/in 24hrs
- Medical network notification
- Implement and track injury leave usage
- Report reduced wages/ supplementation) for lost time claims to CCO
- Manages the various "leave" statuses

## Third-party Vendor

- Tristar – Claims handling TPA
- Injury Management Organization (IMO) – Medical Network
- Private investigators
- Quarterly file reviews

## Return-to-Work

- Occupational
- Non-occupational
- Limited Duty
- Work restrictions



# Occupational Health & Safety (OHS)



## Training

- Position specific safety training for all City employees, excluding DFR and DPD
- Big 7 Training – High Hazard
- Defensive Driving Course training
- Annual Safety Conference

## Field

- Safety observation audits
- Workplace exposure assessments
- Insurance carrier site inspections

## Drug and Alcohol Testing

- DOT required testing for CDL driver employee population
- DOT required Designated Employee Representative (DER)
- Post-accident
- Randoms
- Reasonable Suspicion
- Pre-employment candidates (If required)
- Promoted employees (if required)

## Ergonomic Office Assessments

- Hands-on onsite chair/desk assessment
- Written recommendations

## Appeals Board Process

- Review all appeal requests
- Schedule appeal hearings
- Chair the appeals process
- Track rulings



# City Equipment Incident (CEI) Investigation



## Investigators Unit

- Respond and conduct on-scene investigations for all incidents involving city vehicles and equipment
- Conduct reviews and assessments of City equipment incidents
- Retrieve DPD dashcam videos
- Canvas area business and homes for video
- Complete digital reports in Origami

## Safety Specialists Unit

- Review all CEI reports
- Determine preventability and classification rating of incidents
- Work with department supervisors
- Incident Review Committee members
- Emergency Services Incident Review Committee members



# Risk Transfer



## Risk Reviews

- Origami electronic submission
- RFP, Bids, AAs, etc.
- Insurance requirements

## Insurance Compliance/Tracking

- Review submitted COIs and policies
- Compliance memo
- Exception memo responses
- Waiver of requirement memo
- Bonds

## Training

- Train departments and new hires
- Pending – vendor workshop

## Audits

- Senior Risk Analyst (SRA) risk review
- Senior Risk Analyst (SRA) COI review



# General Liability/Subrogation Claims



## Liability Claims

- Personal Injury
- Property Damage
- Auto Liability

## Subrogation Claims

- Workers' Compensation
- Fire Hydrant
- Traffic Signal
- Property Damage (BSD)
- Property Damage (AOB)
- Direct submitted by department

## Claim Process

- Claim management from cradle to grave self-administering
- Electronic claim filing
- Electronic check signing

## Complete digital files in Origami

- Audit claim files
- Work with CAO and departments
- CEI Investigator reports
- DPD police reports





# Commercial Insurance



## Renewal Process

- RFP Process for broker services
- Construction values and schedule monitoring
- Schedule of Values (SOV)
- Total Insured Values (TIVs)
- Newly acquired building values
- Demolished or sold building schedule
- Complete various lines applications and obtain required information from departments

## Commercial Property Insurance Renewal

- Property
- Boiler & Machinery
- Aviation
- Commercial Crime
- Fine Arts
- Flood

## \*OCIP/ROCIP

- Owner Controlled Insurance Program
- Rolling Owner Controlled Insurance Program
- KBHCC Masterplan
- OCIP Broker Services

## Other Insurance Renewal

- Excess Workers' Compensation
- Cyber-liability
- Crime
- Drones
- Auto Property Damage Vehicles valued \$100K >
- Auto Liability for SWAT doctor vehicle
- Homeowners Association (HOA) General Liability
- Media/Broadcasters Professional Liability
- Skating Rink – General Liability
- IBM Garage – Liability and Excess

## Self-insured

- Workers' Compensation
- General Liability
- Auto Liability

\*Owner Controlled Insurance Program (OCIP) Planned for FY 2024 – April 24<sup>th</sup> Agenda





**City of Dallas**

# Office of Risk Management

**Government Performance &  
Financial Management  
April 23, 2024**

Zeronda Smith, Director  
Office of Risk Management



**City of Dallas**

# **Communications, Outreach & Marketing**

**Government Performance and  
Financial Management Committee  
April 23, 2024**

Susana Solis, Director (I)  
Jennifer Brown, Assistant Director (I)  
Communications, Outreach & Marketing



# Purpose



- Provide an overview of Communications, Outreach and Marketing
- Highlight department program, services, and activities

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

# Role of the Department



The City of Dallas Communications, Outreach and Marketing (COM) Department's mission is to effectively engage with the diverse communities of Dallas through strategic communication, innovative outreach, and impactful marketing initiatives. By fostering transparency, promoting city services, and amplifying civic pride, we aim to build strong connections, enhance trust, and empower residents to actively participate in shaping the future of our vibrant city.



# Role of the Department



- Services Include:
  - Public Information, Project Management, Marketing Planning
  - Crisis Communications and Emergency Activation
  - Media Monitoring, Relations, Engagement and Training
  - Outreach & Community Engagement
  - Language Access; Translation and Interpretation
  - Broadcast, Video Production & A/V Support
  - Social Media, Graphic Design, Brand Adherence & Development of Visual Identity



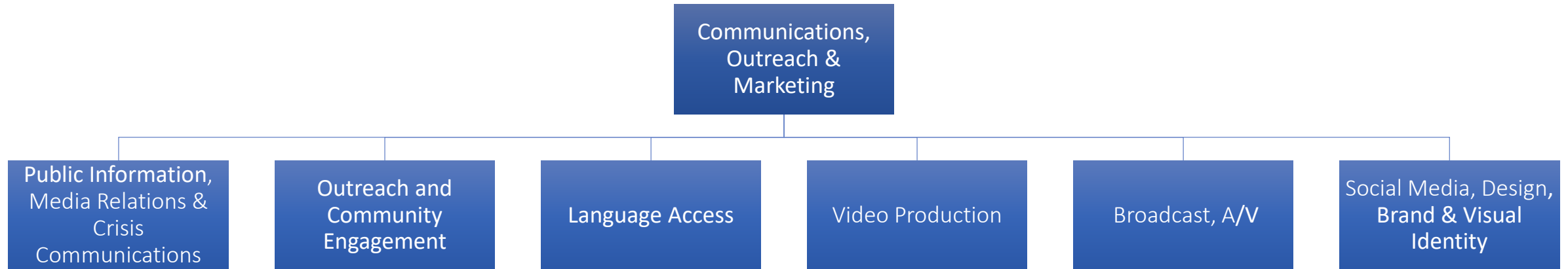
# Role of the Department



- Department Goals:
  - Provide timely and accurate information in time of emergency and crisis
  - Support equitable community outreach and engagement with residents, nonprofits and businesses
  - Increase creation and engagement of original multilingual content
  - Leverage Fair Park Multimedia Center to increase original content marketing Dallas
  - Market public service career opportunities, building the City's talent pipeline
  - Create programs engaging residents and stakeholders through broadcast and digital channels
  - Develop a unified Dallas brand and enhance brand compliance
  - Provide thought leadership for strategic media relations and digital content Citywide



# Organizational Chart





# Total Budget – All Funds



Service	FY 2023-24 Budget	FY 2024-25 Planned
General Fund	\$3,777,588	\$3,954,586
Total	\$3,777,588	\$3,954,586



# Position Overview



Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
General Fund	30	30	0
Total	30	30	0



# Operating Expense and Revenue



Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	\$2,085,987	\$2,751,225	\$2,498,112	\$2,911,385
Supplies - Materials	\$28,890	\$38,860	\$38,714	\$40,326
Contractual – Other Services	\$695,512	\$987,503	\$987,503	\$1,002,875
Capital Outlay	\$0	\$0	\$0	\$0
Reimbursements	(\$132,866)	\$0	\$0	\$0
Department Expense Total	\$2,677,522	\$3,777,588	\$3,524,329	\$3,954,586
Department Revenue Total	\$0	\$0	\$0	\$0

\*January 2024 Forecast



# Performance Measures



Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Percentage increase engagement with City of Dallas social media content	3.3%	20.0%	20.0%	20.0%
Value of positive earned media mentions	\$59,028,627	\$100,000,000	\$100,000,000	\$100,000,000
Percentage increase of Spanish text notification subscribers	N/A	15%	25%	15%
Percentage increase of advertisement related to citywide and department-specific initiatives (New)	N/A	25%	25%	25%
Percentage increase of original content created at the Fair Park Multimedia Center (New)	N/A	25%	25%	25%
Percentage increase of engagement with original Spanish content (New)	N/A	20%	20%	20%

\*FY 2023-24 – 1Qtr Report





# Summary of Services, Programs and Activities

# Communication Platforms



## COM directs 45 communication platforms – majority bilingual & promotes hundreds of COD platforms/channels

### 8 COD COM Directed Social Media Channels

- Interdepartmental Coalitions: COM Huddle and Socially Dallas
- COM site, Dallascitynews.net, Gov. Delivery, Tap In Dallas, City Calendar, SMS System, D-Brief Employee Newsletter, Engagement Framework, Hot Topics
- 4 Broadcast Channels, & COD YouTube, City Hall TVs
- Billboards: Clear Channel, Big Outdoor, OutFront & DART in kind partnerships
- 10 Multicultural Advertising Contracts
- Vendor Contracts; Hootsuite, Critical Mention, Shutterstock, Envato, Spaeth Communications, Voice Society, 4 Language Access Vendors

**CITY OF DALLAS**  
**COMMUNICATION NETWORKS**

The City of Dallas Communications, Outreach and Marketing (COM) Department enhances transparency and educates residents about City news, events, and services.

**SCAN HERE**  
City of Dallas email subscriptions  
City of Dallas text messages

TEXT **NEWS** to 468311 TO RECEIVE CITY OF DALLAS NEWS UPDATES DIRECTLY TO YOUR MOBILE PHONE.

**FOLLOW US ON SOCIAL MEDIA!**  
FACEBOOK: facebook.com/DallasCityHall  
TWITTER: twitter.com/CityOfDallas  
NEXTDOOR: City of Dallas  
INSTAGRAM: @DallasCityHall  
LINKEDIN: City of Dallas  
YOUTUBE: YouTube.com/CityOfDallasCityHall

**OUR COMMUNICATION SITES**  
COMMUNICATIONS (COM) WEBSITE: dallascityhall.com/COM  
CITY OF DALLAS WEBSITE: dallas.gov  
BROADCAST CHANNELS: Spectrum 16, 95, 96, 99 or Frontier 47  
WATCH CITY MEETINGS ONLINE: bit.ly/cityofdallastv  
CITY OF DALLAS NEWS: dallascitynews.net  
EMAIL AND SMS/TEXT UPDATES: service.govdelivery.com/accounts/TXDALLAS/subscriber/new  
OFFICE OF EMERGENCY MANAGEMENT TEXT ALERTS: DallasAlert.com  
CITY OF DALLAS CITY CALENDAR: dallascityhall.com/calendar

**MOBILE APPS:**  
AVAILABLE IN APPLE APP STORE & GOOGLE PLAY

**DALLAS 311** You Report. Dallas Responds. Non-Emergency Services.  
**IWATCHDALLAS** See Something. Say Something.  
**DALLAS PUBLIC LIBRARY** Manage library account.  
**DALLAS SANITATION** Service reminders, updates, event schedules and tips.  
**DALLASPD APP** News, social media, and community outreach.  
**DALLAS SECURE** Protect your phone from cyber threats.

**CONTACT US AT MEDIA@DALLAS.GOV**

**CIUDAD DE DALLAS**  
**Red de Comunicaciones**

El Departamento de Comunicaciones, Difusión y Mercadeo de la Ciudad de Dallas (COM, por sus siglas en inglés) aumenta la transparencia e informa a los residentes sobre las noticias, eventos y servicios de la Ciudad.

**Escanea aquí**  
Suscripciones de correo electrónico de la Ciudad de Dallas  
Mensajes de texto de la Ciudad de Dallas

ENVÍA NOTICIAS AL 468311 PARA RECIBIR NOTICIAS DE LA CIUDAD DE DALLAS DIRECTAMENTE EN TU CELULAR.

**¡SÍGUENOS EN LAS REDES SOCIALES!**  
FACEBOOK: facebook.com/CiudadDeDallas  
TWITTER: twitter.com/CiudadDeDallas  
NEXTDOOR: City of Dallas  
INSTAGRAM: @DallasCityHall  
LINKEDIN: City of Dallas  
YOUTUBE: YouTube.com/CityOfDallasCityHall

**NUESTROS SITIOS DE COMUNICACIÓN**  
SITIO WEB DE COMUNICACIONES (COM): dallascityhall.com/COM  
SITIO WEB DE LA CIUDAD DE DALLAS: dallas.gov  
CANALES DE DIFUSIÓN: Spectrum 95  
REUNIONES DE LA CIUDAD EN LÍNEA: bit.ly/cityofdallastv  
NOTICIAS DE LA CIUDAD DE DALLAS: dallascitynews.net  
ACTUALIZACIONES POR CORREO ELECTRÓNICO Y SMS/TEXT: service.govdelivery.com/accounts/TXDALLAS/subscriber/new  
ALERTAS POR TEXTO DE LA OFICINA DE MANEJO DE EMERGENCIAS: DallasAlert.com  
CALENDARIO DE LA CIUDAD DE DALLAS: dallascityhall.com/calendar

**APLICACIONES MÓVILES:**  
DISPONIBLE EN APPLE APP STORE Y GOOGLE PLAY

**DALLAS 311** Infórmalos y Dallas resuelve. Servicios para situaciones que no son una emergencia.  
**IWATCHDALLAS** Si ves algo, di algo.  
**DALLAS PUBLIC LIBRARY** Gestiona tu cuenta de la biblioteca pública.  
**DALLAS SANITATION** Recordatorios de servicio, actualizaciones, calendarios de eventos y consejos.  
**DALLASPD APP** Noticias, redes sociales y difusión en la comunidad.  
**DALLAS SECURE** Protege tu celular de las amenazas cibernéticas.

**CONTÁCTANOS EN MEDIA@DALLAS.GOV**





# Public Information Office

- 3 PIOs directing over 1,000 service requests/year
- Partner with **48 departments**, 15 elected officials, executive leadership, and stakeholders
- **Media coverage 14 hours a day 7 days a week** to facilitate media inquiries/relations of national network of media contacts, **Manager 24/7**
- Direct and lead crisis communications and emergency activations
- Develop and manage all City of Dallas marketing campaigns
- Train City of Dallas new hires and partners on COM process and best practices
- **Recognized by Microsoft as a Center of Excellence for use of automated project management tools**
- Model replicated by other municipalities



## Communications, Outreach & Marketing Service Request Process 2024

All COM Services can be requested with the Service Request Form.

[bit.ly/CODCOMSR](https://bit.ly/CODCOMSR)

### COM Divisions

-  **Public Information Office**  
Media and Marketing Support
-  **Outreach and Community Engagement**  
Support Developing an Outreach Strategy
-  **Language Access Center**  
Written Translation and Oral Interpretation
-  **Design, Brand & Visual Identity**  
Graphic Design and Social Media
-  **Video Services**  
Production, Telecast, A/V Support,  
Fair Park Multimedia Center

### COM Resources

- [COM SharePoint Resource Page](#)
- [Language Access Style Guide and Glossary](#)
- [COM Menu of Services](#)
- [City of Dallas Style Guide](#)
- [City Calendar and Training](#)
- [Socially Dallas SharePoint Page](#)
- [COMs Crew SharePoint Page](#)
- [COM Marketing Campaign Template](#)



### TIPS



- Provide lead time (found in COM Menu of Services) for project requests to be completed.
- Ensure verbiage is final and approved by stakeholders.
- Be as specific as possible to best fulfill your request.
- Include links to your editable documents or materials in the form. You can also upload materials. Please refrain from emailing materials separately from the form submission.
- Once your request is submitted, the COM department will contact you to finalize project details.

*COM is not responsible for Webex. Please contact [Carla Hancox](#) in ITS.*

### Questions?

Please email [COMREQUEST@DALLAS.GOV](mailto:COMREQUEST@DALLAS.GOV)



Communications,  
Outreach & Marketing

# Public Information Office – Marketing Campaigns



Keep Dallas Beautiful, ADA Guides, Fentanyl Awareness, 311 Rebrand, MLK Week, All-American City, Budget Townhalls, Dallas Online Reporting System, Give Responsibly, Ethics, Pride, Holidays, REP, Housing, Express Business Center, BeDallas90, CECAP, ForwardDallas, Bond, Deck the Plaza, Summer of Safety, etc.

- This is just a small sample of total projects





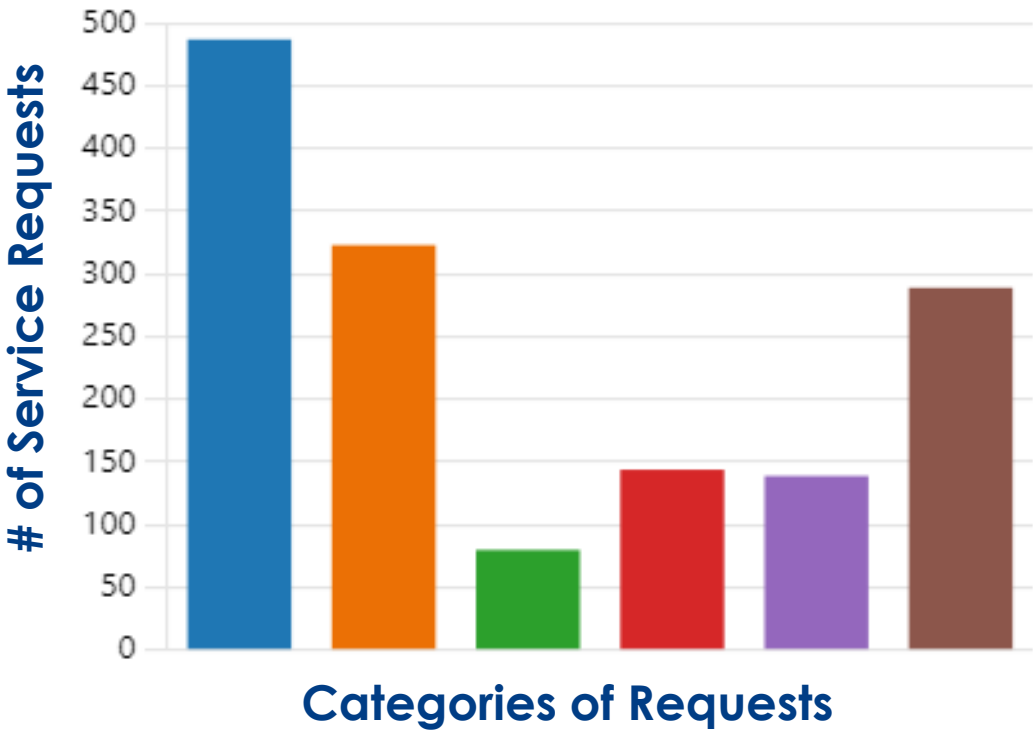
# Public Information Officers – SRs & Media Relations



PIOs work as main points of contacts for all service requests and departments. In addition to managing projects, media relations and crisis communications, the team provides services listed below.

## Categories of Service Requests Facilitated

Media Release (Media Advisory, ...	487
Copy for Marketing Collateral (S...	323
Print Ad, Billboard, Signage	80
Publication Number	144
City-wide Employee Announce...	139
Other	289





# Outreach and Community Engagement

## 2023 Division Launch

Onboarded first and only Outreach Specialist

- Engagement Framework Subcommittee Lead
- Built networks to align with strategic priorities
- Exceeded REP and Outreach goals
- Launched Tap In Dallas; Community Engagement Channel



Sign up for

**TAP IN DALLAS**

**Tap In Dallas** is a new channel hosted by the City of Dallas Communications, Outreach and Marketing Department, created to share the latest and greatest projects, collaborations, and game-changing initiatives happening right here in Dallas.

Sign Up Here:  
[bit.ly/TapInDallas](https://bit.ly/TapInDallas)

City of Dallas Communications, Outreach & Marketing

City of Dallas

Tap In Dallas: City of Dallas Small Business Center Edition  
City of Dallas sent this bulletin at 04/16/2024 11:40 AM CDT  
April 16, 2024 View as a webpage / Share

Tap In and Watch

**Tap In Dallas Podcast Newsletter: Unveiling the Dallas Small Business Center**  
Empowering Entrepreneurs. Fostering Growth

Dear Tap In Dallas Community,

In our most recent episode, we had the privilege of hosting Mrs. Owens, a passionate representative from the City of Dallas Small Business Center (SBC). Through our engaging conversation, we uncovered the pivotal role the SBC plays in driving economic development

# Outreach and Community Engagement



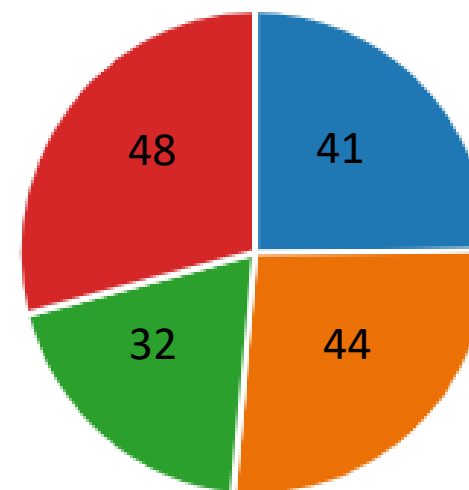
- Outreach attended 242 events LY
- Connected with 27,355 residents

Data demonstrates partner departments' high need for guidance and support

## Service Request Categories

Developing Strategy	41
Connecting with Stakeholders	44
Featured in Tap In Dallas COM P...	32
Unsure and looking for guidance	48

## 165 Service Requests - 9 months



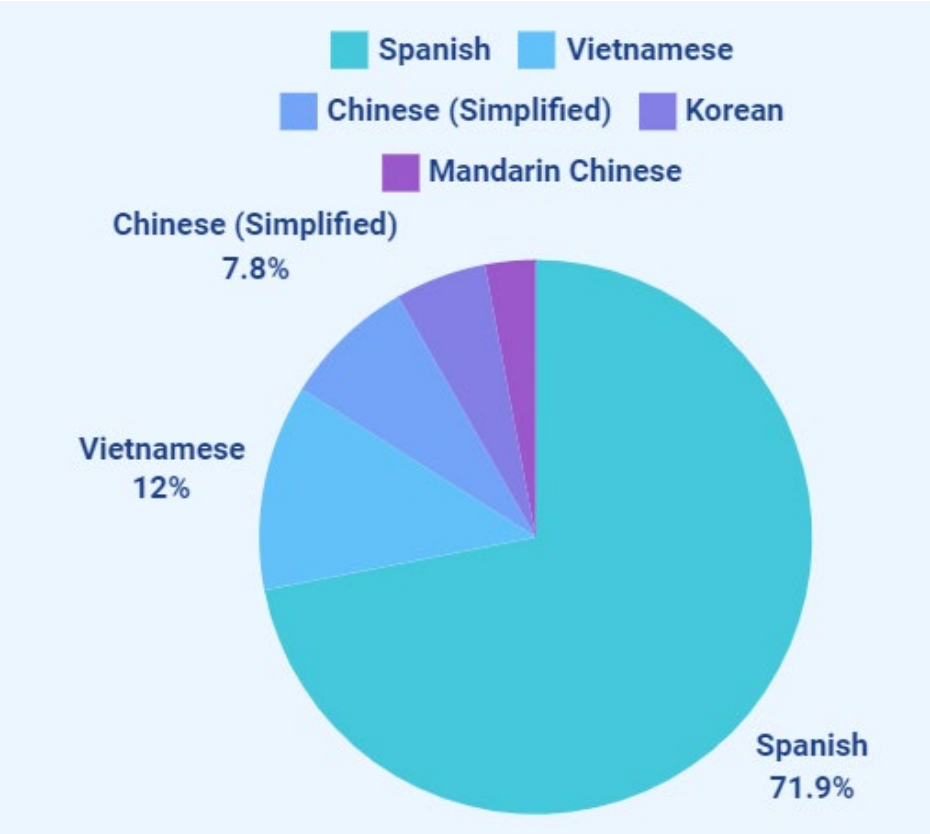


# Language Access Services



2 translators processed over 1 million words over the past year

Top 5 Languages Requested



## Language Access Services Recap 2021-2024



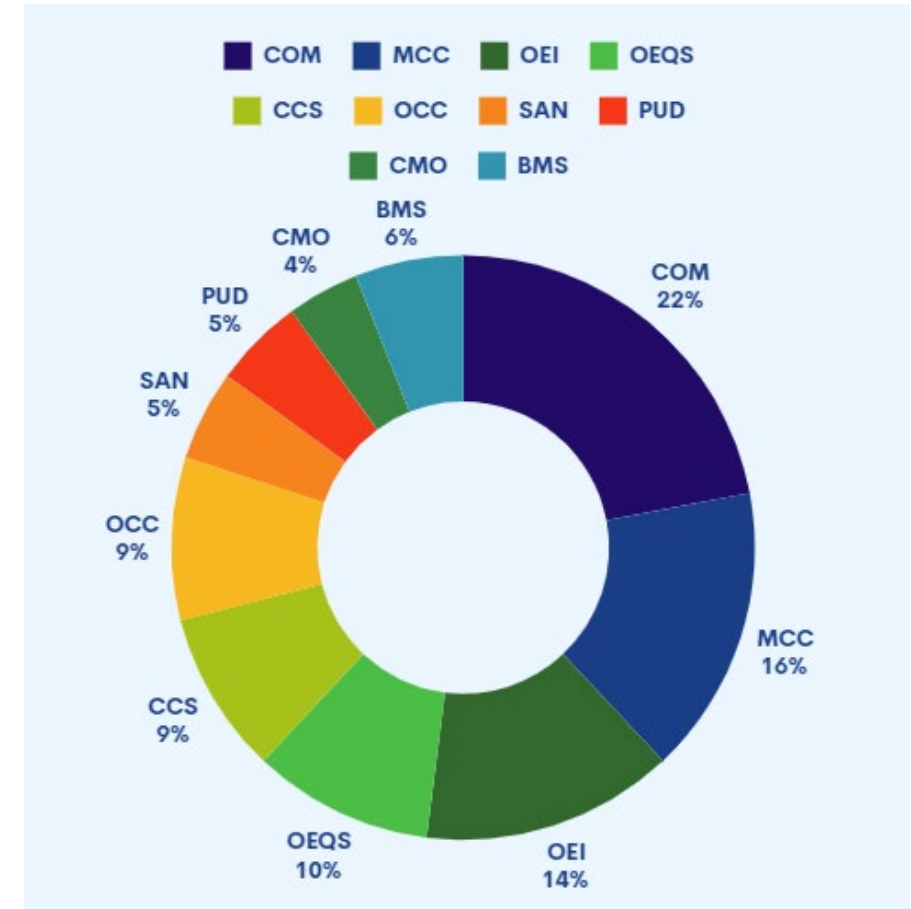
# Language Access Services – Partners



- Requests facilitated for 44 COD partners
- Translations in 12 different languages



Translation Service Requests by Top 10 Departments



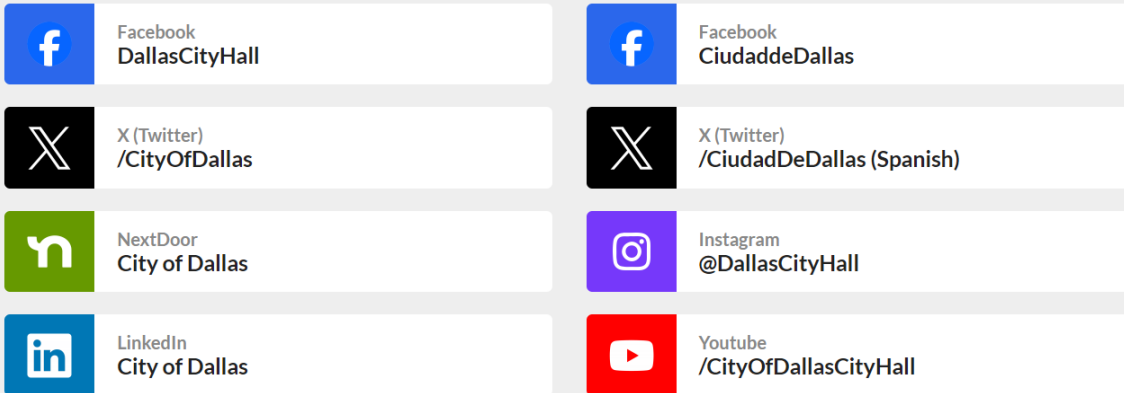
# Social Media, Graphic Design & Brand



Sample of increased service offerings:

- Created campaign materials for 40 City Departments
- Custom emblem creation of special services and efforts (ex: Innovation Lab, Culture Pass, MLK Celebration Week, and more!)
- Promotional materials (ex: photo backdrops, event materials, programs, invitations, save the date, directional signage, swag, etc.)
- Provide training and best practices to sister departments for marketing, design and social media
- Endorsing and uplifting sister departments' social media and efforts to become a trusted source for information

Follow Us on Social Media!





# Marketing Campaigns, Creatives & Graphics



COM's Award-Winning Graphic Designers requested for all top priorities and marketing campaigns.  
You can see their bilingual creations all over City Hall and Dallas!



# Broadcast, A/V & Open Meetings



Watch Us Online and on Television



**Broadcast Channels**

**Spectrum (Dallas)**

- Ch. 16 – City Council/Government Access
- Ch. 95 – Ciudad de Dallas (Spanish-Language)
- Ch. 96 – Citizen Board & Commission Meetings
- Ch. 99 – Arts, Culture, & Education

**Frontier (Dallas)**

- Ch. 47 – City Council/Government Access



**Online City Meetings**

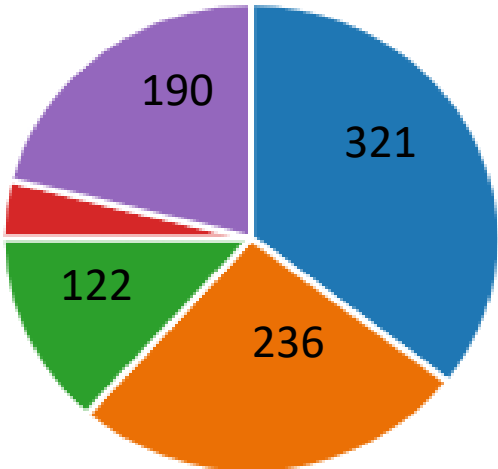
[Watch Now](#)

## City Council Meetings

- FY2022-23: 180 meetings, 431 hours
- FY2023-24 (as of 4/17): 98 meetings, 287 hours

● TV/Video/Broadcast (PSA)	321
● Event/Meeting Broadcasting an...	236
● Photography	122
● Radio/Podcast Recording	36
● Other	190

Categories of Services Provided in Addition to Open Meetings



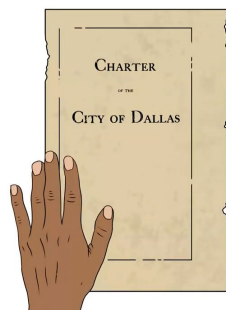
905 Service Requests FY22-24



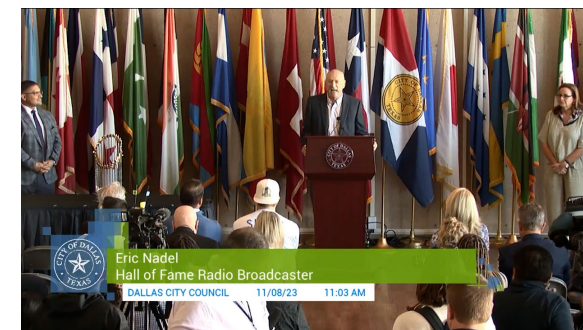
# Fair Park Multimedia Center Highlights



- PSA Samples and Highlights



Constitución  
se está revisando  
ahora mismo



# Future Opportunities for Video Engagement



- City Council Show
- Tolbert's Take
- Expansion of original Spanish content
- Increase in partnership created content
- Innovative and engaging video productions





# Update on Budget Initiatives





# Update on Budget Initiatives

- Developed and launched Dallas 311 rebranding with focus on bilingual functionality
- Executed 10 master agreements for multicultural advertisers, standardizing costs of ad placements and allowing for increased engagement of Dallas' diverse communities
- Processing and leading transition of single language access support vendor to 4 new contract vendors, requiring strategic planning and implementation of procedures to support all departments' translation and interpretation needs
- Executing contract for Media Training and in the process of scheduling for executives and director according to strategic priorities
- In process of expanding Speakers Bureau of Spanish ambassadors to build engagement with residents





# Update on Budget Initiatives

- Lead of Communications and Collaboration subcommittee for the City's Engagement Framework initiative
- Development of Engagement Toolkit
- Established and launched "Tap In Dallas", a Citywide Communication Channel to highlight services available to residents and increase community engagement
- Redesign and relaunch of Communications, Outreach and Marketing website highlighting media relations, community engagement and language access





**City of Dallas**

# **Communications, Outreach & Marketing**

**Government Performance and  
Financial Management Committee  
April 23, 2024**

Susana Solis, Director (I)  
Jennifer Brown, Assistant Director (I)  
Communications, Outreach & Marketing





**City of Dallas**

# **Human Resources**

## **General Fund**

**Government Performance &  
Financial Management**  
**April 23, 2024**

Nina Arias, Director  
Tomy Mollas, Assistant Director  
Carmel Fritz, Assistant Director  
Human Resources

# Purpose



- Provide an overview of the Department of Human Resources
- Highlight department programs, services, and activities

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





# Role of the Department / Fact Sheet



**Mission:** To partner with managers at the City of Dallas as they develop, motivate, and reward their teams. We provide tools, processes, and systems to enable managers to attract, recruit, and retain talented people to serve City residents.

## **Empowering Leaders & Attracting Top Talent:**

- Delivered a robust compensation study (1st in 20 years) ensuring movement to fair pay & market competitiveness.
- Implemented leadership development programs
- Redesigned Performance Management/Goals system for better outcomes across the City.

## **Data-Driven Decisions for Strategic Talent Management of the City's annual \$1.15 Billion investment in personnel:**

- Supported ITS in the implementation of Workday Payroll and Employee Core Data/Digital File (2001-2022)
- Lead the implementation of Recruitment, Onboarding, and Performance Management Workday Modules. (2023-2024)
- New performance, diversity & talent data dashboards provide valuable insights by department and executive's portfolios.

## **Investing in a Healthy & Engaged Workforce:**

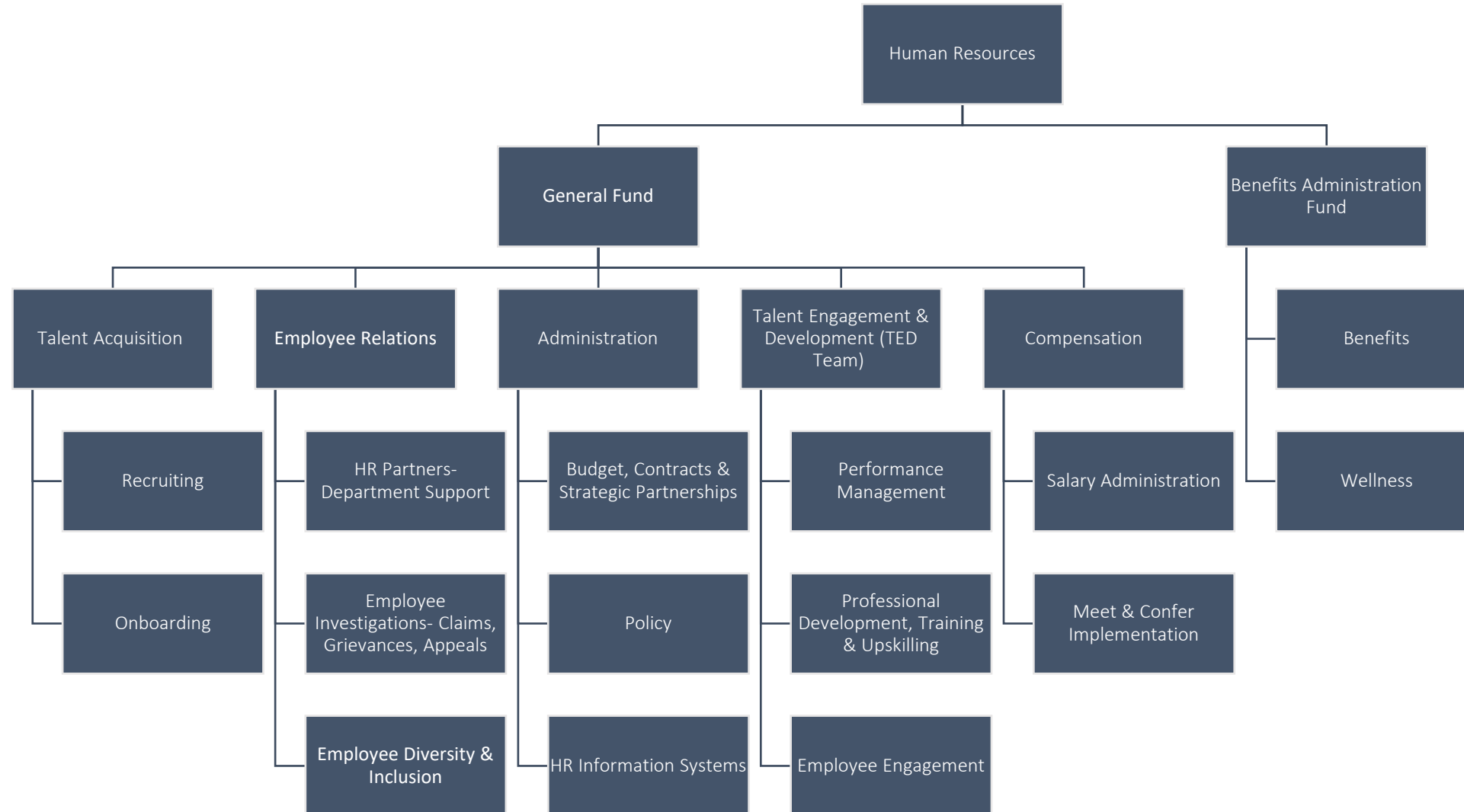
- Overhauled the City's benefits program serving 23,000 lives and reinvested \$20 million saved over 3 years with provider switch.
- Designed preventive care incentives for long term cost controls – program's experience below national medical trend for last 3 years.
- Robust wellness, mental health, and employee family support programs promote well-being and retention – Best Place to Work for Parents.

## **Modernizing Infrastructure & Fostering Continuous Improvement:**

- Digitized records for over 13,000 employees (all active + terminated employees dating back 40 years) - improved compliance, and disaster preparedness.
- Re-implemented employee engagement survey (absent for over a decade) and departmental action plans demonstrating commitment to improvement.



# Functional Organizational Chart



# Total Budget



Service	FY 2023-24 Budget	FY 2024-25 Planned
General Fund	\$9,186,760	\$9,496,561

- General Fund Increase
  - \$293,485 Increase in personnel services to cover merits, pension, health insurance, and employer Medicare cost
  - \$16,316 Additional funds added in contractual services for: Copy Machine rent lease maintenance and programming



# Position Overview



Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
General Fund	107*	107	0

- One Talent Acquisition position was added in FY 2023-24 to assist with the ongoing administration of the Workday Recruitment module and outreach
- HR supports interns throughout the organization

\* The HR department's budget includes 19 high school internship positions and 1 college-level internship position. It's important to clarify that once hired, these intern positions will work within various departments across the City.  
The intern head count is included in the HR budget for administrative purposes.



# Budget Summary by Service



Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Total Rewards & Wellness (Compensation)	\$1,007,393	\$999,179	\$460,908	\$974,177
Talent, Engagement, and Development (TED)	\$1,693,645	\$1,371,444	\$511,979	\$1,346,158
HR Consulting (HRP/Investigations)	\$2,650,235	\$3,320,205	\$595,043	\$3,301,785
Talent Acquisition	\$1,191,755	\$1,054,600	\$409,438	\$1,054,600
Administrative/HRIS	\$0	\$2,441,332	\$7,532,444	\$2,819,841
Department Support	\$2,330,950	\$0	\$0	\$0
Expense Total	\$8,873,979	\$9,186,760	\$9,509,812	\$9,496,561

\*January 2024 Forecast



# Operating Expense and Revenue



Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	\$6,000,383	\$7,138,289	\$7,060,333	\$7,431,774
Supplies - Materials	\$7,652	\$25,245	\$10,210	\$25,245
Contractual – Other Services	\$3,005,523	\$2,266,021	\$2,682,064	\$2,282,337
Capital Outlay	\$0	\$0	\$0	\$0
Reimbursements	\$(139,578)	\$(242,795)	\$(242,795)	\$(242,795)
Department Expense Total	\$8,873,979	\$9,186,760	\$9,509,812	\$9,496,561
Department Revenue Total	\$0	\$0	\$0	\$0

\*January 2024 Forecast



# Performance Measures



Department Measures	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Percentage of Directors and Assistant Directors participating in the SERVE executive leadership program***	N/A	75%	75%	75%
Percentage of civilian investigations completed within 25 days	78.8%	90%	75%	90%
Number of days from offer to start date for labor positions	27	25	27	25
Number of days from offer to start date for executive positions	34	45	20	45
Increase percentage of Black, Asian, Hispanic, and Native American employees responding positively to “sense of community” in the COD Biennial Employee Engagement survey questions. **	N/A	1.0%	1.0%	1.0%
Percentage increase of civilian employee retention rate	2.4%	5.0%	5.0%	5.0%
COD Dollar increase in minimum wage - MIT Living Wage Policy**	\$18.00	\$18.50	\$18.50	TBD

\*FY 2023-24 – 1 Qtr Report

\*\* Equity measure

\*\*\* Not measured due to Pandemic







# Summary of Services, Programs and Activities



# Compensation

## Key Functions, Services and Programs:

- Develop and maintain the City's compensation programs, classification systems, and pay structures to attract and retain top talent, based on market and budget.
- Analyze market data and industry standards to ensure our compensation strategy is competitive.
- Ensure salaries are internally equitable and externally competitive, adhering to legal requirements.
- Assist departmental leaders in structuring efficient organizations with clear control spans.
- Communicate compensation changes and strategy to all employees.

## Activities Include:

Completed and implemented the City's multi-phased Compensation Study with over **4,365 civilian salary adjustments**.

Leads compensation activities and implements contract terms for the 3-year Meet and Confer Agreement for Police and Fire personnel, including completion of **annual market analysis and adjustments for over 5,000 uniform employees**.

Maintains **pay ranges and individual salaries for over 13,000 employees** and facilitated over 4,438 exceptional promotions, equity requests, classification changes, and group analysis projects.



# Talent Acquisition & Onboarding



## HR Active Recruitment Activities:

- We leverage diverse **digital platforms**, including industry-specific websites, online job boards, and professional networking sites like LinkedIn in collaboration with hiring managers.
- We engage **recruiting firms** for Executive and hard to fill positions. These firms reach out to potential candidates through professional networks and within their own networks.
- HR recruiters tap into the expansive **professional networks** of hiring managers to actively encourage the referral of potential candidates who exhibit strong suitability for these roles.
- HR recruiters proficiently utilize the **City's social media platforms** in both English and Spanish.
- We establish **partnerships with educational institutions** and actively recruit students for internship positions.

Acquisition Phase	Acquisition Task	Civil Service Non-uniform		Non-Civil Service	Uniform Staff - Police and Fire		
		Civil Svc	HR	HR	Civil Svc	HR	DPD/DFR
Candidate Sourcing	Marketing – Post Job and Source Candidates	✓		✓	✓		
	Active Recruitment	✓		✓♦	✓		
Candidate Screening	First Screen: Screen for Minimum Qualifications	✓		✓	✓		
	Testing – New Hires and Promotions	✓*		✓*	✓		
Selection	Second Screen: Narrow Applicant List for Fit		✓♦	✓♦			✓
	Interview and Selection		✓♦	✓♦			✓
	Offer and Salary Negotiation		✓	✓			✓
Hiring	Vetting – Background Checks & Drug Screen		✓	✓			✓
Onboarding	Orientation/Onboarding		✓	✓		✓	✓
	Relocation Services		✓*	✓*		✓*	

\* If needed

♦ Performed by the Hiring Manager/Department Staff in collaboration with HR Partner

Hire and onboard an average of 246 new employees per month in 2024

Completed 1,579 full hiring processes in FY 22-23

30 + events per year, including Job Fairs, Community and Hiring Events

Implemented Talent Acquisition and Onboarding Workday Modules – February 2024



# Talent Engagement & Development



## Key Functions, Services, Programs and Activities:

### Employee Engagement

- FY 2022 Survey: 68% completion rate (biannual)
- FY 2024 Survey: Launched April 2024

### Customer Experience (CX)

- Developed CX Framework (launched Customer Service Week, Oct. 2023)
- All employee training completed (Oct. 2023)

### Workforce Development

- Upskilling Initiative (Target: Hard-to-fill & Low-wage positions)

### Performance Management

- New programs for Executives
- Executives: New rating scale with ECQs incorporated
- New plans launched in Workday

### Educational Partnerships

- Standardized MOUs
- Established 10 new partnerships

### Employee Wellness

- Temporary Food Services (City Hall & DPD HQ) - Breakfast & Lunch
- Employee Perks Program (1800+ subscribers)
- 5 Perks Partnerships (e.g., Dallas Mavericks)

### Workday Implementation

- Talent Module & Performance Management Implementation
- Managed Change Management, Training, & Engagement for all new modules' adoption

### Employee Resources

- Created Employee Experience SharePoint (one-stop hub)
- Created/Maintains Diversity Dashboard

### Leadership Development

- SERVE Program: 45 Assistant Directors participated in Human Centered Design training (SMU)

### College Intern Program

- Summer 2023: 6 Interns / Summer 2024: Projected 21 Interns



# Family Support for a Thriving Workforce



- Subsidized Childcare to alleviate the financial burden of childcare costs for our employees
  - Up to \$2,000 a year for eligible employees
- Parental Leave Policies to support employees during important life transitions and ensure work-life balance.
  - May be eligible for up to six weeks paid leave (in conjunctions with FMLA leave)
- Employee Assistance Programs to provide employees with resources and support related to childcare and work-life balance. (provided by ComPsych Healthcare)
  - Services include counseling, coaching, work-life services, legal support
    - City's EAP provider offers assistance and referral to childcare services.
  - Compassionate Leave program- 37 leaves processed in 2023
- Flexible Work Arrangements may be requested to provide employees with the flexibility to manage their family responsibilities while fulfilling their work obligations.
- Maternal Health Support provides comprehensive support for the physical and emotional well-being of expectant mothers and employees undergoing fertility treatments.
  - Partnerships with certified midwives
- Total Well-Being Portal creates awareness and inspires action amongst the City of Dallas employees that leads them to achieving their well-being goals while preventing health concerns.
  - Two City-sponsored Wellness Centers
  - Wellness Incentive
- Eldercare identifies reliable elder care service options for employees who are taking care of parents, grandparents, or other older family members.



# HR Partner Support & Employee Relations



## HR Partner Support

- Provides HR services all COD employees including Parks and Uniform
- Primary point of contact for 6,602 staff members, a ratio of 1 to 388
- Process terminations and exit interviews
- Work with operations departments by aligning staffing strategies with operational goals
- Functions include performance management, employee relations, change management, data analysis, compliance, training and development, and employee engagement

## Employee Relations & Investigations

- Maintained Staff Municipal Equality Index (MEI) score of 100%
- Implemented Citywide Anti – Harassment Training
- Oversaw and conducted 80+ investigations generated through employee inquiries and IG referrals
- Managed more than 2,800 Family Medical Leave processes
- Facilitates ACM level appeals for COD with 26 in 2023 and 5 in progress in 2024
- Administers all unemployment claims





# Workday Implementation: Current Status and Scope



## What is Workday?

- System of Record. Enterprise Application for City.
  - Cloud-based HCM (Human Capital Management) platform.
  - Manages HR, Payroll, Benefits, Recruiting, and more.
  - Improves self-service capabilities for employees and managers.
  - Streamlines workflows and reduces manual processes.
- Partnered with Precision Task Group-PTG (System Integrator) since July 2023 for implementation support for core HCM
  - Successfully deployed Recruiting/Onboarding and Talent/Performance modules on February 14, 2023

## Other Business Metrics and System Usage: MARCH

- Logon sessions from desktop: (Total 163,637) (Unique 12,323)
- Custom Reports: 3,163
- Compensation events: 1,168
- Benefits events: 753
- Payroll Payments Issued: 34,449

WORKDAY MODULE	STATUS	DATE
Recruiting/Onboarding	deployed	2/14/2024
Talent/Performance	deployed	2/14/2024
Benefits	upcoming	*10/11/2024
Advance Compensation	upcoming	*2/14/2025
LMS	upcoming	*2/14/2025

\*target

Metric	This Month	Last Month	% Change M/M
Active employees	13,595	13,518	+0.6%
Contingent workers	19	25	-24.0%
Workday users	27,422	27,232	+0.7%
Unique users logged on	12,323	12,359	-0.3%
Logon sessions	163,637	147,942	+10.6%







# Policy, Process, and Records

## Key Functions, Services and Programs:

- Ensure HR policies and procedures (including Personnel Rules) are current, legally compliant, and aligned with best practices.
- Oversee the efficient conversion, storage, retrieval, and security of electronic personnel files.
- Manage employee leave programs, including quarantine leave and mental health leave, ensuring proper documentation and compliance with regulations.
- Facilitates access to employee personnel records through a secure system while adhering to Open Records Requests procedures.

## Activities Include:

Transitioned **18,000 paper personnel files** to a secure electronic format (March 2023), improving data accessibility, retrieval efficiency, and disaster preparedness.

Implemented a process for managing quarantine leave requests during public health emergencies – **10,831 processed** since 2020.

Responded to **169 Open Records Requests** in a timely and efficient manner, ensuring transparency and adherence to public record access laws (October 2023 - April 2024).



# Budget & Employee Services Contracts



## Key Functions, Services and Programs:

- Oversees accounting, submission of all required documentation, accounts payable and invoice review for General Fund (001) and Benefits Fund (278 –Staff and 260).
  - Employee Benefits budget administration also includes pass-through fund accounts (employee contributions) and City paid insurance (265 and 26A).
- Leads submission of all performance, budget and equity measures

## Activities Include:

Since 2019, the BCA Team:

- Processed over 1,642 invoices and wire
- Facilitated more than 62 New Vendor Intro Meetings
- Handled annual submission of all required deliverables for the annual budget process
- Processed 1,642 transactions since 2018 totaling \$394,045,511.61
- Facilitates new contracts and addendums with 42 currently active contracts and 14 AA;s including supplemental agreements and 31 FRCSPs





# Update on Budget Initiatives

- Workday Implementation
  - Implementation of *Recruiting & Onboarding* and *Talent & Performance* modules (Completed)
  - Benefits module implementation 10/11/2024 (In progress)
  - Advanced Compensation module implementation 2/14/2025 (Upcoming)
  - Learning Management Systems implementation 2/14/2025 (Upcoming)
- Recruitment
  - Implement a robust online recruitment (Completed)
  - Strengthen Employer Brand: Launch employee recruitment campaign (In progress)
- Compensation & Benefits
  - Implement pay-for-performance program for executives (In progress)
  - Improve engagement of employees in the childcare subsidy program (In progress)
- Talent Development
  - Expand Educational Partnerships (In progress)
  - Develop a COD Upskilling Program (Pilot underway)
  - Implement an enhanced Executive Performance Review process for Assistant Directors and above (Completed)
  - Continue Biennial Employee Engagement Survey (In progress)
  - Developed a Service First framework and Customer Experience (CX) Vision (Completed)





**City of Dallas**

# Human Resources

## Appendix

Nina Arias, Director  
Tomy Mollas, Assistant Director  
Carmel Fritz, Assistant Director  
Human Resources



# Policies with Human Resources Oversight



## Chapter 34 “Personnel Rules” of the Dallas City Code

AD	Title
AD 2-06	Employee Solicitation <i>Reviewed 2022</i>
AD 2-15	Ordinance 19648 (Smoking) <i>Reviewed 2022</i>
AD 3-04	Employment Procedures <i>In process of updates</i>
AD 3-05	Reimbursement for Repair or Replacement of Employee Personal Property <i>To be reviewed in 2024</i>
AD 3-10	Position Allocation <i>In process of updates</i>
AD 3-20	Reimbursement for the Use of Employee-Owned Vehicles <i>Reviewed 2022</i>
AD 3-22	Tuition Reimbursement Program <i>In process of updates</i>
AD 3-27	Temporary Help Services <i>In process of updates</i>
AD 3-28	Voluntary Payroll Deductions <i>Under review</i>
AD 3-29	Senior Management Relocation Reimbursement <i>In process of updates</i>
AD 3-30	Death of An Employee <i>In process of updates</i>
AD 3-36	Shift Assignment Pay <i>In process of updates</i>
AD 3-37	Language Skills Assignment Pay <i>Interim published 2023</i>
AD 3-39	Attendance Incentive Program <i>In process of updates</i>
AD 3-45	Uniform Salary <i>In process of updates</i>
AD 3-47	Service Incentive Pay <i>Reviewed in 2023</i>
AD 3-52	Reduction In Force <i>In process of updates</i>
AD 3-56	Payroll Processing and Procedures <i>In process of updates</i>

\*Under Development

AD	Title
AD 3-61	Prohibition of Workplace Harassment and Complaint Procedures <i>In process of updates</i>
AD 3-62	Exit Interview Policy <i>Under review</i>
AD 3-63	Workplace Violence <i>In process of updates</i>
AD 3-71	Employee Participation on City of Dallas Boards of Trustees and Fiduciary Commissions Review <i>Reviewed 2022</i>
AD 3-72	Family and Medical Leave <i>In process of updates</i>
AD 3-79	Milk Expression/ Lactation in the Workplace <i>Update published 2023</i>
AD 3-80	Telework <i>Published 2022</i>
AD 3-8VII*	Mental Health Leave <i>Under development</i>
AD 3-8 I*	Paid Parental Leave <i>Under development</i>
AD 3-8 II*	Outside Employment <i>Under development</i>
AD 3-8 III*	Grievance Process <i>Under development</i>
AD 3-8 IV*	Legal Name Changes <i>Under development</i>
AD 3-8 V*	Employee Resource Groups <i>Under development</i>
AD 3-8 VI*	Compassionate Leave <i>Under development</i>
AD 3-8 VII*	Language Use in the Workplace <i>Under development</i>





# Summary of Benefits Services

We are committed to providing comprehensive benefits, services and programs to eligible employees, retirees, and their dependents that meet and anticipate their individual needs, assure the City's competitiveness with other employers to attract and retain employees, maximize cost effectiveness and assure optimal health and productivity of employees by assisting them in understanding and maximizing their benefits.\*

- Implemented Health Advocate (6/1/23), a retiree concierge service to provide support to our Pre 65, Post 65, employees who will age in from Pre to Post 65 and employees looking to retire.
- Established Pre 65 and Post 65 Retiree Committees.
- Facilitate biannual meetings of the Employee Cares Committee, quarterly meetings for the Benefits and Wellness Committees (civilian and uniform) and Benefits and Wellness Champions.
- Added new Voluntary Employee Benefits , Pet Insurance and PNC Bank
- Added employer Long Term Disability for employees that complete 1 year of service
- Expanded services for women to include coverages for qualified midwife services
- Expanded benefits through Blue Cross Blue Shield for mental health services offered through Headway.

## Open Enrollment – 2023 Active Employees

- 11,000 Employees took enrollment actions
- 1226 Employees attended the Open Enrollment Information meetings
- 24,850 covered lives

## Benefit Vendors Managed – 13

### CareATC- 2023

- 847 Visits - Employee/Spouses/Dependents

### Health Advocate- Retiree Concierge

- 1,385 Outreach interactions

### Childcare Subsidy

- 218 Enrolled for 2024

### Fire/Police Orientations

- 24 – 12 per year for each

### Benefits Center Activity

- 829 calls



# Wellness



We are committed to building a Total Well-Being culture by creating awareness and inspiring actions that leads employees to achieving their well-being goals while preventing disease, increasing worker productivity and employee engagement.

## Benefits & Wellness Expo - 2023

- 1000+ Attendees
- 31 Wellness Vendors | 11 Benefit Vendors
- 3 City Departments
- 9 Interactive Activities
- Blood Drive & Mammogram Screenings
- Food Trucks
- Photo Booth & DJ
- Chair Massages

## Wellness Forums (5) – Began 3/1/2023

- Aviation – 50 Attendees
- Sanitation – 30 Attendees
- Code Compliance – 119 Attendees
- Dallas Water Utilities – 2 events – 175 Attendees
- 15 Benefits & Wellness Vendors

## Wellness Incentive Completion 2023 – 9,072

### Catapult – Virtual At Home Wellness Incentive Completion Option

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- 94 Pre-65 Retiree kits completed

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- 1,029 Pre 65 PCP Physical/Biometric Screenings

### Care ATC – Onsite Employee Clinic - 2023

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## Navigate-Wellness Portal – Implemented 1/1/2023

Provides one stop for all well-being education, support, resources and activities

- 3,507 Registered
- 1,350 Virtual Wellness Program Education Sessions
- 371 Participants-Monthly Webinars (10 Presented)

## Challenges - 2023

- Healthy Wage – 90 Participants/62 Teams/796 Total lbs.(8.8 Average)
- Fit to Be Cancer Free Step – 147 Participants/5,508 Steps/2,447 miles

## Flu Shot On-Site Clinics - 2023

- 330 Shots/4 dates





# Strategic Workforce Initiatives



- Hosted first Future of Work Forum
- Expanded services offered through existing HR vendors
- Established collaborative partnership with global faith-based entity and Wells Fargo through the T. D. Jakes Foundation to support talent acquisition and Small Business Center efforts
- Pending initiatives in development
  - Mark Cuban Companies/Parkland Health and Hospital System,
  - Dallas College (Training programs for hard-to-fill positions/Upskilling),
  - Local and national professional development organizations (Dallas Business Group on Health, National Alliance, and other grant funding entities)
- Supporting Organizational support of strategic, long-term and grant supported workforce development partnerships, training and other initiatives promoting the City of Dallas as a Best Place to Work





# Compensation

Provide compensation consultation, designing, implementing, revising and maintaining the City of Dallas compensation programs, classification system, pay structure Conducting job analyses, position evaluations and organizational structure reviews.

- Participation and implementation of the 3-year Meet and Confer agreement with uniformed members.
  - Facilitate the annual Meet & Confer Compensation Subcommittee meetings.
  - Conduct annual uniform Market Study and prepare/present results.
  - Implement all pay changes and update uniform salary schedules each year.
- Over 4,365 Compensation Study civilian salary adjustments were processed in Phase III of the study implementation in 2023.
- Prepared Job Descriptions, Driver's License, HS Diploma and Safety Sensitive data for the implementation of Workday Recruiting.
- Team facilitated over 4,438 transactions in 2023 including exceptional promotions, promotions, lateral moves, demotions, equity adjustments, interim assignment pay, performance incentive pay, tuition reimbursement, incentive payments, certification pay, task pay, and allowance pays, classification action forms, employment verifications, salary surveys conducted, group pay analysis and group analysis projects.
- 537 Exceptional Promotions
- 774 Equity Requests
- 115 New Hire Exceptions
- 460 Classification Action Forms
- 415 Supervisory Organization Changes
- 337 Tuition Reimbursements
- 342 Salary Surveys
- 700 Employment Verifications
- 33 Group Analysis Projects
- 725 Job Descriptions-created/reviews/updates





# Policy, Process, and Records

- 18,000 paper personnel files were converted to electronic format completed in March 2023
- Updates the Personnel Rules (Chapter 34 of the City Code) and manages over Administrative Directives related to HR.
- Manages the internal and external requests for personnel files as well as adding documents that are outside of Workday processes to personnel files
- Manages the information for employees for COVID-19 and the Q-Leave approval process for those employees who meet criteria for leave for COVID-19.
- Manages Mental Health Leave and Compassionate Leave requests.
- Responds to all HR-related Open Records Requests.
- Oversees the requests to work through teleworking agreements with employees.

## From October 2023- April 2024:

- 298 Personnel Files processed
- 4,896 Documents added to Personnel Files
- 37 Mental Health Leaves processed
- 169 Open Records Requests processed

## Total Q-Leaves processed since 2020:

- 10,831
- Quarantine leave is provided for employees who must quarantine or isolate due to public health crisis (required for first responders)





# Budget & Contracts

- Oversees accounting, submission of all required documentation, accounts payable and invoice review for General Fund (001) and Benefits Fund (278 –Staff and 260).
  - Employee Benefits also includes additional pass-through fund accounts (employee contributions) and City paid insurance (265 and 26A).
- Leads submission of all performance, budget and equity measures
- Since inception of this dedicated area in 2019, the BCA Team has processed over 1,200 invoices and wires, facilitated more than 62 New Vendor Intro Meetings and handled annual submission of all required deliverables for the annual budget process
- Facilitates all new contracts, renewals supplemental agreements and any addendums for every City service offered to City of Dallas employees and departments
  - Over 85 new contracts, renewals and supplemental agreements processed since July 2019
  - 29 AA executed from July 2019-September 2023
  - 56 formal requests for proposals completed since 2019
  - 22 new vendor intro meeting executed since July 2019
  - 42 currently active contracts, 14 AA's including supplemental agreements and 31 RFCSPs

Fiscal Year	FY2018-2019	FY2019-2020	FY2020-2021	OCT2021-FEB2022	JUL2022-MAY 2023	JUN-SEP 2023	OCT 2023-APR2024	Total
Total # Invoices/Wires Processed by HR BCA Team	306	224	107	66	358	186	395	1642
Total Amount	\$ 30,191,861	\$ 36,230,297	\$ 25,892,635	\$ 8,660,328	\$ 121,045,968	\$ 50,373,663	\$ 121,650,760	\$ 394,045,512



# HRIS Team



## Key Responsibilities:

- Configurations, Remediation, & Integration
- Data Stewards
- Empowering Users and User Experience
- Compliance Champions
- Process Innovation

## Impact:

- Stronger Partnerships
- Optimal Performance
- Enhanced Satisfaction







## Workday Contract



01

### Contract Start - February 28, 2018

City Council authorizes a six-year contract with Workday, Inc.



02

### Phase 1 Delay

Phase 1's go-live date is pushed back to January 17, 2020.



03

### Scope Changes - January 22, 2020

Supplemental Agreements modify the contract's scope, services, and timeline.



04

### Additional Funds - September 22, 2022

Supplemental Agreement No. 11 increases the contract amount with additional funds.



05

### Contract Extension

The City Manager can extend the service contract with Workday, Inc. from March 8 2024 - March 7 2025

## Workday Contract



A timeline of the City's contract with Workday, Inc. for a Human Capital Management application. 13 Supplemental Agreements by the City Manager and City Council since 2018.

01	02	03	04	05
Contract Start	Phase 1 Delay	Scope Changes	Additional Funds	Contract Extension

### Workday Contract

The City's contract with Workday, Inc. for a Human Capital Management application has undergone several modifications, including payment milestone adjustments, scope changes, and go-live date revisions.





# Optimizing City Workday: The HRIS Team's Role



## Key Responsibilities:

- **Configurations, Remediation, & Integration:** While City IT owns the Workday contract, the HRIS team collaborates closely to ensure a smooth rollout and integration with existing systems. HRIS continues to build out and mature in order to have the expertise to help bridge the gap between technology and the needs of the city.
- **Data Stewards:** We partner with IT and our Workday Partners to maintain accurate and secure employee data within Workday. Additionally, we leverage the system's capabilities to generate insightful reports that drive data-driven HR decisions.
- **Empowering Users:** In collaboration with IT, Workday, and System Integrator, we deliver comprehensive training programs and ongoing support for HR staff and city employees. We act as liaisons, addressing inquiries and troubleshooting issues to ensure a smooth user experience.
- **Compliance Champions:** Working with IT and compliance teams, the HRIS team champions Workday's adherence to data privacy and security regulations. Our HR expertise informs the development and implementation of robust security measures. Continue to champion an enterprise first approach.
- **Process Innovation:** We continuously evaluate Workday processes and collaborate with IT, Payroll and other partners to identify areas for improvement. By leveraging industry best practices, we explore innovative solutions to enhance workforce management efficiency.

## Impact:

- **Stronger Partnerships:** Our collaborative approach fosters open communication and strengthens partnerships with IT and our partners, leading to successful HR technology initiatives.
- **Optimal Performance:** Working hand-in-hand with technical partners ensures that Workday performs optimally and aligns with the City's overall goals. Championing for a self-service model for future use.
- **Enhanced Satisfaction:** Seamless communication and support contribute to higher satisfaction levels among HR staff and city employees.



# Talent Engagement & Development



- Employee Engagement Survey –
  - FY 2022 Progress Check – 68% completion rate
  - Engagement Survey completed every other year
  - FY2024 Employee Engagement Survey April 2024
- Developed CX Framework
  - Rolled out during Customer Service Week –
  - All employee training launched Oct. 2023 (CSW)
- Workforce Development (Upskilling) Initiative –
  - Target Audiences: Hard to Fill & Low Wage Positions
  - 6% of targeted employees are active in initiative
- New Performance Management Programs - Executives & EFM –
  - Executive: New Rating Scale & Incorporated the ECQs for Execs
  - New performance plan in Workday post module implementation
- Standardize Educational Partnership MOUs &
  - Established 10 Educational Partnerships
- Established Temporary Food Services
  - City Hall & DPD Headquarters
  - Breakfast & Lunch
- Established Employee Perks Program with
  - Approximately 1,800 subscribers
  - Established 5 Employee Perks Partnerships e.g. Dallas Mavericks, Dallas Wings
- Implemented Workday Talent Module & updated Performance Management Plans
- Managed Change Management, Employee Engagement, & Training Plans for “NEW” Workday Talent & Recruiting Modules
- Created Employee Experience SharePoint: the one-stop for employee resources
- Created Diversity Dashboard to provide a dynamic visualization of the City of Dallas' employee diversity
- SERVE Executive Leadership Development Program
  - 45 Assistant Directors have participated in the Human Centered Design training with SMU
- College Intern Program
  - Summer 2023- 6 Interns
  - Summer 2024- 21 Interns Projected



# HR Partner Support & Employee Relations



## HR Partner Support

- HR Partner team consists of 17 employees and support 6,602 staff members, a ratio of approximately 1 to 388
  - 13,224 filled positions and 3,802 open positions in City with a vacancy rate of 22%
- Processed terminations
  - 1,330 voluntary (10.6%) and 259 involuntary (2.09%) terminations in 2023 (12.69% total turnover rate)
  - 37 involuntary (0.76%) terminations and 192 voluntary (0.15%) terminations as of for 2024 as of Feb. 29 (0.91% total rate)

## Employee Relations & Investigations

- Maintained the MEI score of 100% -
  - Section II which rates 506 municipalities across the United States on their efforts to ensure LGBTQ+I, Residents, workers and visitors are protected from discrimination with the understanding that full inclusivity drives economic growth
- Implemented Citywide Anti – Harassment Training
  - 91% completed
- Oversaw and conducted 80+ investigations generated through employee inquiries
  - Potential liability of over \$1.2 million and liability removed: \$2,128,653.68
- Managed more than 2800 Family Medical Leave inquiries
- Facilitates ACM level appeals for COD with 26 in 2023 and 5 in progress in 2024
- Administers unemployment claims
  - 186 claims in 2023 with 30 eligible, 1 accepted, and 155 protested
    - 65 favorable protest decisions with 17 pending in 2023
    - 17 favorable protest decisions with 22 pending in 2024



# Talent Acquisition & Onboarding



- TA team participates in 30 + events per year to Promote COD as an employer, Job Fairs, Community, Hiring Events, etc.
  - City Wide Hiring Event on Nov 2023 had 1,500 participants and more than 9,000 new applications
- Standardized City of Dallas marketing brand
- Re-designed marketing materials to include COD total rewards benefits including pension plan, and City culture.
- Hire and onboard an average of 246 new employees per month in 2024.
  - 1,579 hires in FY 22-23
  - 1,216 hires so far in FY 23-24 – projected to fill more than 2,200 positions this fiscal year
  - Promotions also processed.
- Implemented Talent Workday Module
  - Positions that are Safety Sensitive, Civil-Service or Non-Civil-Service can be identified
  - 1,523 new requisitions processed in Workday system as of April 2024
  - 406 new hires in Workday since new module was launched on Feb 14, 2024
  - Workday system will revolutionize our processes, making them more efficient and effective, reducing time to fill.
- Implemented Onboarding Workday Module
  - 406 new employees onboarded in Workday since the new module was launched on Feb 14, 2024
  - Improved candidate experience, enhanced data analytics, and streamlined workflows.



# Strategic Workforce Initiatives



- Hosted first Future of Work Forum for City of Dallas employees including representatives from the Dallas Regional Chamber, surrounding municipalities and local talent experts
- Expanded services offered through existing HR vendors to support workplace changes due to COVID.
  - Efforts are ongoing as additional needs are identified by HR Areas (i.e. On-Site Workshops, Exercise Classes for Employees, Resume Building and Application Submissions in Workday)
- Established collaborative partnership with global faith-based entity and Wells Fargo through the T. D. Jakes Foundation to support talent acquisition and Small Business Center efforts
- Pending initiatives in development with Mark Cuban Companies/Parkland Health and Hospital System, Dallas College (Training programs for hard-to-fill positions/Upskilling), local and national professional development organizations (Dallas Business Group on Health, National Alliance, and other grant funding entities)
- Supporting Organizational support of strategic, long-term and grant supported workforce development partnerships, training and other initiatives promoting the City of Dallas as a Best Place to Work







**City of Dallas**

# **Human Resources Benefits Operations Fund**

**Government Performance &  
Financial Management  
April 23, 2024**

Nina Arias, Director  
Tomy Mollas, Assistant Director  
Carmel Fritz, Assistant Director  
Human Resources



# Purpose



- Provide an overview of the Department of Human Resources
- Highlight department programs, services, and activities

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



# Role of the Department / Fact Sheet



## STRATEGIC FOCUS

IMPROVE HEALTHCARE  
CONSUMERISM

PROMOTE PREVENTIVE  
CARE

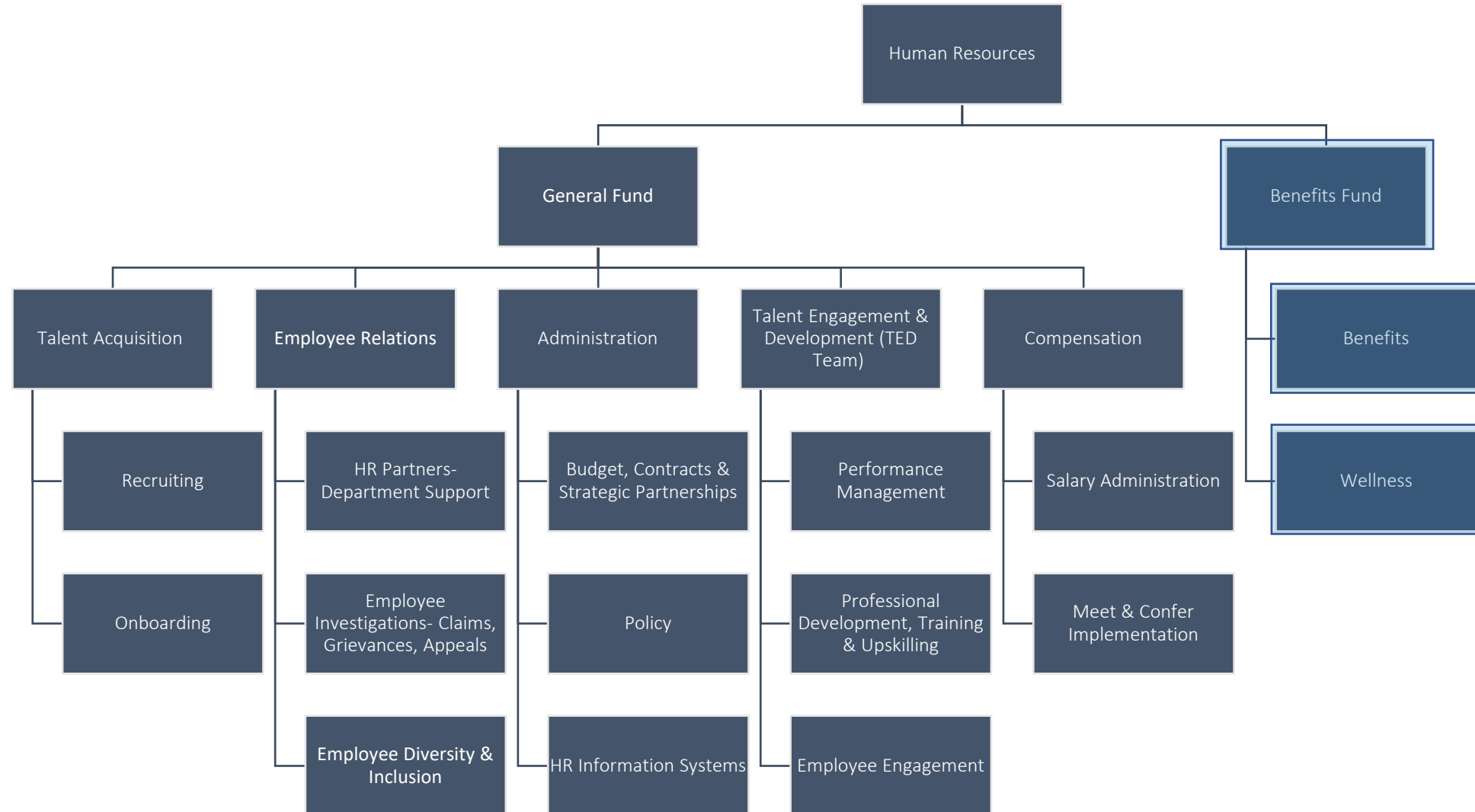
MANAGE COST LONG-  
TERM THROUGH  
TARGETED PROGRAMS  
AND WELLNESS

GIVE CHOICE AND  
OPTIONS FOR  
PERSONAL  
ACCOUNTABILITY

## WELLBEING PILLARS



# Functional Organizational Chart



# Total Budget



Service	FY 2023-24 Budget	FY 2024-25 Planned
Benefits Operations Fund	\$2,175,603	\$2,249,169



# Position Overview



Positions	FY 2023-24 Budget	FY 2024-25 Planned	Change
Benefits Operations Fund	12	12	0



# Budget Summary by Service



Service	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Administrative	\$1,671,923	\$2,175,603	\$2,104,648	\$2,249,169
Expense Total	\$1,671,923	\$2,175,603	\$2,104,648	\$2,249,169

\*January 2024 Forecast





# Operating Expense and Revenue



Service/Division	FY 2022-23 Actual	FY 2023-24 Adopted Budget	FY 2023-24 Forecast*	FY 2024-25 Planned Budget
Personnel Services	\$1,070,516	\$1,147,929	\$1,148,410	\$1,184,679
Supplies - Materials	\$884	\$22,755	\$11,569	\$22,755
Contractual - Other Services	\$600,524	\$1,004,919	\$944,670	\$1,041,735
Capital Outlay	\$0	\$0	\$0	\$0
Reimbursements	(\$0)	(\$0)	(\$0)	(\$0)
Department Expense Total	\$1,671,923	\$2,175,603	\$2,104,648	\$2,249,169
Department Revenue Total	\$1,761,379	\$2,175,603	\$2,175,603	\$2,249,169

\*January 2024 Forecast



# Revenue Overview



## ➤ Benefits Fund

- Provides funding for Employee Benefits Operations Fund

## ➤ Human Resources manages three funds for City of Dallas employee Benefits:

- Benefits Fund - Health care contributions, Medicare
- Benefits Fund - Life Insurance
- Benefits Fund - Voluntary Benefits: Vision, Dental, etc.

### Benefits Fund

- Active Employee Health Contributions, City-Paid Contributions
- Retiree(Pre & Post 65) Contributions, Medicare Part A & B/Supplemental Plans
- Expenses: Medical Claims, Active and Retiree HSA
- FY 24 Contribution Projection \$134,878,640

### Benefits Fund

- City Paid Basic Life
- Grandfathered Life Insurance Policy Administration

### Benefits Fund

- Voluntary Benefits: Vision, Dental, Legal Services, Pet Insurance, etc.
- Negotiated group rates
- Employee paid benefits



# Performance Measures



Department Measures	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Forecast*	FY 2024-25 Target
Percentage increase in wellness program participation from prior year	2.5%	5.0%	5.0%	5.0%
Percentage increase in annual physical completion of Wellness program from prior year	13.1%	5.0%	5.0%	5.0%

\*FY 2023-24 – 1Qtr Report





# Summary of Services, Programs and Activities

# Summary of Benefits Services and Activities



## Open Enrollment - 2023 (Active Employees)

- 11,000 Employees took enrollment actions
- 1,226 Employees attended the Open Enrollment Information meetings
- **24,850 covered lives**

## Benefit administration activities and Services

- Benefit Vendors Managed - 13
- Benefits Center Activity - 829 calls
- On-Site Clinic -2023
- 847 Visits - Employee/Spouses/Dependents
- Health Advocate- Retiree Concierge
  - 1,385 Outreach interactions

## Recent offerings and plan enhancements

- Implemented Health Advocate (6/1/23)
- Added new Voluntary Employee Benefits
- Added employer Long Term Disability
- Expanded benefits through Blue Cross Blue Shield for mental health services offered through Headway
- Established Pre 65 and Post 65 Retiree Committees.
- Childcare Subsidy - 218 Enrolled for 2024
- Fire/Police Orientations – 24 Sessions -12 per year for each





# Wellness Services and Activities



## Wellness Incentive Completion 2023 – 9,072 Employees Participated

### **Catapult – Virtual At Home Wellness Incentive Completion Option**

- 4074 Active Employee kits completed
- 94 Pre-65 Retiree kits completed

### **Blue Cross/Blue Shield - 2023**

- 3,673 Active Employee PCP Physical/Biometric Screenings
- 1,029 Pre 65 PCP Physical/Biometric Screenings

### **Care ATC – Onsite Employee Clinic - 2023**

- 202 PCP Physical/Biometric Screenings

## Navigate-Wellness Portal – Implemented 1/1/2023

Provides one stop for all well-being education, support, resources and activities

- 3,507 Registered
- 1,350 Virtual Wellness Program Education Sessions
- 371 Participants-Monthly Webinars (10 Presented)

## Challenges, Wellness Forums - 2023

- Healthy Wage – 90 Participants/62 Teams/796 Total lbs.(8.8 Average)
- Fit to Be Cancer Free Step – 147 Participants/5,508 Steps/2,447 miles
- 5 Wellness Forums since 3/1/2023



**2023 Benefits and Wellness Expo**  
**July 27, 2023**

1,000+ Attendees

31 Wellness Vendors

11 Benefit Vendors

9 Interactive Activities

Blood Drive & Mammogram Screenings

Food Trucks





# Comeback Option



- A one-time option that can be used within 90 days of Medicare eligibility at age 65 that will allow retirees to come back to a City-sponsored Medicare Advantage plan
- This allows pre-65 retirees to opt-out of the City's pre-65 plans at any time before age 65 and elect coverage outside of the City
- Must show proof of 3 years of continuous coverage right before age 65

Current Pre-65 Blue Choice Copay Retiree Only Monthly Premium	Current Medicare Advantage Retiree Only Monthly Premium
\$613 (pre-2010) / \$1,115 (post-2010)	\$267 (low) - \$329 (high)



# Ongoing Fund Financial Control Activities



The following activities are performed on an ongoing basis to manage and maintain control of the City's self-funded benefits and wellness funds 260, 265, 26A:





**City of Dallas**

# Human Resources

## Appendix

Nina Arias, Director  
Tomy Mollas, Assistant Director  
Carmel Fritz, Assistant Director  
Human Resources

# Summary of Benefits Services



We are committed to providing comprehensive benefits, services and programs to eligible employees, retirees, and their dependents that meet and anticipate their individual needs, assure the City's competitiveness with other employers to attract and retain employees, maximize cost effectiveness and assure optimal health and productivity of employees by assisting them in understanding and maximizing their benefits\*.

- Implemented Health Advocate (6/1/23), a retiree concierge service to provide support to our Pre 65, Post 65, employees who will age in from Pre to Post 65 and employees looking to retire.
- Established Pre 65 and Post 65 Retiree Committees.
- Facilitate biannual meetings of the Employee Cares Committee, quarterly meetings for the Benefits and Wellness Committees (civilian and uniform) and Benefits and Wellness Champions.
- Added new Voluntary Employee Benefits , Pet Insurance and PNC Bank
- Added employer Long Term Disability for employees that complete 1 year of service
- Expanded services for women to include coverages for qualified midwife services
- Expanded benefits through Blue Cross Blue Shield for mental health services offered through Headway.

## Open Enrollment – 2023 Active Employees

- 11,000 Employees took enrollment actions
- 1226 Employees attended the Open Enrollment Information meetings
- 24,850 covered lives

## Benefit Vendors Managed – 13

### CareATC- 2023

- 847 Visits - Employee/Spouses/Dependents

### Health Advocate- Retiree Concierge

- 1,385 Outreach interactions

### Childcare Subsidy

- 218 Enrolled for 2024

### Fire/Police Orientations

- 24 – 12 per year for each

### Benefits Center Activity

- 829 calls



# Wellness



We are committed to building a Total Well-Being culture by creating awareness and inspiring actions that leads employees to achieving their well-being goals while preventing disease, increasing worker productivity and employee engagement.

## Benefits & Wellness Expo - 2023

- 1000+ Attendees
- 31 Wellness Vendors | 11 Benefit Vendors
- 3 City Departments
- 9 Interactive Activities
- Blood Drive & Mammogram Screenings
- Food Trucks
- Photo Booth & DJ
- Chair Massages

## Wellness Forums (5) – Began 3/1/2023

- Aviation – 50 Attendees
- Sanitation – 30 Attendees
- Code Compliance – 119 Attendees
- Dallas Water Utilities – 2 events – 175 Attendees
- 15 Benefits & Wellness Vendors

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- 330 Shots/4 dates





# Family Support for a Thriving Workforce



City of Dallas Comprehensive Family Support Strategy for a Thriving Workforce intends to create a supportive and inclusive work environment supporting well-being and success of employees. A comprehensive family care strategy has been developed to support our employees with work/life balance.

- Subsidized Childcare to alleviate the financial burden of childcare costs for our employees
  - Up to \$2,000 a year for eligible employees
- Parental Leave Policies to support employees during important life transitions and ensure work-life balance.
  - May be eligible for up to six weeks paid leave (in conjunctions with FMLA leave)
- Employee Assistance Programs to provide employees with resources and support related to childcare and work-life balance. (provided by ComPsych Healthcare)
  - Services include counseling, coaching, work-life services, legal support
    - City's EAP provider offers assistance and referral to childcare services.
  - Compassionate Leave program- 37 leaves processed in 2023
- Flexible Work Arrangements may be requested to provide employees with the flexibility to manage their family responsibilities while fulfilling their work obligations.
- Maternal Health Support provides comprehensive support for the physical and emotional well-being of expectant mothers and employees undergoing fertility treatments.
  - Partnerships with certified midwives
- Total Well-Being Portal creates awareness and inspires action amongst the City of Dallas employees that leads them to achieving their well-being goals while preventing health concerns.
  - Two City-sponsored Wellness Centers
  - Wellness Incentive
- Eldercare identifies reliable elder care service options for employees who are taking care of parents, grandparents, or other older family members.





# Summary of Benefits Services



## Wellness/Consumerism

- Over 1,000 employees participated in the Health Expo Event in 2023
- 6,794 participants have completed the wellness activities as of June 2023
- Implementation of retiree advocate solution through Health Advocate 6/1/23
- Introduced mental health resource, Headway for members enrolled in BCBS medical plan
- New Clinical Engine Reporting (CLUE/Artemis)

## Preventative Care/Choice and Personal Responsibility

- Increased participation in wellness incentive by over 250% to 7,847 EEs in 2022 and 6,794 participants have completed the wellness activities as of June 2023
- Facilitated Wellness Screening Kit to Pre-65 Retirees
- Sponsored Onsite Bexa Breast Screenings
- Outstanding Year 2 Member Rewards Engagement - 7,250 households activated Member Rewards; 3,013 households shopped Member Rewards

## Cost Control

- Implemented Mark Cuban Cost Plus Pharmacy Solution
- Enhanced Advanced Payment Review (APR)\* Projected Savings \$1.2 million
- Negotiated Stop Loss Renewal Savings \$250,000
- Medicare Advantage Negotiation \$1.4 million
- Negotiated Long Term Disability Rate Reduction. Estimated savings \$500,000
- Created Custom Monthly Financial Summary





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-1398

**Item #:** D.

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Office of the City Auditor Monthly Updated on Internal Audit Reports Released between March 16, 2024 and April 12, 2024  
[Office of the City Auditor]

# Memorandum



**DATE:** April 22, 2024

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

**SUBJECT:** Internal Audit Reports Released Between March 16, 2024, and April 12, 2024

Attached for your review is the Office of the City Auditor audit report released between March 16, 2024, and April 12, 2024. The full report is included in [Attachment 1](#).

If you have any questions, please contact me at (214) 670-3222 or [mark.swann@dallas.gov](mailto:mark.swann@dallas.gov).

Sincerely,



Mark S. Swann  
City Auditor

Attachment

C: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager  
Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis Gavino, Chief of Staff to the City Manager  
Sheri Kowalski, City Controller  
Directors and Assistant Directors  
Jeffrey Brill, Manager – Financial Compliance, Auditing & Monitoring



**Reports Released:**

1. Audit of Payroll Process for Uniformed Fire Station Personnel  
(March 25, 2024)



# Audit of Payroll Process for Uniformed Fire Station Personnel

March 25, 2024

Mark S. Swann, City Auditor

---

## Mayor

Eric L. Johnson

## Mayor Pro Tem

Tennell Atkins

## Deputy Mayor Pro Tem

Carolyn King Arnold

## Council Members

Adam Bazaldua

Paula Blackmon

Zarin D. Gracey

Cara Mendelsohn

Jesse Moreno

Omar Narvaez

Jaime Resendez

Paul E. Ridley

Jaynie Schultz

Kathy Stewart

Chad West

Gay Donnell Willis



City of Dallas



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## Executive Summary

### Objective and Scope

The objectives of this audit were to evaluate whether Dallas Fire-Rescue's existing controls for uniform firefighters in the Emergency Response Bureau ensure that: (1) paid hours match attendance records; and, (2) pay rates are correct.

The audit scope was limited to the payroll and attendance records of uniformed firefighters who worked 24-hour shifts at Dallas fire stations from October 1, 2020, through September 30, 2022.

### Recommendations

Management should:

- Implement written procedures to strengthen controls around payroll data adjustments.
- Monitor and detect payroll errors.
- Design reliable Workday reports.
- Verify eligibility and formalize length of service calculations for additional incentive pay.

### Background

Annual hours worked for a uniformed firefighter working 24-hour shifts at Dallas fire stations total 2,808 hours. This translates to 108 hours per 14-day pay period or 216 hours per 28-consecutive-day work period. Uniformed firefighters must be paid overtime for the hours worked beyond 212 hours during a 28-consecutive-day work period.

Uniformed firefighter pay is based on the Dallas Fire-Rescue Uniform Pay Schedule and is determined by the rank of the position and incentives in the Meet and Confer Agreement. During the audit period, an average of 1,560 firefighters worked at 58 fire stations in each 14-day pay period.

#### Exhibit 1:

##### Uniform Firefighter Personnel Expenditures

Fiscal Year	2021 Actual	2022 Actual
Personnel Services Without Overtime	\$279,693,263	\$285,488,823
Overtime	24,954,150	42,017,995
<b>Total:</b>	<b>\$304,647,413</b>	<b>\$327,506,818</b>

**Source:** AMS (Budgeted amounts in Exhibit 2 on p. 8).

### Observed Conditions

Existing controls ensure that uniformed firefighters' base pay rates are correct. However, there are opportunities for improvement related to:

- Documentation of payroll data adjustments.
- Detection of Workday errors.
- Documentation of eligibility to receive additional incentive pay.
- Calculation of eligible length of service for Emergency Medical Service Pay.

## Objectives and Conclusions

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1. Do existing controls ensure that paid hours match attendance records?

**Yes.** Uniform firefighters' paid work hours and time-off hours recorded in Workday are supported by attendance records (such as station rosters, call assignments, etc.) at fire stations. A review of payroll entries in a representative random sample<sup>1</sup> of 60 pay periods showed that all payroll entries were supported by attendance records at fire stations.

However, initial payroll inputs performed by fire station supervisors do not always match final Workday pay stubs due to subsequent adjustments of payroll data in Workday. (See [Observation A.](#))

2. Do existing controls ensure that uniform firefighters' base pay rates are correct?

**Yes.** Uniform firefighters' base pay rates match the rates agreed to by the City of Dallas and the firefighters' associations. A review of a representative random sample of 60 firefighters employed during the audit period shows that all 60 were paid correct base rates according to the step tables listed in the Meet and Confer Agreement.

3. Do existing controls ensure that firefighters' additional incentive pay rates associated with education, tenure, language skills, special teams, and certifications are correct?

**Generally, yes.** However, there are opportunities for improvement related to the retainment of documents supporting firefighters' eligibility to receive additional incentive pay and the department's approach to calculating the eligible length of service. For example:

- Neither the Dallas Fire Rescue nor the Department of Human Resources could locate supporting documents to prove 18 firefighters' eligibility for additional incentive pay. (See [Observation B.](#))
- The Dallas Fire-Rescue calculated Emergency Medical Service incentive pay using rules not formalized in a written procedure. (See [Observation C.](#))

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<sup>1</sup> Sample was drawn using Audit Control Language (ACL) Analytics with the following parameters: 95 percent confidence, five percent upper error limit, and expected error rate of zero percent.

## Audit Results

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

### Observation A: Accuracy of Workday Payroll Data

While uniform firefighters' paid work hours and time-off hours recorded in Workday are supported by attendance records (such as station rosters, call assignments, etc.) at fire stations, initial payroll inputs sometime differ from the final pay stubs. This makes it difficult for Dallas Fire-Rescue to demonstrate that the pay stubs amounts are supported by the actual worked hours.

A review of payroll entries in a representative random sample of 60 pay periods<sup>2</sup> showed that all payroll entries were supported by attendance records at fire stations. However, initial payroll inputs in IDS 140<sup>3</sup> performed by fire station supervisors do not always match final Workday pay stubs due to subsequent adjustments of payroll data in Workday.

#### Adjustments

Between October 1, 2020, and September 31, 2022, the City processed 52 uniform payrolls (or twenty-six 28-day work periods) for an average of 1,560 firefighters working at Dallas fire stations. Sometimes, the initial time-off entries had to be adjusted, i.e., corrected retrospectively to reflect new circumstances. Such corrections are performed in Workday by staff at Dallas Fire Rescue or the City Controller's Office using the Workday "business processes," which control user access rights, editing privileges, and require approval of changes by a user with a higher level of privilege. Dallas Fire-Rescue does not require matching corrections of initial inputs in IDS 140, the Fire Rescue's database. Audit estimates show that up to 9 percent of all time-off hours in Workday may have been adjusted because they do not match with the initial IDS entries.

A review of 46 adjustments in Workday shows that neither the Dallas Fire-Rescue payroll group nor the City Controller's Payroll Administration have any documentation to explain who requested and approved the adjustments, the purpose of the adjustments, and whether the adjustments were performed correctly. This is because neither of the departments have formal

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<sup>2</sup> Sample was drawn using Audit Control Language (ACL) Analytics with the following parameters: 95 percent confidence, five percent upper error limit, and expected error rate of zero percent.

<sup>3</sup> Internal Document System – the Dallas Fire-Rescue department intranet site established for user access to department documents. There is a scheduling and attendance application within IDS called IDS 140. Dallas Fire-Rescue used IDS during the audit period, but currently uses Telestaff for time entry and scheduling.

written procedures on how to request, approve, perform, and document changes to payroll information in Workday.

In addition, in one instance, Workday incorrectly overpaid a firefighter for overtime by ten hours in a pay period when an injury leave code was updated. This error led to an overpayment of \$131. City Controller performs numerous verifications and audits to ensure the accuracy of payroll processing. However, the overall extent and impact of Workday processing errors cannot be determined because Workday reports designed to show hours worked, pay codes, hours paid, and subsequent changes are not available and existing payroll reports are not reliable for this purpose.

#### Criteria:

- ❖ *Fair Labor Standards Act*
- ❖ *Meet and Confer Agreement*
- ❖ *Dallas Fire-Rescue Manual of Procedures*
- ❖ Dallas City Code. Chapter 34, *Personnel Rules*
- ❖ Standards for Internal Control in the Federal Government:
  - *Principle 10 – Design Control Activities*
  - *Principle 12 – Implement Control Activities*
  - *Principle 16 – Perform Monitoring Activities*

#### Assessed Risk Rating:

**Moderate**

We recommend the **Fire Chief** and the **City Controller**:

**A.1:** Implement written procedures on how to request, approve, perform, and document adjustments to payroll data in Workday.

We recommend the **City Controller**:

**A.2:** Collect an overpayment of \$131 resulting from a payroll error in Workday.

**A.3:** Design Workday reports that show hours worked, pay codes, hours paid, and subsequent changes and use these reports for detecting Workday processing errors.

We recommend the **Fire Chief**:

**A.4:** Implement a written procedure requiring changes to the input data in IDS 140/Telestaff to match retrospective payroll adjustments made in Workday.

## Observation B: Eligibility for Additional Incentive Pay

Neither the Dallas Fire-Rescue nor the Department of Human Resources could locate documents supporting some firefighters' eligibility for additional incentive pay for a sample of 60 firefighters. According to the *Dallas Fire-Rescue Records Retention Schedule* and the *State Library and Archives Commission Local Government Retention Schedule GR 1050-52*, these documents are required to be retained for ten years post-separation. The missing documents are:

- College transcripts and calculations of credit hours supporting Education Incentive Pay eligibility for at least 14 firefighters. According to Dallas Fire-Rescue, they can only access college transcripts submitted by firefighters directly to the Dallas Fire-Rescue Payroll Group after the start of the audit period. Transcripts submitted prior to the audit period have been archived at an off-site location and can only be accessed with an additional cost.
- Certificates that support Paramedic Certification Pay eligibility during the audit period for at least two firefighters. Texas Department of State Health Services tracks Paramedic Certification on its website. Paramedics re-certify every four years. However, the state website only shows current certificates. Both firefighters in question are shown as currently certified to work as paramedics.
- A Test Score Certificate and Form P-337A (Language Skills Questionnaire Form) that supports Language Skills Assignment Pay for at least two firefighters.

The Dallas Fire-Rescue does not have a written procedure to periodically verify firefighters' eligibility for incentive pay. As a result, some uniformed firefighters' incentive pay eligibility may not be supported by documentation. During the audit period, the total unsupported additional incentive pay received by the 18 firefighters in the sample was approximately \$51,000.

### Criteria

- ❖ City Code. Chapter 39C, *Records Management Program*
- ❖ *Dallas Fire-Rescue Records Retention Schedule*
- ❖ *Texas State Library and Archives Commission Local Government Retention Schedule GR 1050-52*
- ❖ Administrative Directive 3-37, *Language Skills and Assignment Pay*
- ❖ *Meet and Confer Agreement*
- ❖ *Dallas Fire-Rescue Manual of Procedures*

Assessed Risk Rating:

**Moderate**

We recommend the **Fire Chief**:

**B.1:** Ensure the Dallas Fire-Rescue follows the *Dallas Fire-Rescue Records Retention Schedule* and the Texas State Library and Archives Commission's requirements for the retention of documents supporting firefighters' eligibility for additional incentive pay.

**B.2:** Implement a written procedure to periodically verify all firefighters' eligibility for additional incentive pay by inspecting the required documents.

**B.3:** Collect any missing documents supporting firefighters' eligibility for additional incentive pay.

We recommend the **City Controller:**

**B.4:** Collect overpayment of wages from firefighters not eligible for additional incentive pay.



## Observation C: Emergency Medical Service Assignment Pay Eligibility

When calculating the Emergency Medical Service Assignment Pay, the Dallas Fire-Rescue used rules not formalized in a written procedure. For example, to calculate the eligible years of service for a firefighter who has a gap in the continuous employment with the Dallas Fire-Rescue, the department added the years the uniformed firefighter served prior to termination of employment to the years after the termination. This mirrors Meet and Confer agreement rules for Longevity Pay. However, this is not explicitly written as a rule for Emergency Medical Service Assignment Pay. The absence of a written rule for this specific situation may have led to \$1,200 of potential overpayment during the audit period.

### Criteria

- ❖ *Meet and Confer Agreement*
- ❖ *Dallas Fire-Rescue Manual of Procedures*
- ❖ Dallas City Code. Chapter 34, *Personnel Rules*
- ❖ Standards for Internal Control in the Federal Government:
  - *Principle 10– Design Control Activities*
  - *Principle 12– Implement Control Activities*

Assessed Risk Rating:

**Low**

We recommend the **Fire Chief**:

**C.1:** Implement formal written procedures for calculating years of service consideration for Emergency Medical Service Assignment Pay.

We recommend the **City Controller**:

**C2:** Collect overpayment from firefighters not eligible for Emergency Medical Service Assignment Pay.

## Appendix A: Background and Methodology

### Background

The City of Dallas has 58 fire stations that are distributed into nine battalions, which are in turn divided into two divisions. Each division is headed by a Deputy Chief, and each battalion is headed by a Battalion Chief. There are three 24-hour watches which are shifts A, B, and C. There are 27 Battalion Chiefs and six Deputy Chiefs. As such, in any given shift, nine Battalion Chiefs and two Deputy Chiefs are on duty. During the audit period, an average of 1,560 firefighters worked at 58 fire stations in each 14-day pay period.

### Hours Worked and Pay Rates

Hours worked and pay rates of uniformed firefighters with the Dallas Fire-Rescue are regulated by the Fair Labor Standards Act ("FLSA"), Texas Local Government Code's Chapter 142. Assistance, Benefits, and Working Conditions of Municipal Officers and Employees, City of Dallas Personnel Rules, and the Meet and Confer agreement. Uniformed firefighter pay rates are based on the Dallas Fire-Rescue Uniform Pay Schedule and determined by the rank of the position held according to the current Meet and Confer. This amount is their base rate of pay. Special pays associated with education, tenure, language skills, special teams, and certifications are added to the firefighters' base rate of pay. Annual hours worked for uniformed firefighters are 2,808, which is 108 hours per pay period. Overtime for uniformed firefighters is regulated by the FLSA, and they must be paid overtime for the hours worked beyond 212 during the 28-consecutive-day work periods.

#### Exhibit 2:

Dallas Fire-Rescue Uniform Firefighter Personnel Expenditures

Fiscal Year	2021 Budget	2021 Actual	2022 Budget	2022 Actual
Personnel Services Excluding Overtime	\$285,149,516	\$279,693,263	\$294,931,358	\$285,488,823
Overtime	24,477,486	24,954,150	31,217,753	42,017,995
<b>Total:</b>	<b>\$309,627,002</b>	<b>\$304,647,414</b>	<b>\$326,149,111</b>	<b>\$327,506,818</b>

Source: AMS

### Attendance Review and Approval, Payroll Processing, and Adjustments

Dallas-Fire Rescue has daily procedures to ensure minimum staffing by checking attendance and calling additional uniformed staff if necessary. Also, a Station Officer (supervisor), who is typically either a Lieutenant or a Captain, enters the attendance time for each uniformed firefighter

through IDS 140/Telestaff<sup>4</sup>. A Battalion Chief and a Deputy Chief review and authorize absences, unscheduled overtime, temporary assignments, and other exceptions to a normal schedule. Dallas Fire-Rescue Payroll makes sure these entries were electronically signed by the Battalion Chiefs and the Deputy Chiefs prior to transferring the approved exceptions to Workday.

Every pay period (every two weeks), City Controller's Payroll Administration and Human Resource System Information Division of Human Resources process payroll in Workday. The City Controller's Payroll Administration is responsible for Workday configurations related to payroll side and the Human Resource System Information Division is responsible for configurations related to time side.

According to Dallas Fire-Rescue Payroll group, there may be about 30 to 50 subsequent adjustments that are made after a payroll period closes. These are changes to recorded work hours, pay rates, or both. Currently, there are no written procedures regulating how to request, approve, perform, and document subsequent adjustments. According to the Dallas Fire-Rescue, records of hours worked in Workday can be changed by either the Dallas Fire-Rescue Payroll group or by the City Controller's Payroll Administration. Retroactive pay can be completed by the City Controller's Payroll Administration. There is no written requirement to retain any supporting documentation on the initiation, approval, and processing of these adjustments.

## Methodology

The audit methodology included:

- (1) Interviewing personnel from the Dallas Fire-Rescue, City Controller's Office, Human Resources, and other city departments.
- (2) Reviewing policies and procedures, the *Meet and Confer Agreement*, Fair Labor Standards Act rules, Texas Local Government Code, applicable Administrative Directives, City Code, and Dallas City Council briefings.
- (3) Performing various analyses.
- (4) Applying all five components of *Standards for Internal Control in the Federal Government*.

We conducted this performance audit 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 objectives.

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<sup>4</sup> Dallas Fire-Rescue used IDS during the audit period, but currently uses Telestaff for time entry and scheduling.

## Major Contributors to the Report

Brandon Boykin - Auditor

Shino Knowles, CPA – In-Charge Auditor

Anatoli Douditski, MPA, CIA, CFE, ACDA – Engagement Manager

## Appendix B: Management's Response

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### Memorandum



**CITY OF DALLAS**

**DATE:** March 19, 2024  
**TO:** Mark S. Swann – City Auditor  
**SUBJECT:** Response to Audit of Payroll Process for Uniformed Fire Station Personnel

This letter acknowledges the City Manager's Office received the *Audit of Payroll Process for Uniformed Fire Station Personnel* and submitted responses in consultation with the City Controller's Office.

Due in part to their unique scheduling, the uniform Dallas Fire-Rescue payroll process is particularly complex. In light of this, the Dallas Fire-Rescue department and the City Controller's Office are satisfied the audit concluded that existing controls ensure paid hours match attendance records, uniform firefighters' base rates are correct, and uniform firefighters' additional incentive pay rates associated with education, tenure, language skills, special teams, and certifications are generally correct.

The Dallas Fire-Rescue department and the City Controller's Office recognize that there are opportunities to improve the Dallas Fire-Rescue payroll process. In addition to implementing enhancements already in process, management agrees to:

- Implement written procedures on how to request, approve, perform, and document adjustments to payroll data in Workday;
- Collect an overpayment of \$131 resulting from a payroll error in Workday;
- Ensure input data matches retrospective payroll adjustments made in Workday;
- Ensure the Dallas Fire-Rescue department retains documents supporting firefighters' eligibility for additional incentive pay;
- Verify, on a sample basis, eligibility for incentive pay for firefighters hired after 9/30/2023;
- Follow existing procedures to collect overpayments for employees identified by the Dallas Fire-Rescue department as not eligible for additional incentive pay;
- Formalize its existing process for calculating Emergency Medical Service Assignment Pay; and
- Follow existing procedures to collect overpayments for employees identified by the Dallas Fire-Rescue department as not eligible for Emergency Medical Service Assignment Pay.

Management will accept the risk associated with two recommendations related to developing new reports in Workday and reviewing the reports to detect processing errors, and collecting any missing documents supporting eligibility for additional incentive pay. At this time, the City Controller's Office

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Response to Audit of Payroll Process for Uniformed Fire Station Personnel  
March 19, 2024  
Page 2 of 2

cannot justify the additional expense in consultant programming costs to develop the report and the added staffing levels needed to review the reports for potential Workday processing errors. However, as we go forward, the City Controller's Office will continue to consider the feasibility of adding cost-effective controls to improve our processes. The Dallas Fire-Rescue department believes accessing hardcopy storage held offsite would be cumbersome and expensive for the department. In addition, asking employees to resubmit documentation for incentive pay they have been receiving could be costly to the employee and seem an unnecessary annoyance that could impact department morale.

Sincerely,



T.C. Broadnax  
City Manager

C: Genesis D. Gavino, Chief of Staff  
Jack Ireland, Chief Financial Officer  
Jon Fortune, Deputy City Manager  
Sheri Kowalski, City Controller  
Dominique Artis, Fire Chief, Dallas Fire-Rescue department



Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
Moderate	We recommend the <b>Fire Chief</b> and the <b>City Controller</b> :			
	<b>A.1:</b> Implement written procedures on how to request, approve, perform, and document adjustments to payroll data in Workday.	<b>Agree</b>  The City Controller's Office (CCO) uses an adjustment form that requires approval. CCO will review the instructions to the form and revise as needed.  In addition, CCO will work with Dallas Fire-Rescue (DFR) to develop high-level procedures, as needed, to supplement the existing adjustment form.	3/31/2025	9/30/2025
	We recommend the <b>City Controller</b> :			
	<b>A.2:</b> Collect an overpayment of \$131 resulting from a payroll error in Workday.	<b>Agree</b>  CCO has initiated the recovery of the overpayment in accordance with existing procedures and AD 3-69, Procedure for Recovery of Employment Overpayments.	12/31/2024	6/30/2025
	<b>A.3:</b> Design Workday reports that show hours worked, pay codes, hours paid, and subsequent changes and use these reports for detecting Workday processing errors.	<b>Accept Risk</b>  The City Controller's Office currently performs analytical procedures to ensure payroll department payroll expenses are reasonable and provides numerous exception reports to departments to help ensure time is reviewed and its reported correctly. Further, CCO will work with appropriate departments to further refine payroll reports in Workday.  DFR has the most complex payroll process in the City due in part to their unique scheduling process. At this time, CCO cannot justify the additional expense in consultant programming costs to develop the report and in added staffing levels needed to review the reports for potential Workday processing errors.	N/A	N/A

Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
	We recommend the <b>Fire Chief:</b>			
	<b>A.4:</b> Implement a written procedure requiring changes to the input data in IDS 140/Telestaff to match retrospective payroll adjustments made in Workday.	<b>Agree</b>  DFR is currently in the process of moving to a new system for recording employee time that will have an improved interface with Workday.  If the integration does not mitigate the risk via an automated control, DFR will develop written procedures requiring input data to match retrospective payroll adjustments made in Workday.	3/31/2025	9/30/2025
	<b>B.1:</b> Ensure the Dallas Fire-Rescue follows the Dallas Fire-Rescue Records Retention Schedule and the Texas State Library and Archives Commission requirements for the retention of documents supporting firefighters' eligibility for additional incentive pay.	<b>Agree</b>  DFR acknowledges that some documentation, particularly older hardcopy documentation that is in offsite storage, could not be readily provided to the auditors. However, DFR follows and will continue to follow its Records Retention Schedule and the Texas State Library and Archives Commission requirements.  Additionally, with most documentation today being digital rather than hardcopy and with improved software platforms, DFR is confident in its ability to append documentation supporting incentive pay eligibility to the employee's profile within the software, thus, allowing timely and efficient retrieval of the supporting documentation, as needed.	3/31/2025	9/30/2025

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
	<b>B.2:</b> Implement a written procedure to periodically verify all firefighters' eligibility for additional incentive pay by inspecting the required documents.	<b>Agree</b>	DFR will develop written procedures to periodically verify, on a sample basis, eligibility for incentive pay by inspecting the required documents for firefighters hired or re-hired after 9/30/2023. DFR believes implementing this process for established employees would be cumbersome and costly to both the employee and department.	3/31/2025	9/30/2025
	<b>B.3:</b> Collect any missing documents supporting firefighters' eligibility for additional incentive pay.	<b>Accept Risk</b>	DFR will accept the risk associated with this recommendation. Accessing hardcopy storage held offsite would be cumbersome and costly to the department. In addition, asking employees to resubmit documentation for incentive pay they have been receiving could be costly to the employee and seem an unnecessary annoyance that could impact department morale.	N/A	N/A
	We recommend the <b>City Controller:</b>				
	<b>B.4:</b> Collect overpayment of wages from firefighters not eligible for additional incentive pay.	<b>Agree</b>	CCO will follow their existing procedures and AD 3-69, Procedure for Recovery of Employment Overpayments, for employees identified by DFR as not eligible for additional incentive pay.	3/31/2025	9/30/2025
<b>Low</b>	We recommend the <b>Fire Chief:</b>				
	<b>C.1:</b> Implement formal written procedures for calculating years of service consideration for Emergency Medical Service Assignment Pay.	<b>Agree</b>	DFR will formalize its existing process for calculating the Emergency Medical Service Assignment Pay in a written procedure.	9/30/2024	3/31/2025

Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
	We recommend the <b>City Controller:</b>			
	<b>C2:</b> Collect overpayment from firefighters not eligible for Emergency Medical Service Assignment Pay.	<b>Agree</b>	CCO will follow their existing procedures and AD 3-69, Procedure for Recovery of Employment Overpayments, for employees identified by DFR as not eligible for Emergency Medical Service Assignment Pay.	3/31/2025 9/30/2025



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-1395

**Item #:** E.

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Owner Controlled Insurance Program (OCIP) Broker Services  
[Office of Risk Management]

# Memorandum



CITY OF DALLAS

DATE April 19, 2024

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

SUBJECT **Owner Controlled Insurance Program (OCIP) Broker Services**

At your upcoming City Council meeting on April 24, 2024, you will consider the authorization of a three-year service contract, with the option of a two-year renewal option or two one-year renewal option, for an Owner Controlled Insurance Program (OCIP) Broker Services for the Office of Risk Management and Marsh USA, Inc., the most advantageous proposer not to exceed \$2,242,000. This service is to build an OCIP program and secure quotes for required insurance but does not include the insurance premiums.

The OCIP Program is sponsored by the City on behalf of the construction contractor and subcontractors. The City purchases insurance on behalf of the contractors and subcontractors and covers them and construction management firm(s) working on the construction site. All insurance costs are included in a single policy premium, instead of embedded in contractor/subcontractor bids. This gives the City direct control over administrative costs by dealing with a single broker and insurer. Bulk purchase of insurance lowers costs. The City's broker may engage more than one insurer in competition for the program.

An overview of owner controlled insurance programs and proposed recommendations were briefed on April 24, 2023, to the Government Performance and Financial Management (GPFM), by Zeronda Smith, Director of the Office of Risk Management (ORM). Upon GPFM feedback, an OCIP broker services procurement was initiated, that included proposals, presentations, and best and final offers from five prospective vendors, completed on April 12, 2024.

The first year of OCIP broker services is project-specific for the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) master plan. The following years of the service contract will provide Rolling Owner Controlled Insurance Program (ROCIP) broker services for new smaller construction projects that come online as a part of the program.

If you have any questions, please contact me, Zeronda Smith, Director of the Office of Risk Management.



DATE April 19, 2024  
SUBJECT **Owner Controlled Insurance Program (OCIP) Broker Services**  
PAGE **2 of # 2**



Zeronda D. smith  
Director, Office of Risk Management

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
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  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

DATE April 19, 2024  
SUBJECT **Owner Controlled Insurance Program (OCIP) Broker Services**  
PAGE **3 of # 2**



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-1403

**Item #:** F.

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May 8, 2024, Upcoming Agenda Item - 24-1362 - Dallas Water Utilities Billing System  
[Dallas Water Utilities]

# Memorandum



CITY OF DALLAS

DATE April 19, 2024

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

SUBJECT **May 8, 2024, Upcoming Agenda Item – 24-1362 - Dallas Water Utilities Billing System**

Dallas Water Utilities (DWU) is focused on “Enhancing the Customer Experience” with a phased approach to implementing modern technology. The first phase, DallasGo, has been implemented and customers have begun registering and utilizing the online payment portal. The May 8, 2024, City Council agenda includes an item to approve Phase 2 implementation of the Dallas Water Utilities Billing System. Intineris, UMax, has been selected and will provide the Customer Information System (CIS) and maintenance of the system for a 10-year contract term, not to exceed \$34,224,209.00.

DWU initiated the implementation of the current billing system in 2006. The billing system contains collections for water, sanitation, stormwater, wastewater and other miscellaneous city fees from nine City departments. The current SAP environment will not be supported after 2027. This procurement will move billing from a data hosted onsite platform to a cloud-based system.

In 2023, the CIS was procured through a request for competitive sealed proposal (RFCSP) process. DWU evaluated current market offerings for billing systems that would be able to continue collection of current fees, potential to include other fees in the future, increase online services to customers, implement field mobility for field staff offering real time updates for the call center and customers, and provide opportunities in the future to improve the customer experience. The RFCSP and selection committee completed this effort. Voting members included DWU, Sanitation, the City Controller’s Office, Information & Technology Services, and the Office of Environmental Quality and Sustainability.

Future phases will be separate procurements and implemented over the next 5-7 years. These phases include improvements to the self-service functionality, with the anticipated outcome of reducing call volume to the call center; and, the implementation of Automated Meter Infrastructure (AMI) Meters, improving meter data information to the utility and customer including the ability to proactively identify leaks and high usage.

DATE April 19, 2024  
SUBJECT **May 8, 2024, Upcoming Agenda Item – 24-1362 - Dallas Water Utilities  
Billing System**  
PAGE **2 of 2**

Should you require additional information, please feel free to contact me or Sarah Standifer, Director (I) of DWU at [Sarah.Standifer@dallas.gov](mailto:Sarah.Standifer@dallas.gov).



Kimberly Bizer Tolbert  
Deputy City Manager

C: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
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Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-1394

**Item #:** G.

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Audit of Small Business Center Minority and Women-Owned Business Enterprises  
[Small Business Center]



# Memorandum



CITY OF DALLAS

DATE April 19, 2024

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

SUBJECT **Audit of Small Business Center – Minority and Women-Owned Business Enterprises Response Update**

The purpose of this memorandum is to provide an update on the audit conducted on the Small Business Center. In lieu of a formal presentation to the April 23, 2024, Government Performance & Financial Management (GPFM) Committee, this memorandum includes a briefing to update the Committee on actions taken by the Small Business Center in response to the audit recommendations and key strategic BID Policy revisions.

On March 25, 2024, the Government Performance & Financial Management Committee received a memorandum regarding the Audit of Business Inclusion and Development (BID) Policy based on Resolution 88-3428 & AD 4-09. The scope of the audit was from October 1, 2020, through September 30, 2022. The objectives included in the audit were:

- Policies and procedures exist to ensure consistent administration.
- Payments to first tier subcontractors post council award are monitored.
- Performance measures for local Minority and Women-Owned Business Enterprise spending are accurately reflected.
- Utilization goals and good faith efforts are accurately reported to the City Council.

DATE April 19, 2024  
SUBJECT **SUBJECT**  
PAGE **2 of 2**

If you have any questions, please contact me or Joyce Williams, Director of the Small Business Center, [joyce.williams@dallas.gov](mailto:joyce.williams@dallas.gov).

[attachment]



Kimberly Bizar Tolbert  
Deputy City Manager

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
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  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



**City of Dallas**

# **Audit of Small Business Center: Minority and Women-Owned Business Enterprises**

## **Government Performance & Financial Management Committee**

**April 23, 2024**

Joyce Williams, Director  
Small Business, City of Dallas

# Small Business Center

## BID Internal Audit Recommendations



- Develop a process to monitor compliance of post council award activities for first tier subcontractor payment
- Use the B2GNow application to track, document, and monitor the post council award resolution formally.
- Identify appropriate source data to use for performance measure reporting.
- Define local business spending consistently for the program.
- Verify and validate vendor self-registration to City's definition of local business.
- Adopt, modify and/or develop procedures to reflect daily activities to achieve Minority and Women-Owned Business Enterprise participation goals. At a minimum, the current procedures should reflect the updated utilization goals and procurement categories.





## • A.1 Audit Recommendations

Develop a process to monitor compliance of post council award activities for first tier subcontractor payment.

## SBC Response/Actions

- SBC will continue automated monthly notifications to contractors tracking payments to first tier M/WBEs.
- SBC will consistently monitor contracts and payments to M/WBE subcontractor monthly and document non-compliance for record keeping.

Currently in-process, Implementation Date: 9/30/2024





## • A.2 Audit Recommendations

Use the B2GNow application to track, document, and monitor the post council award resolution formally.

## • SBC Response/ Actions

- SBC will assign staff to formally monitor and contact non-compliant vendors to resolve issues.
- SBC will formally provide reports of non-compliance quarterly and annually to identified departments for record keeping.

Currently in-process / Implementation Date: 9/30/2024





## • B.1 Audit Recommendations

Identify appropriate source data to use for performance measure reporting.

## • SBC Response/ Actions

SBC is currently working with internal departments to customize a financial report used to identify monthly utilization for M/WBEs.

Currently in-process / Implementation Date: 9/30/2024





## • B2. Audit Recommendations

Define local business spending consistently for the program.

## • SBC Response/Actions

- SBC has updated the list of eligible zip codes based upon the U.S. Postal Service identification.
- List has been uploaded in the City's vendor registration system to indicate consistent identification of local businesses with Dallas City and Dallas County limits.

Completed; however, will closely monitor throughout maturity date of : 9/30/2025





## • B.3 Audit Recommendations

Verify and validate vendor self-registration to City's definition of local business.

## • SBC Response/Actions

SBC will implement a process to verify accuracy of vendor self-reported business locations through BID form 623 and DCAD report.

Completed; however, will closely monitor throughout maturity date of : 9/30/2025





## • C.1 Audit Recommendations

- Adopt, modify and/or develop procedures to reflect daily activities to achieve Minority and Women-Owned Business Enterprise participation goals.
- At a minimum, the current procedures should reflect the updated utilization goals and procurement categories.

## SBC Response/ Actions

- Revise BID Policy and Administrative Guide to reflect recommendations inclusive of guidelines and responsibilities of internal city departments and external prime and subcontractors' compliance.
- Revise the monitoring process to track utilization of Administrative Action (AA) agreements above \$50,000.00 for M/WBEs subcontractors.



In-process Implementation Date: 9/30/2024

# Key Strategic BID Policy Revisions



Each strategy must increase contracting opportunities to access, growth, and capacity for M/WBEs:

## Updated Good Faith Effort Requirements

- Feedback from internal and external participants in **focus groups** stated SBC could better support **access to contracting opportunities**.
- Pre- Award GFE requirements and Close-out GFE requirements were updated to document 20% effort to outreach to M/WBE's in the specified Dallas Market

## Updated M/WBE Participation Requirements

- Results for KBHCC pilot participation model
- Feedback from internal and external participants in **focus groups** stated SBC could better support **building M/WBE prime contracting capacity**.
- Updated policy to allot a limited percentage to count toward BID goals for M/WBE Primes who self-perform within the scope of work

## Updated M/WBE Evaluation Criteria

- Feedback from internal and external participants in **focus groups** stated SBC could better support **growth and mentoring of sub-contractors**.
- Updated evaluation criteria (15 points) to include 1pt for all Primes who participate in the City's Mentorship Program.

## Updated Compliance and Accountability Monitoring and Reporting

- Feedback from internal and external participants in **focus groups** stated SBC could better support **capacity and sustainability M/WBEs**.
- Updated BID policy to report non-compliance payment to departments to resolve quickly.
- Updated BID process to track M/WBE Prime, Tier 1 and Tier 2 payments for overall utilization





- Implement Internal Audit Recommendations by September 30, 2024
- Evaluate impact of revisions by Maturity Recommended Date of September 30, 2025 .
- Assess M/WBE participation and utilization data from September 2024- 2025 to measure effective impact
- Provide an update to GFPM Committee October 2025 on results and impact of the BID Policy revisions







**City of Dallas**

# **Audit of Small Business Center**

## **Minority and Women- Owned Business Enterprises**

**April 23, 2024**

Joyce Williams, Director  
Small Business, City of Dallas



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-1396

**Item #:** H.

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Budget Accountability Report as of February 28, 2024  
[Budget and Management Services]



# Memorandum



CITY OF DALLAS


DATE April 19, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – February 2024**

Please find attached the January Budget Accountability Report (BAR) based on information through February 29, 2024. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides a financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

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



Jack Ireland  
Chief Financial Officer

[Attachment]

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
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Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

# **BUDGET ACCOUNTABILITY REPORT FY 2023-24**

**As of February 29, 2024**



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



**Budget & Management  
Services**

# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	✓	10% over budget
Development Services	10% under budget	✓
Municipal Radio	28% over budget	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	✓
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 24  
On Target

! 4  
Near Target

✗ 7  
Not on Target

#### Year-End Forecast

✓ 27  
On Target

! 2  
Near Target

✗ 6  
Not on Target

### Budget Initiative Tracker

● 3  
Complete

⏸ 1  
On Hold

✓ 29  
On Track

! 2  
At Risk

✗ 0  
Canceled



# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through February 29, 2024, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 22, 2023, effective October 1, 2023, through September 30, 2024. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

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

## General Fund Overview

The General Fund overview provides a summary of financial activity through February 29, 2024.

	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$323,159,062	\$323,159,062		\$345,178,891	\$22,019,829
Revenues	1,837,576,470	1,837,576,470	1,285,867,734	1,838,814,526	1,238,056
Expenditures	1,837,576,470	1,837,576,470	724,896,164	1,837,126,125	(450,346)
Ending Fund Balance	\$323,159,062	\$323,159,062		\$346,867,292	\$23,708,231

**Fund Balance.** As of February 29, 2024, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2022-23 audited unassigned ending fund balance and includes FY 2022-23 YE savings.

**Revenues.** Through February 29, 2024, General Fund revenues are projected to be \$1,238,000 over budget due to increased revenue in charges for service and licenses and permits, partially offset by reduced fines and forfeitures.

**Expenditures.** Through February 29, 2024, General Fund expenditures are projected to be \$450,000 under budget due to salary savings from vacant uniform and non-uniform positions in General Fund departments, partially offset by uniform and non-uniform overtime expenditures.

## FY 2023-24 Financial Forecast Report

**GENERAL FUND REVENUE**

Revenue Category		FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$1,047,595,636	\$1,047,595,636	\$1,005,726,189	\$1,047,595,636	\$0
2	Sales Tax	451,745,839	451,745,839	148,438,175	451,745,839	0
3	Franchise and Other	126,633,664	126,633,664	47,940,467	126,597,421	(36,243)
4	Charges for Services	117,236,140	117,236,140	57,132,482	118,100,490	864,350
5	Fines and Forfeitures	20,117,759	20,117,759	8,053,099	18,715,663	(1,402,096)
6	Operating Transfers In	28,086,049	28,086,049	5,546,078	28,086,049	0
7	Intergovernmental	16,177,900	16,177,900	824,018	18,050,807	1,872,907
8	Miscellaneous	9,882,543	9,882,543	2,409,478	8,987,445	(895,098)
9	Licenses and Permits	6,100,940	6,100,940	3,604,067	6,935,176	834,236
10	Interest	14,000,000	14,000,000	6,193,680	14,000,000	0
Total Revenue		\$1,837,576,470	\$1,837,576,470	\$1,285,867,734	\$1,838,814,526	\$1,238,056

**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.** December sales tax receipts included \$13,391,000 from the State Comptroller's Office as part of an audit finding from a prior reporting period (2010-2013). After further review, the State Comptroller's Office determined that the positive audit allocation in December was in error therefore they have reclaimed \$13,400,000 from the January 2024 receipts. Based on actual collection trends (excluding the audit finding) and analysis provided by our contract economist, sales tax is projected to be at budget for FY 2023-24.

**4 Charges for Services.** Charges for Services revenue is projected to be \$864,000 over budget due to increased traffic control permits and increased revenue associated with State Fair patrol and emergency services, partially offset by lower-than-budgeted income from leasing City-owned property, reduced activity for the DPD Expanded Neighborhood Patrol (ENP) program, and reduced use of City of Dallas metered parking.

**5 Fines and Forfeitures.** Fines and Forfeitures revenue is projected to be \$1,402,000 under budget due to declines in citations filled with Dallas Municipal Court and a decrease in auto pound storage fee collections.

**7 Intergovernmental.** Intergovernmental revenue is projected to be \$1,873,000 over budget due to a higher-than-budgeted payment from the DFW Airport revenue-sharing agreement with the City of Euless and anticipated revenues from the school resource officer program.

**8 Miscellaneous.** Miscellaneous revenue is projected to be \$895,000 under budget due to a delay in implementing various traffic-related developer review fees and a delay in the online application and payment system for convenience store registration due to Payment Card Industry (PCI) compliance issues. Additionally, a court injunction halts enforcement and registration for the CCS short-term rental program resulting in reduced projected revenues.

**9 Licenses and Permits.** Licenses and Permits revenue is projected to be \$834,000 over budget due to increased collections for Real Estate division license fees.

## FY 2023-24 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

	Expenditure Category	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$298,421,415	\$298,421,408	\$108,865,327	\$289,975,365	(\$8,446,043)
	Non-uniform Overtime	7,963,253	7,963,253	5,454,265	13,291,845	5,328,592
	Non-uniform Pension	42,275,230	42,240,242	15,994,601	42,240,242	0
	Uniform Pay	544,271,659	544,271,664	213,353,164	529,518,581	(14,753,083)
	Uniform Overtime	72,658,144	81,158,144	41,149,450	97,229,906	16,071,762
	Uniform Pension	187,861,142	187,896,125	72,601,156	186,121,161	(1,774,964)
	Health Benefits	97,632,432	97,632,434	21,572,246	97,632,434	0
	Workers Comp	13,051,299	13,051,300	13,051,300	13,051,300	0
	Other Personnel Services	14,204,686	14,204,690	5,393,541	14,318,308	113,618
1	Total Personnel Services	\$1,278,339,260	\$1,286,839,260	\$497,435,050	\$1,283,379,142	(\$3,460,119)
2	Supplies	92,646,763	93,011,589	35,046,038	96,915,402	3,903,813
3	Contractual Services	531,126,582	689,283,597	202,181,094	692,840,039	3,556,442
4	Capital Outlay	25,239,244	26,033,162	12,207,942	25,926,990	(106,172)
5	Reimbursements	(89,775,379)	(257,591,138)	(21,973,960)	(261,935,448)	(4,344,310)
	Total Expenditures	1,837,576,470	\$1,837,576,470	\$724,896,164	1,837,126,125	(\$450,346)

**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 \$3,460,000 under budget due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, partially offset by uniform overtime expenses in Dallas Police Department (\$14,274,000), Dallas Fire-Rescue (\$1,798,000), and non-uniform overtime expenses. Dallas Police Department uniform overtime expenses are due in part to elevated attrition in FY 2022-23 and consistent demand for police services (P1 call volume). Dallas Fire-Rescue uniform overtime expenses are due to higher-than-anticipated attrition requiring backfill to meet minimum staffing standards.

**2 Supplies.** Supplies are projected to be \$3,904,000 over budget due to Dallas Fire-Rescue expenses for fleet maintenance and repair.

**3 Contractual Services.** City Council increased Contractual Services budget by \$159,316,000 on February 28, 2024 by ordinance #32663 in order to fund a transfer to the ARPA Redevelopment Fund. This funding will be used for the continuation of projects originally funded under the American Rescue Plan Act (ARPA).

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





## FY 2023-24 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

#	Expenditure by Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,420,110	\$4,420,110	\$1,423,267	\$4,354,488	(\$65,622)
2	Building Services	31,078,791	31,078,791	14,118,478	31,078,791	0
3	City Attorney's Office	23,799,058	23,799,058	8,333,247	23,650,155	(148,903)
4	City Auditor's Office	3,266,138	3,266,138	1,081,495	3,167,511	(98,627)
5	City Controller's Office	9,162,430	9,162,430	3,556,279	8,977,361	(185,069)
6	Independent Audit	767,071	767,071	0	767,071	0
7	City Manager's Office	3,389,700	3,389,700	1,238,473	3,809,497	419,797
8	City Marshal's Office	21,905,930	21,905,930	8,265,129	21,875,563	(30,367)
9	Jail Contract	8,594,776	8,594,776	2,864,925	8,594,776	0
10	City Secretary's Office	3,509,388	3,509,388	1,371,282	3,515,641	6,253
11	Elections	1,946,292	1,946,292	45,458	1,946,292	0
12	Civil Service	2,762,162	2,762,162	1,092,689	2,969,902	207,740
13	Code Compliance	45,562,455	45,562,455	15,177,276	45,274,240	(288,215)
14	Dallas Animal Services	19,180,051	19,180,051	9,209,792	19,674,534	494,483
15*	Dallas Fire-Rescue	413,381,222	413,381,222	169,694,055	414,747,522	1,366,300
16	Dallas Municipal Court	8,370,958	8,370,958	3,224,200	8,021,885	(349,073)
17	Dallas Police Department	656,936,353	656,936,353	254,987,868	655,596,761	(1,339,592)
18	Data Analytics & Business Intelligence	6,108,162	6,108,162	2,066,737	6,108,162	0
19	Housing & Neighborhood Revitalization	6,920,100	6,920,100	1,973,679	6,844,378	(75,722)
20	Human Resources	9,186,760	9,186,760	3,951,058	9,630,435	443,675
21*	Judiciary	4,397,241	4,397,241	1,607,072	4,397,242	0
22	Library	43,489,755	43,489,755	16,390,328	43,416,698	(73,057)
	Management Services					
23	311 Customer Service Center	6,331,204	6,331,204	2,666,090	5,959,610	(371,594)
24	Communications, Outreach, & Marketing	3,777,588	3,777,588	1,175,237	3,466,742	(310,846)
25	Office of Community Care	10,114,699	10,114,699	2,504,786	10,082,151	(32,548)
26	Office of Community Development	754,620	754,620	41,418	740,437	(14,183)
27	Office of Community Police Oversight	784,565	784,565	183,838	656,101	(128,464)
28	Office of Emergency Management	1,251,963	1,251,963	529,744	1,251,963	0
29	Office of Environmental Quality and Sustainability	6,244,743	6,244,743	4,251,623	6,158,126	(86,617)
30	Office of Equity and Inclusion	3,785,554	3,785,554	1,097,098	3,692,354	(93,200)
31	Office of Government Affairs	1,112,725	1,112,725	436,034	1,086,437	(26,288)
32	Office of Homeless Solutions	17,850,149	17,850,149	12,960,889	17,850,149	0
33	Office of Integrated Public Safety Solutions	5,822,887	5,822,887	1,416,703	5,822,887	0
34	Small Business Center	4,354,640	4,354,640	780,642	4,214,114	(140,526)
35	Mayor & City Council	7,399,447	7,399,447	2,395,389	7,183,341	(216,106)
36	Non-Departmental	128,443,112	128,443,112	16,899,456	128,443,112	0
37	Office of Arts & Culture	23,180,773	23,180,773	18,948,224	23,092,648	(88,125)
38	Office of Economic Development	3,679,042	3,679,042	1,789,390	3,679,042	0
39	Park & Recreation	120,076,933	120,076,933	55,172,673	122,237,896	2,160,963
40	Planning & Urban Design	8,024,033	8,024,033	2,295,116	7,653,751	(370,282)
41	Procurement Services	3,500,823	3,500,823	1,037,360	3,226,093	(274,730)
42	Public Works	88,552,090	88,552,090	52,573,235	88,353,327	(198,763)
43	Transportation	59,125,541	59,125,541	24,068,428	59,002,299	(123,242)
	<b>Total Departments</b>	<b>\$1,832,302,034</b>	<b>\$1,832,302,034</b>	<b>\$724,896,164</b>	<b>\$1,832,271,486</b>	<b>(\$30,549)</b>
44	Financial Reserves		0	0	0	0
45	Liability/Claims Fund Transfer	3,387,941	3,387,941	0	3,387,941	0
46	Salary & Benefit Stabilization	1,886,495	1,886,495	0	1,466,698	(419,797)
	<b>Total Expenditures</b>	<b>\$1,837,576,470</b>	<b>\$1,837,576,470</b>	<b>\$724,896,164</b>	<b>\$1,837,126,125</b>	<b>(\$450,346)</b>

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





## VARIANCE NOTES

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

**7 City Manager's Office.** CMO is projected to be \$420,000 over budget due to forecasted termination payouts for the City Manager and other salary expenses related to position classification actions to better meet department operations and executive support functions, partially offset by salary savings associated with vacant positions.

**10 City Secretary's Office.** SEC is projected to be \$6,300 over budget due to termination payouts for retiring employees, partially offset by salary savings associated with two vacant positions.

**12 Civil Service.** CVS is projected to be \$208,000 over budget due to salary expenses associated with prior year elimination of funding for vacant positions, one of which was already filled, and hiring above the budgeted vacancy rate.

**14 Dallas Animal Services.** DAS is projected to be \$494,000 over budget due to animal food, security services, day labor, and professional service expenditures as a result of shelters being over capacity, partially offset by salary savings associated with 33 vacant positions.

**15 Dallas Fire-Rescue.** DFR is projected to be \$1,366,000 over budget due to the high cost of repairs to fire engines damaged in accidents and costs of parts and labor for routine maintenance expenses.

**20 Human Resources.** HR is projected to be \$444,000 over budget due to temporary staffing expenses associated with Workday implementation.

**23 311 Customer Service Center.** 311 is projected to be \$372,000 under budget due to salary savings from 30 vacant positions.

**24 Communications, Outreach, & Marketing.** COM is projected to be \$311,000 under budget due to salary savings associated with four vacant positions.

**27 Office of Community Police Oversight.** OCPO is projected to be \$128,000 under budget due to salary savings associated with three vacant positions.

**35 Mayor & City Council.** MCC is projected to be \$216,000 under budget due to salary savings associated with 10 vacant positions.

**39 Park & Recreation.** PKR is projected to be \$2,161,000 over budget due to Fair Park First budget shortfalls, for which PKR will supplement the building and grounds maintenance (\$1,660,000), and unplanned expenses associated with Old City Park in summer 2024 keeping their programs afloat until new management is located (\$500,000).

**41 Procurement Services.** OPS is projected to be \$275,000 under budget due to salary savings associated with 10 vacant positions.

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

## FY 2023-24 Financial Forecast Report

**ENTERPRISE FUNDS**

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

**1 AVIATION**

Beginning Fund Balance	\$87,104,190	\$87,104,190		\$108,814,479	\$21,710,289
Total Revenues	182,592,444	182,592,444	78,488,328	185,489,950	2,897,506
Total Expenditures	184,832,684	184,832,684	79,090,104	184,832,684	0
Ending Fund Balance	\$84,863,950	\$84,863,950		\$109,471,745	\$24,607,795

**2 CONVENTION & EVENT SERVICES**

Beginning Fund Balance	\$56,656,767	\$56,656,767		\$69,854,331	\$13,197,564
Total Revenues	137,145,998	137,145,998	42,587,326	\$141,005,147	3,859,149
Total Expenditures	137,145,998	137,145,998	38,437,825	\$151,005,147	13,859,149
Ending Fund Balance	\$56,656,767	\$56,656,767		\$59,854,331	\$3,197,564

**3 DEVELOPMENT SERVICES**

Beginning Fund Balance	\$20,815,859	\$20,815,859		\$19,390,635	(\$1,425,224)
Total Revenues	45,465,884	45,465,884	14,314,196	41,108,863	(4,357,021)
Total Expenditures	53,952,347	53,952,347	18,344,066	54,151,590	199,243
Ending Fund Balance	\$12,329,396	\$12,329,396		\$6,347,907	(\$5,981,489)

**4 MUNICIPAL RADIO\***

Beginning Fund Balance	\$337,211	\$337,211		\$176,692	(\$160,519)
Total Revenues	636,398	636,398	180,195	816,654	180,256
Total Expenditures	636,398	636,398	371,815	636,398	0
Ending Fund Balance	\$337,211	\$337,211		\$356,947	\$19,736

**5 SANITATION SERVICES**

Beginning Fund Balance	\$23,377,689	\$23,377,689		\$20,910,931	(\$2,466,758)
Total Revenues	152,709,535	152,709,535	67,363,441	156,230,876	3,521,341
Total Expenditures	153,689,531	153,689,531	46,645,025	153,689,531	0
Ending Fund Balance	\$22,397,693	\$22,397,693		\$23,452,276	\$1,054,583

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

Beginning Fund Balance	\$9,962,402	\$9,962,402		\$21,744,930	\$11,782,528
Total Revenues	80,093,972	80,093,972	32,424,564	80,093,972	0
Total Expenditures	80,093,972	86,089,948	29,381,697	86,089,948	0
Ending Fund Balance	\$9,962,402	\$3,966,426		\$15,748,954	\$11,782,528

**7 WATER UTILITIES**

Beginning Fund Balance	\$97,247,412	\$97,247,412		\$157,544,609	\$60,297,197
Total Revenues	791,276,133	791,276,133	333,280,951	799,381,891	8,105,758
Total Expenditures	791,275,376	791,275,376	297,717,421	791,275,376	0
Ending Fund Balance	\$97,248,169	\$97,248,169		\$165,651,124	\$68,402,955

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



## FY 2023-24 Financial Forecast Report

**INTERNAL SERVICE FUNDS**

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

Beginning Fund Balance	\$64,982	\$64,982		(\$243,843)	(\$308,825)
Total Revenues	22,043,477	22,043,477	4,356,020	21,441,233	(602,244)
Total Expenditures	22,043,477	22,043,477	8,023,336	21,197,390	(846,087)
Ending Fund Balance	\$64,982	\$64,982		\$0	(\$64,982)

**9 EQUIPMENT & FLEET MANAGEMENT**

Beginning Fund Balance	\$6,399,526	\$6,399,526		\$5,511,197	(\$888,329)
Total Revenues	68,778,781	68,778,781	5,291,949	71,095,082	2,316,301
Total Expenditures	71,794,210	71,794,210	27,069,385	74,105,122	2,310,912
Ending Fund Balance	\$3,384,097	\$3,384,097		\$2,501,157	(\$882,940)

**10 EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$7,212,164	\$7,212,164		\$6,268,575	(\$943,589)
Total Revenues	2,868,790	2,868,790	767,795	2,890,817	22,027
Total Expenditures	2,152,280	2,152,280	1,265,667	2,188,549	36,269
Ending Fund Balance	\$7,928,674	\$7,928,674		\$6,970,842	(\$957,832)

**11 INFORMATION TECHNOLOGY**

Beginning Fund Balance	\$19,328,923	\$19,328,923		\$21,691,826	\$2,362,903
Total Revenues	121,639,867	121,639,867	48,478,902	121,670,961	31,094
Total Expenditures	131,784,124	131,784,124	68,002,361	131,619,105	(165,019)
Ending Fund Balance	\$9,184,666	\$9,184,666		\$11,743,682	\$2,559,016

**12 RADIO SERVICES**

Beginning Fund Balance	\$2,825,954	\$2,825,954		\$6,283,792	\$3,457,838
Total Revenues	22,264,018	22,264,018	8,740,105	22,401,326	137,308
Total Expenditures	18,873,781	18,873,781	5,917,855	18,873,781	0
Ending Fund Balance	\$6,216,191	\$6,216,191		\$9,811,337	\$3,595,146

## FY 2023-24 Financial Forecast Report

**OTHER FUNDS**

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
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**13 9-1-1 SYSTEM OPERATIONS**

Beginning Fund Balance	\$4,811,495	\$4,811,495		\$9,451,258	\$4,639,763
Total Revenues	12,897,076	12,897,076	4,204,328	13,347,492	450,416
Total Expenditures	12,866,761	12,866,761	6,265,293	12,726,108	(140,653)
Ending Fund Balance	\$4,841,810	\$4,841,810		\$10,072,642	\$5,230,832

**14 DEBT SERVICE**

Beginning Fund Balance	\$114,061,997	\$114,061,997		\$100,972,008	(\$13,089,989)
Total Revenues	443,871,742	443,871,742	388,691,247	448,177,954	4,306,212
Total Expenditures	420,687,511	420,687,511	286,897,123	409,798,610	(10,888,901)
Ending Fund Balance	\$137,246,228	\$137,246,228		\$139,351,352	\$2,105,124

**15 EMPLOYEE BENEFITS**

City Contributions	\$134,878,640	\$134,878,640	\$30,913,054	\$134,947,865	\$69,225
Employee Contributions	46,665,178	46,665,178	19,730,408	46,665,178	0
Retiree	25,583,019	25,583,019	6,805,168	25,583,019	0
Other	0	0	7,445	7,445	7,445
Total Revenues	207,126,836	207,126,836	57,456,075	207,203,507	76,671
Total Expenditures	\$205,942,598	\$205,942,598	\$52,554,932	\$212,181,294	\$6,238,696

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

**16 RISK MANAGEMENT**

Worker's Compensation	\$18,362,599	\$18,362,599	\$18,575,365	\$18,575,365	\$212,766
Third Party Liability	10,033,670	10,033,670	6,435,426	10,033,670	0
Purchased Insurance	18,139,030	18,139,030	18,124,438	18,124,438	(14,592)
Interest and Other	0	0	327,749	327,749	327,749
Total Revenues	46,535,299	46,535,299	43,462,979	47,061,222	525,923
Total Expenditures	\$60,094,967	\$60,094,967	\$24,917,898	\$53,789,000	(\$6,305,967)

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

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of February 29, 2024, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2022-23 audited unassigned ending fund balance and includes FY 2022-23 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

**1 Aviation.** AVI revenues are projected to be \$2,898,000 over budget due to greater-than-forecasted enplanements which has driven higher garage parking, concessions, terminal rental, and landing fee revenues.

**2 Convention & Event Services.** CCT revenues are projected to be \$3,859,000 over budget due to higher number of events than budgeted. CCT expenses are projected to be \$13,859,000 over budget due to an increased capital transfer from fund balance supported by excess revenue in FY 2022-23.

**3 Development Services.** DEV revenues are projected to be \$4,357,000 under budget due to delayed implementation of the 2023 fee recommendations. City Council approved the fee updates on March 27, 2024; the new fees will go into effect on May 1, 2024. DEV expenses are projected to be \$199,000 over budget due to renovation expenses for a new facility at 7800 N. Stemmons, partially offset by salary savings associated with 82 vacant positions.

**4 Municipal Radio.** WRR revenues are projected to be \$180,000 over budget due to the inclusion of revenues not accounted for in FY 2022-23, but now recognized in FY 2023-24.

**5 Sanitation Services.** SAN revenues are projected to be \$3,521,000 over budget due to higher volume of disposal business from commercial haulers.

**6 Storm Drainage Management.** City Council increased SDM's expense budget by \$5,996,000 on December 13, 2023, by resolution 23-1699 for a construction contract with Merrell Bros, Inc. for dredging at five locations.

**7 Water Utilities.** DWU revenues are projected to be \$8,106,000 over budget due to higher water consumption.

**8 Bond & Construction Management.** BCM revenues are projected to be \$602,000 under budget due to lower expenses. BCM expenses are projected to be \$846,000 under budget 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.

**9 Equipment and Fleet Management.** EFM revenues are projected to be \$2,316,000 over budget due to additional chargebacks to cover higher prices for vehicle parts primarily for SAN. EFM expenses are projected to be \$2,311,000 over budget due to higher prices for vehicle parts driven by inflation and supply chain issues.

**10 Express Business Center.** EBC revenues are projected to be \$22,000 over budget due to interest earnings and surplus revenues from retail items, copies, and notary services. EBC expenses are projected to be \$36,000 over budget due to temporary staffing costs to cover vacant positions.

**11 Information Technology.** ITS revenues are projected to be \$31,000 over budget due to interest earnings.

**12 Radio Services.** Radio Services revenues are projected to be \$137,000 over budget due to interest earnings.

**13 9-1-1 System Operations.** 9-1-1 System Operations revenues are projected to be \$450,000 over budget due to increased 9-1-1 fee collections for residential and commercial wireline services based on year-to-date receipts.

## VARIANCE NOTES

**14 Debt Service.** Debt Service revenues are projected to be \$4,306,000 over budget due to delayed transfers from SAN related to Equipment Acquisition Contractual Obligation, Series 2023, and from unbudgeted transfers from Stormwater and Fair Park for Certificates of Obligation, Series 2024A. Debt Service expenses are \$10,889,000 below budget primarily due to the refunding of the General Obligation Refunding and Improvement Bonds, Series 2013A and Series 2014, as well as a more advantageous debt structure for a litigation judgement, General Obligation Refunding Bonds Series 2024A.

**15 Employee Benefits.** Employee Benefits revenues are projected to be \$77,000 over budget due to interest earnings and City Contributions based on forecast usage. Employee Benefits expenses are projected to be \$6,239,000 over budget due to the increased cost of inpatient and outpatient medical and pharmacy claims from October 2023 to February 2024. The 2024 health plan enrollment also increased by 434 participants. The resulting effect is an estimated 3.7 percent increase in the enrollment in comparison to last fiscal year.

**16 Risk Management.** Risk Management revenues are projected to be \$526,000 over budget due to interest earnings and higher-than-budgeted Worker's Compensation subrogation recovery. Risk Management expenses are projected to be \$6,306,000 under budget due to lower-than-budgeted insurance claims and a delay in anticipated claims that have been moved from FY 2023-24 to FY 2024-25.

## FY 2023-24 Financial Forecast Report

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

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$533,981,000	\$347,166,913	\$127,407,091	\$59,406,995
B	Park and Recreation Facilities	261,807,000	261,807,000	182,078,605	13,009,451	66,718,944
C	Fair Park	50,000,000	50,000,000	41,530,771	2,782,421	5,686,807
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	19,873,437	16,522,697	12,353,867
E	Library Facilities	15,589,000	15,589,000	14,918,344	166,261	504,396
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	13,219,909	345,632	669,459
G	Public Safety Facilities	32,081,000	32,081,000	27,259,472	243,494	4,578,034
H	City Facilities	18,157,000	18,157,000	3,665,947	585,868	13,905,185
I	Economic Development	55,400,000	55,400,000	22,680,237	9,467,421	23,252,342
J	Homeless Assistance Facilities	20,000,000	20,000,000	17,428,025	88,383	2,483,592
<b>Total</b>		<b>\$1,050,000,000</b>	<b>\$1,050,000,000</b>	<b>\$689,821,660</b>	<b>\$170,618,719</b>	<b>\$189,559,621</b>

**2012 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$266,938,887	\$260,908,553	\$3,183,302	\$2,847,033
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	254,519,330	60,538,935	\$11,316,734
3	Economic Development	55,000,000	55,000,000	39,111,855	5,025,181	\$10,862,964
<b>Total</b>		<b>\$642,000,000</b>	<b>\$648,313,887</b>	<b>\$554,539,737</b>	<b>\$68,747,419</b>	<b>\$25,026,731</b>

**2006 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$393,810,057	\$7,996,508	\$4,683,988
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	306,282,987	10,756,565	25,717,614
3	Park and Recreation Facilities	343,230,000	353,343,060	349,996,513	905,992	2,440,555
4	Library Facilities	46,200,000	52,148,600	47,675,319	48,666	4,424,614
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	45,190	624,769
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	33,309,338	303,727	2,603,412
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	42,735,357	2,075,221	249,475
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	0	349,741
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,818,529	22,150	10,886,772
11	Court Facilities	7,945,000	8,146,606	7,869,762	0	276,844
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,385,969	411,256	275,714
<b>Total</b>		<b>\$1,353,520,000</b>	<b>\$1,405,218,107</b>	<b>\$1,330,093,504</b>	<b>\$22,565,274</b>	<b>\$52,559,329</b>

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

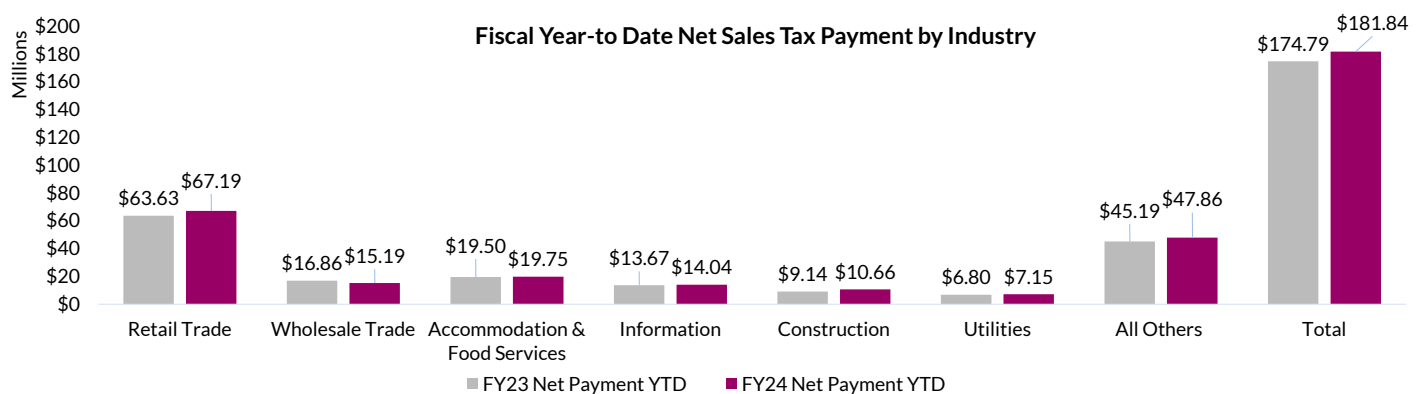
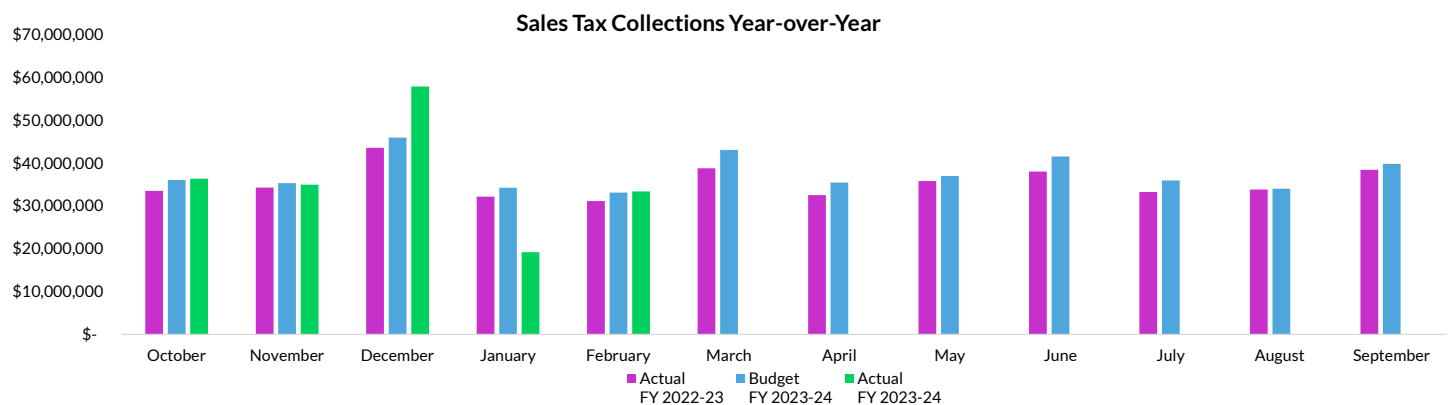


## FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

## Sales Tax

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



## FY 2023-24 Financial Forecast Report

**ECONOMIC INDICATORS**

Year-over-Year Change in Sales Tax Collections		
Industry	February FY24 over February FY23	FYTD24 over FYTD23
Retail Trade	10%	6%
Wholesale Trade	2%	-10%
Accommodation and Food Services	4%	1%
Information	8%	3%
Construction	19%	17%
Utilities	14%	5%
All Others	3%	6%
Total Collections	7%	4%

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

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

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

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

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

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

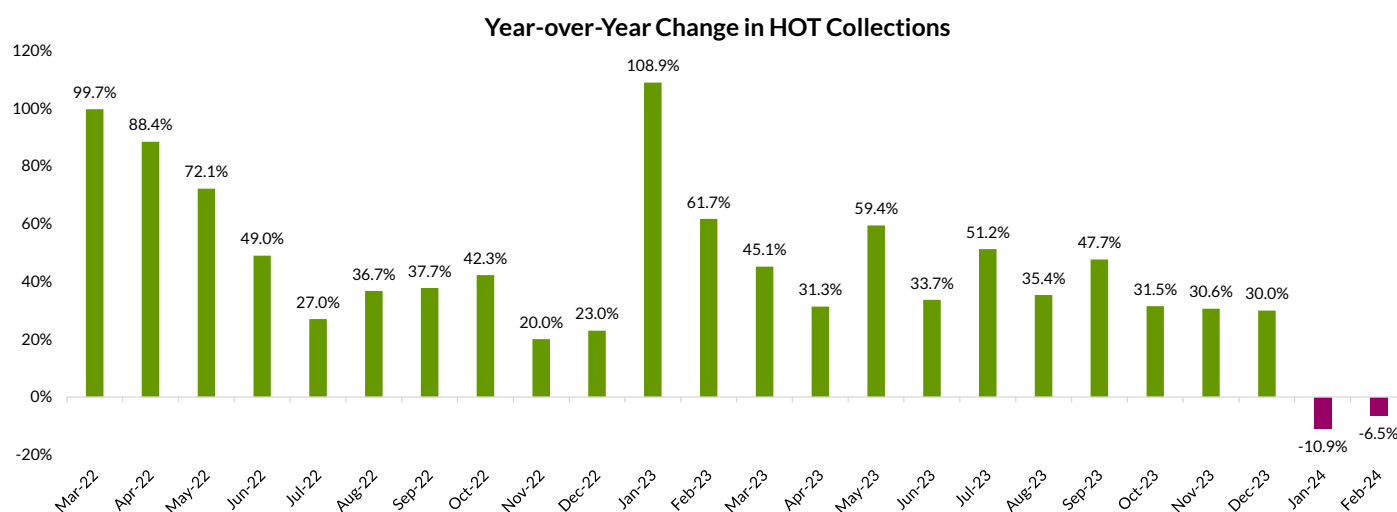
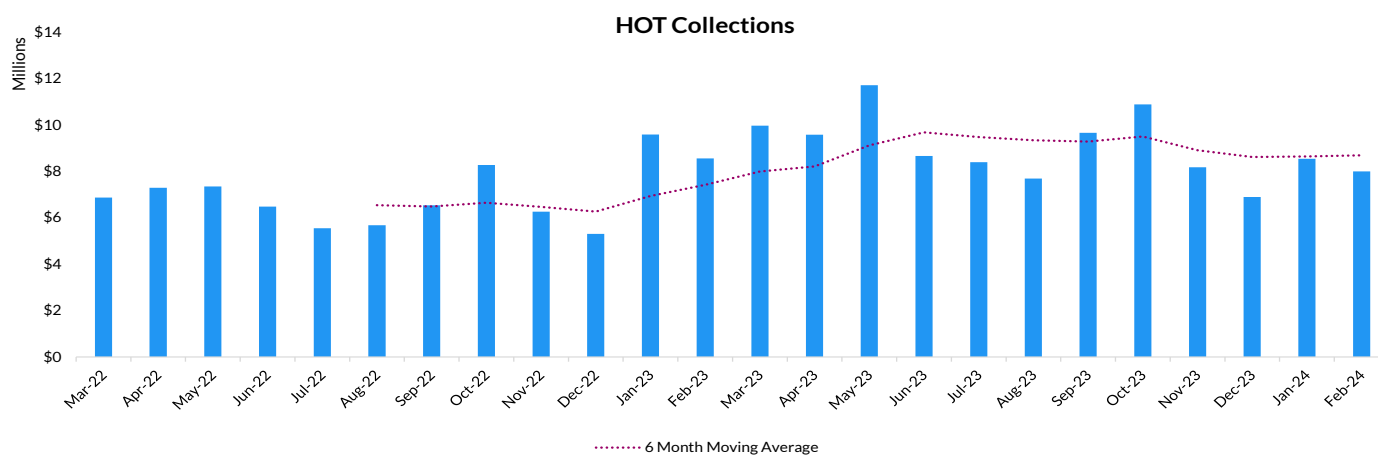
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

## FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

## Hotel Occupancy Tax

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



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

## FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

## Convention Center Event Bookings

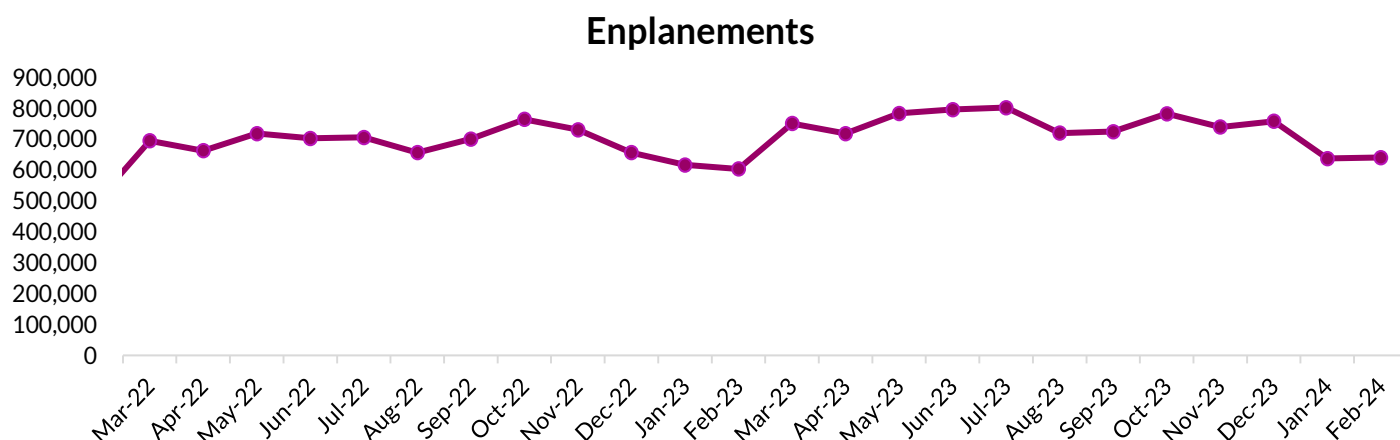
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY22 Actual	FY23 Actual	FY24 Planned	FY24 Actual/Forecast*
October	6	10	11	11
November	5	2	4	4
December	9	12	6	7
January	4	5	7	10
February	10	14	10	15
March	13	10	8	10
April	8	6	3	3
May	6	10	9	8
June	11	12	9	9
July	4	5	6	5
August	8	5	7	7
September	10	5	3	3
<b>Total</b>	<b>94</b>	<b>96</b>	<b>83</b>	<b>92</b>

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

## Love Field Enplanements

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

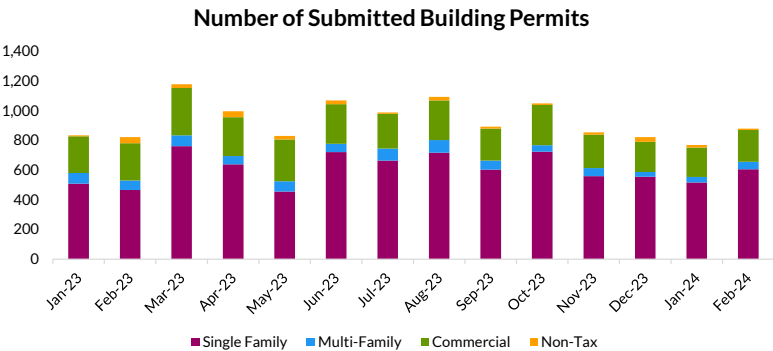


FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

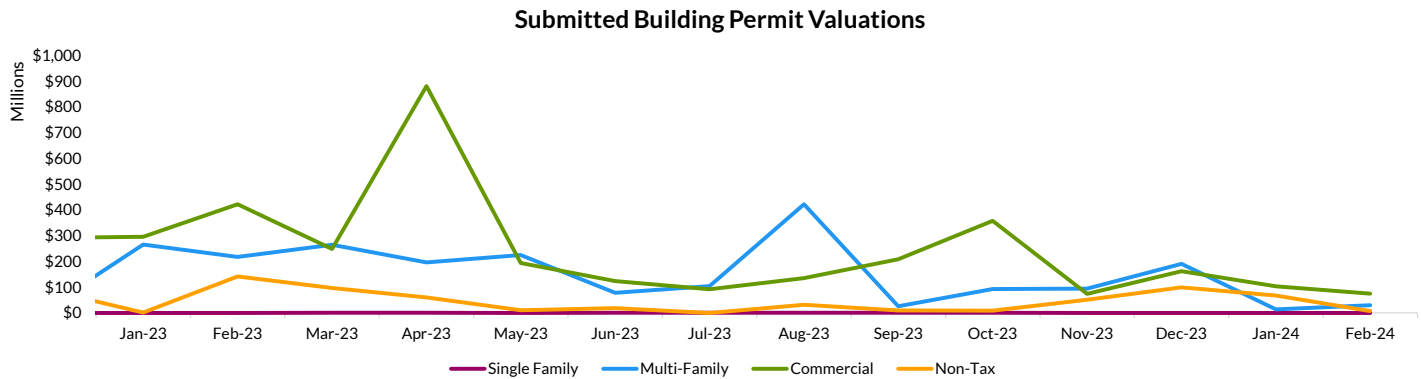
## Building Permits

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



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

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



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

\*Single-family home valuations are estimations only.  
\*\*October 2023 to December 2023 were revised to reflect submitted building permit data

# DALLAS 365

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

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

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



#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Economic Development</b>						
1*	Average number of business days to complete first review of residential permit application (Development Services)	8	10	1	10	8
2*	Average number of business days to complete first review of commercial permit application (Development Services)	2	15	10	15	15
3	Percentage of attracted private investment documented by contract that occurs in Target Areas (Office of Economic Development)	N/A	40.0%	100.0%	40.0%	48.0%
4	Percentage spent with local businesses (Small Business Center)	59.0%	40.0%	33.5%	40.0%	40.0%
5	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	80.9%	70.0%	75.5%	70.0%	75.5%
<b>Government Performance &amp; Financial Management</b>						
6	Percentage of invoices paid within 30 days (City Controller's Office)	79.7%	85.0%	79.1%	85.0%	79.1%
7	Percentage of vehicles receiving preventive maintenance on schedule (Compliance I) (Equipment & Fleet Management)	N/A	65.0%	77.3%	65.0%	65.0%
8	Percentage of customers satisfied with call experience (311 Customer Service Center)	89.1%	88.0%	92.1%	88.0%	92.1%

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



## FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
9	Completion rate for informal solicitations (Procurement Services)	22.2%	80.0%	88.7%	80.0%	88.7%
<b>Housing &amp; Homelessness Solutions</b>						
10	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	89.7%	60.0%	80.8%	60.0%	60.0%
11	Percentage of service requests resolved within 21 days (Office of Homeless Solutions)	87.0%	85.0%	92.8%	85.0%	92.8%
12	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	100.0%	90.0%	124.8%	90.0%	124.8%
<b>Parks, Trails, &amp; the Environment</b>						
13	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	75.3%	70.1%	69.1%	75.3%	77.3%
14	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	3,269	2,300	3,618	2,300	3,618
15	Residential recycling diversion rate (Sanitation Services)	18.2%	20.5%	17.5%	20.5%	17.5%
16	Percentage of garbage and recycling routes completed on time (Sanitation Services)	99.9%	95.0%	99.8%	95.0%	99.8%
<b>Public Safety</b>						
17	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.4%	90.0%	85.0%	90.0%	85.0%
18	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.0%	90.0%	89.1%	90.0%	89.1%
19*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	1,936	806.6	769.1	2,000	769.1
20	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	61.5%	60.0%	50.7%	60.0%	50.7%
21	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	93.3%	90.0%	93.7%	90.0%	93.7%
22	Monthly complaint resolution rate (DPD and OCPO) (Office of Community Police Oversight)	78.3%	70.0%	84.6%	70.0%	84.6%
23	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	59.8%	60.0%	51.3%	60.0%	51.3%

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





## FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Quality of Life, Arts, &amp; Culture</b>						
24	Number of cases resolved by community prosecution (City Attorney's Office)	211	190	290	450	450
25	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	98.4%	85.0%	93.9%	85.0%	93.9%
26	Percentage increase in dogs and cats transferred to rescue partners (Dallas Animal Services)	41.9%	5.0%	9.8%	5.0%	9.8%
27	Satisfaction rate with library programs (Library)	98.1%	95.0%	100.0%	95.0%	98.2%
28	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	32.8%	35.0%	33.4%	35.0%	33.4%
<b>Transportation &amp; Infrastructure</b>						
29	Planned lane miles improved (792 of 11,770 miles) (Public Works)	98.4%	20.0%	72.4%	100.0%	100.0%
30	Percentage of planned sidewalk projects completed (Public Works)	N/A	11.0%	0.0%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	97.7%	98.0%	98.0%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	90.4%	80.0%	81.1%	80.0%	81.3%
33	Percentage of long line pavement marking miles restriped (611 of 1,223 miles) (Transportation)	50.0%	18.3%	18.3%	50.0%	50.0%
<b>Workforce, Education, &amp; Equity</b>						
34	Percentage of users who reported learning a new skill through adult learning or career development programs (Library)	94.0%	92.0%	89.5%	92.0%	85.9%
35	Percentage of annual Racial Equity Plan department progress measures completed (Office of Equity & Inclusion)	N/A	30.0%	56.1%	75.0%	75.0%

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

## FY 2023-24 Dallas 365

**VARIANCE NOTES**

**4** SBC remains below target for February 2024 because of emergency vehicle expenses not spent with a local vendor in January 2024. SBC continues planning outreach events such as a B2B Connect Networking meeting and meeting with City departments and local M/WBE companies to increase the number of local M/WBE companies interested in City of Dallas procurements. Additionally, the SBC Dallas Accelerator Program launched in February 2024, supports companies in growing their capacity to compete on City of Dallas contracts.

**6** CCO invoices paid within 30 days are below the target mainly due to one high-volume department experiencing delays in processing invoices. Delays in departmental processing result in delays in payment by CCO Accounts Payable (AP). CCO AP is actively working with the department to reduce processing delays.

**15** Recycling tonnage has been slightly lower than anticipated due to collection equipment shortages and reduced resident participation in the recycling program while refuse collections have been increasing. SAN is continuing to work with EFM to improve equipment availability so the residential recycling rate will remain below target until new equipment comes online. Additionally, the Sanitation Outreach Team is continuing efforts to educate the public on the City's recycling program. The Sanitation Outreach Team hosted 21 events in February 2024 across multiple Sanitation and Council districts.

**17** DFR is experiencing increased EMS response times due to several factors: emergency call volume remains high, and DFR's EMS transport rate continues to be over 60 percent (compared to historical rates of 40-45 percent). High call volume and transport rates result in a decrease in the number of available units and an increase in unit hour utilization, which in turn causes increases in response times. However, DFR continues to see steady improvement in this metric due to the implementation of various programs and response changes designed to increase our level of efficiency and effectiveness. For reference, the EMS response times have improved each month this fiscal year (0.79 percent increase from October 2023 to November 2023, 0.28 percent increase from November 2023 to December 2023, 0.03 percent increase from December 2023 to January 2024, and 0.49 percent increase from January 2024 to February 2024). DFR remains confident that recent improvements to the emergency response model will continue this positive trend.

**20** DPD continues to emphasize hiring to increase the percentage of calls answered within eight minutes. This fiscal year, DPD's hiring goal is 250 police officers, with 60 hired as of February 2024. Additionally, DPD is working to create a referral incentive program to further accelerate future hiring. An increase in police personnel will provide more resources to call response and result in better response times.

**23** IPS is under the target due to a continuous decrease of incoming behavioral health calls. Performance is expected to increase as a result of the following course corrective actions: implementation of a pilot behavioral health desk to assist in properly screening and coding behavioral health calls for service to the RIGHT Care Unit.

**30** PBW is below the target due to unforeseen staff shortages by contractor. Performance is expected to increase as the contractor hires more staff to assist with the workload. The YTD Actual anticipates improvement for March 2024.

# BUDGET INITIATIVE TRACKER

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



## In the Spotlight



### Salesforce Launch

The Office of Procurement Services (OPS) is responsible for purchasing the City's goods and services and is committed to strategic and innovative purchasing that maximizes taxpayer spending power. In February 2024, OPS launched the Salesforce Procurement Service Request Portal which aims to simplify procurement procedures across departments, streamline processes and enhance efficiency. Users submit requests via the OPS Intranet Page or a provided link, with support available through OPSProcurements@dallas.gov or the ITS Helpdesk. Since its launch, the portal has seen utilization across 42 departments, with ongoing development of dashboards and reporting features to improve transparency and efficiency. Notably, OPS has significantly reduced the procurement process from 68 steps to 23 steps through implementation of additional process improvement opportunities that removed non-value-added steps to better support internal and external stakeholders involved in the procurement process.

## FY 2023-24 Budget Initiative Tracker

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

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

**STATUS** The updated contract is being reviewed by the Office of Procurement Services and the City Attorney's Office. The contract will be presented to City Council for approval in April 2024.

**2 Community Development Team** ✓

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

**STATUS** OCD work has been initiated by Project Managers and the team is operational - reviewing and supporting plans that align with Citywide comprehensive documents and policies in collaboration with partner departments. OCD continues to review staffing levels and initiate recruitment efforts to hire remaining Project Specialists.

**3 Infrastructure Investment Fund** ✓

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

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

**4 Development Services** ✓

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

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

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

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

**STATUS** City Council approved Component 1 Project Management and Owner's Representation contract with Inspire Dallas on September 13, 2023. Inspire Dallas is procuring A&E design and construction firms for Component 1. CCT presented a full briefing to City Council on March 6, 2024.

## FY 2023-24 Budget Initiative Tracker

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## 6 Modernize Key Software Applications



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

**STATUS** As of February 2024, ITS has invested \$1,996,000 for infrastructure optimization towards diverse network resilience initiatives.

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

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

## 7 Procurement Services - Enhanced Services



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

**STATUS** OPS successfully launched the new Salesforce Procurement Service Request Portal on February 5, 2024. Development of dashboards and reporting functions is underway to allow departments access to view active procurement statuses to make the procurement process more efficient and transparent. Additionally, with the process improvement implementation in 2023, the entire procurement process was reduced from 68 steps to 23 steps. OPS is working with a local MBE procurement and finance recruitment firm to assist in filling vacant positions. Seven of nine vacant Procurement Specialist positions will start in March 2024 and OPS anticipates the remaining staff to start in April 2024.

## FY 2023-24 Budget Initiative Tracker

**HOUSING & HOMELESSNESS SOLUTIONS****8 Addressing Homelessness - Rebranded RTR**

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

**STATUS** From October 2021 to February 2024, the Real Time Rehousing Initiative housed 3,023 individuals. Of those housed, 38 percent consisted of adults with children and 62 percent were of adults only. OHS is partnering with Housing Forward to continue encampment decommissioning effort to offer individuals in established encampment housing solutions.

**9 Minor Home Repair Program**

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

**STATUS** Housing has put forth an amendment to consolidate multiple home repair programs into one streamlined initiative, investing \$1,700,000 in the Minor Home Repair Program. The proposal was adopted by City Council on March 27, 2024.

## FY 2023-24 Budget Initiative Tracker

# PARKS, TRAILS, & THE ENVIRONMENT

## 10 Strengthen Park Security Presence



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

**STATUS** The City Marshal's Office is currently recruiting and interviewing for the eight City Marshal positions and two of the Park Ranger positions have been filled. One offer has been made to fill one of the two remaining Park Ranger positions. For park security, 20 cameras are currently on order and pending installation in 17 different parks, trails, and tennis court locations. Light installations are completed in West Trinity and Northhaven with more scheduled for various parks around the city. PKR has purchased trucks, UTVs, bikes, and a drone for future deployment of additional park safety.

## 11 Urban Agriculture Infrastructure Grant Program



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

**STATUS** The Urban Agriculture team met with the Office of Procurement Services and completed an administrative action proposal to partner with Dallas County. The proposal is now under CAO review and the process is anticipated to conclude by early April 2024.

## 12 Composting Site



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

**STATUS** City Council has approved the acceptance of a grant for a composting study. SAN is working with a consultant to complete a site study to determine the best location for the composting site. The current timeframe to have the site study completed is by May 2024.

## 13 Solar Installation



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

**STATUS** A portion of the \$500,000 allocated in FY 2023-24 for solar energy initiatives will be used for maintenance and repair of existing failed solar equipment installed at City facilities. An RFP solicitation for providing maintenance and repair for Solar Power Equipment continues to be reviewed by the Office of Procurement Services. Any remaining funds will be used to expand the City's solar PV system infrastructure to additional City facilities.



## FY 2023-24 Budget Initiative Tracker

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

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

**STATUS** As of February 2024, DPD has hired 60 personnel, which includes laterals, rehires, and trainees. An upcoming class of 26 recruits is scheduled to begin March 13, 2024. Current trends show that DPD is unlikely to hit the target headcount due to higher attrition in FY 2022-23 causing the starting headcount to be 3,058, which is lower than budgeted headcount of 3,069.

**16 Single Function Paramedic Program**

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

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

**18 Dallas Police Department Forensic Lab**

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

**STATUS** The Police Technology unit is currently finalizing the Standard Operating Procedure (SOP), equipment details, and working to maintain accreditation standards. Five positions have been identified to help with these tasks and the recruitment process began in January 2024 with interviews scheduled for April 2024.

**15 Right Size the Fire Department**

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

**STATUS** As of February 2024, DFR has hired 146 personnel, which includes laterals, rehires, trainees, and Single Function Paramedics. Additional academy classes are scheduled for March and July of 2024. Current trends show that DFR is unlikely to hit the target headcount due to higher attrition in FY 2022-23 causing the starting headcount to be 2,042, which is lower than budgeted headcount of 2,043.

**17 Dallas Police Department Technology**

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

**STATUS** Automated License Plate Recognition (ALPR) cameras are live in all marked squad car dash cams. As of February 2024, stationary camera locations have been identified. Of the 120 stationary cameras, 90 cameras have been installed and the remaining 30 are still in the installation process to be completed by April 2024.

**19 Investigations and Operations**

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

**STATUS** As of February 2024, DPD has reassigned 20 non-uniform positions to investigations and operations from other areas in DPD while DPD completes recruitment efforts. Ten positions have been filled, six positions are awaiting background checks, and interviews are currently being coordinated for the remaining four positions to occur in April 2024.

## FY 2023-24 Budget Initiative Tracker

# QUALITY OF LIFE, ARTS, & CULTURE

## 20 Short-Term Rental Registration Program



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

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

## 21 Reduce Blight



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

**STATUS** In January 2024, City Council approved a demolition vendor agreement, and the agreement is now in the final phases of adoption. CCS has 23 properties ready to be scheduled for demolition to begin in March 2024 and to be completed by May 11, 2024.

## 22 Beautification Program



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

**STATUS** The Keep Dallas Beautiful program has filled two out of the three positions and the third is awaiting applicants. As of February 2024, the Volunteer Community Clean-Up program has completed 45 community cleanups and anticipates completing an additional 30 by September 2024. Additionally, the Community Clean Trash-Off program has completed nine events and anticipates another seven to be completed by September 2024.

## 23 Night Detail Team



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

**STATUS** CCS is in the hiring process for two of the five positions and plans to continue utilizing existing staff willing to work overtime until these positions are filled.

## 24 Expanding Library Access



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

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

## 25 Spay and Neuter Program



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

**STATUS** DAS anticipates providing 2,000 low-cost surgeries with the additional funding. These additional surgeries will help reduce the animal population, increase the spay/neuter capacity, increase compliance with violations and citations, and reduce the loose animal population in Dallas. As of February 2024, DAS has completed 335 surgeries and estimates reaching their goal of 2,000 surgeries by September 2024.

## FY 2023-24 Budget Initiative Tracker

# TRANSPORTATION & INFRASTRUCTURE

**26 Sidewalk Master Plan** ✓

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

**STATUS** As of February 2024, PBW has spent \$1,999,000 to continue work on sidewalk improvements for the Sidewalk Master Plan FY 2023-24. PBW is on track to complete nine sidewalk projects which equates to approximately 7.3 miles of sidewalk improvements by September 2024.

**27 Street Maintenance** ✓

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

**STATUS** As of February 2024, PBW completed 114.35 lane miles of street maintenance work and spent \$33,535,000 in funding.

**28 Parking Management** ✓

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

**STATUS** On January 10, 2024, City Council approved a cooperative purchasing agreement for electronic intelligent parking technology. As of February 2024, the purchasing agreement has been executed and the procurement delivery order of 500 meters is estimated for completion in March 2024.

**29 Public Safety Street Light Program** ✓

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

**STATUS** TRN streetlight team has completed its review of lighting options for corridor lighting along Walton Walker/Loop 12. TRN has sent a project extent map of streetlights to TxDOT for review. TRN will develop a Request for Proposals (RFP) in March 2024 for the streetlight analysis and design to be is expecting to issue a request for proposal in March 2024 for the streetlight analysis and design to be open for bids in April 2024.

**30 Drainage Improvements** ✓

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

**STATUS** As of February 2024, SDM has spent \$11,800,000 citywide on the completion of one project, one project under construction, eight projects in design, and 21 that are in development.

## FY 2023-24 Budget Initiative Tracker

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

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

**STATUS** As of February 2024, SBC has selected 72 participants for the Dallas Accelerator Program (DAP). Classes began on February 21, 2024.

**32 Day Labor Program**

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

**STATUS** SBC met with DPD to do a walkthrough of possible options for mobile units. As of February 2024, SBC is working with vendors to obtain quotes for mobile unit repairs, such as tires, in order to be operational for the Day Labor Outreach Program.

**33 Expand Green Job Skills Program**

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

**STATUS** OEQS met with Dallas College and the Regional Black Contractors Association on February 20, 2024, to introduce the Green Job Skills program and discuss gaps in formal instruction around sustainability topics. Specifically with Dallas College, there is interest in developing and delivering instruction that features sustainability and green jobs training.

**34 Senior Services**

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

**STATUS** The Age-Friendly Officer position was posted on January 17, 2024, and closed on January 31, 2024. Interviews with candidates are scheduled for early March 2024, with a selection to be made immediately after. Once the position is filled, the new Age-Friendly Officer will begin to evaluate senior needs and services within the community.

**35 Fair Housing Equity Plan**

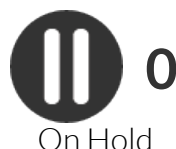
**INITIATIVE** Reduce disparities while improving outcomes in fair housing through the development of a New Fair Housing Equity Plan. In FY 2023-24, OEI will procure a consultant that will support the development of thorough, inclusive plan that will support the actions of affirmatively further fair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

**STATUS** In February 2024, OEI provided the Workforce, Education, and Equity (WEE) Committee with updates on the New Fair Housing Equity Plan and scheduled a strategy meeting with HOU to discuss goals and scope for a consultant to oversee the process.

## FY 2023-24 Budget Initiative Tracker

# MULTI-YEAR INITIATIVES

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



## FY 2021-22

### 1 Economic Development Entity



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

**STATUS** The EDC board met in January 2024 and approved the website, logo, and branding. The CEO search committee has identified a candidate for CEO and is currently in salary negotiations to be approved by the board in March 2024. Once a CEO is hired, a 3-year work plan and budget will be developed.

### 13 Affordable Housing Units



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

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

### 14 Preservation of Affordable Housing



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

**STATUS** In December 2021, City Council approved \$11,250,000 in ARPA for home repair and infrastructure improvements within specified qualified neighborhoods in Dallas. As of February 2024, \$2,600,000 has been spent or encumbered for 14 homes under construction and 14 that have been completed. By summer 2024, \$4,500,000 will be encumbered for infrastructure improvements including water, wastewater, and sewer utilities. Proposed implementation change to be presented to Housing and Homelessness Solutions Committee.

### 27 Wi-Fi at Park Facilities



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

**STATUS** The cabling installation of 14 high-priority sites was completed in December 2022 with an additional four in February 2024 for a total of 18 sites. The remaining 45 Wi-Fi sites have received Access Point equipment and scheduling with the cable companies has begun. Additionally, requests have been submitted to AT&T for network connections at various community pools.

## FY 2023-24 Budget Initiative Tracker

# MULTI-YEAR INITIATIVES

## 29 Traffic Signals



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

**STATUS** Traffic signal replacement will be a multi-year effort and is delayed due to the extended TxDOT approval process. This initiative includes both design and construction/replacement components for 100 traffic signals. This multi-year initiative to devote \$14,000,000 over three years will be completed in FY 2024-25. As of February 2024, TRN has spent and encumbered \$7,400,000 on the design of 65 signals and construction of 75 signals associated with both the FY 2021-22 and FY 2022-23 initiatives.

## 32 Bike Lanes



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

**STATUS** TRN presented the bike plan update to City Council on November 1, 2023. The bike lane update included recommended future bike lane locations and facility types, updated design standards, and prioritized a phased implementation plan. As of February 2024, TRN has spent \$1,100,000 of the \$4,500,000 in available funding on design, study, or completion of 15.9 lane miles and the installation of 1.0 mile of bike lanes for the Akard Street Bike Lane is complete. TRN is actively working with the Office of Procurement Services on bike lane engineering and design contracts.

## 34 Accessibility



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

**STATUS** The project decided to change its procurement process after OEI and ITS met in February 2024. Sole sourcing was chosen as the best approach for acquisition, as the team found the previous ILA process too slow. As of February 2024, ITS and OEI are planning to buy the ADA software directly from one source. ITS business managers are updating the necessary documents and will give new timelines to OEI.

## 35 Water/Wastewater Service



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

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



## FY 2023-24 Budget Initiative Tracker

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

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

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

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

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

**STATUS** The Long Range Water Supply and associated Water Conservation Plan updates were awarded in fall 2022. A kick-off meeting was held in February 2023 between consultants and the City to review the current plan, analyze conservation strategies, and update and index the plan against customer cities, including the southwest cities. The City delivered the data to the consultant and the initial draft is being prepared for delivery to City staff. The anticipated delivery to staff of the initial draft is in March 2024. The Water Conservation Five-Year Work Plan will 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.

**17 Innovative Equipment and Technology** ✓

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

**STATUS** DPD has integrated the ALPR Technology into the dash cams in all marked squad cars. The mobile and portable radio project is complete with 4,000 radios being issued. DPD has begun training and issuance of Taser 7 while pending state legislative regarding Taser 10 is finalized. Specifications are being developed for a system that will combine the functionality of RMS and CAD programs to provide efficiency for DPD.

**20 City Facility Security Assessment** ✓

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

**STATUS** As of February 2024, Dallas Municipal Court (DMC) and City Marshal's Office (MSH) have initiated over 103 projects and completed 32 of them. Currently, 66 of these projects are in the installation/construction phase. The remaining projects are in the design/pre-construction phase pending City Council approval of the new Master Agreement scheduled for April 2024. The completed projects include park lighting surveillance systems, access controls, window treatments, radios, and garage doors. DMC and MSH have spent \$4,600,000 of the total \$6,400,000 ARPA allocations.



FY 2023-24 Budget Initiative Tracker

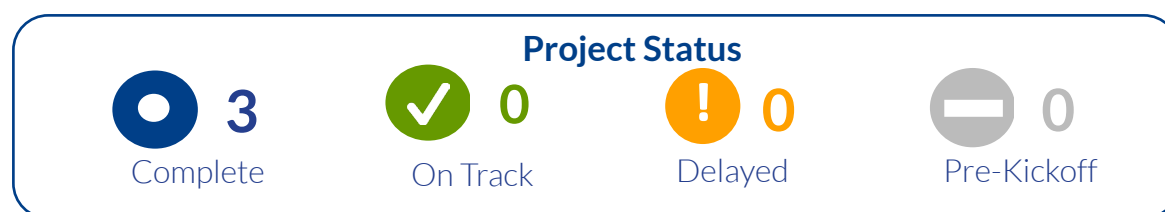
MULTI-YEAR INITIATIVES



<div>25</div> <div>Sidewalk Master Plan</div> <div>✓</div>	<div>30</div> <div>School Zone Flashing Beacons</div> <div>✓</div>
<p><b>INITIATIVE</b> 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).</p> <p><b>STATUS</b> As of February 2024, PBW spent \$5,032,000 appropriations to complete 16 sidewalk projects and 14.36 lane miles of sidewalk improvements. PBW anticipates completing the remaining no later than March 2024.</p>	<p><b>INITIATIVE</b> 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).</p> <p><b>STATUS</b> As of February 2024, TRN has spent or encumbered \$2,600,000 of \$5,000,000 allocated in FY 2021-22 through FY 2023-24, with 392 flashing beacons installed. Due to supply chain issues, the manufacturer was unable to deliver school zone flashing beacon equipment as planned which impacted installation. The manufacturer has resumed shipping new equipment as of September 2023. Replacement of the school zone flashing beacons will be conducted when the flashers are inactive. The remaining 108 school zone flashing beacons will be updated FY 2023-24.</p>


# PROCESS IMPROVEMENT

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

The Process Improvement Team 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 2023-24 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.



#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	<b><u>DPD Workload Optimization</u></b> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan 2022 – Dec 2023	% Accurately Reported Hours (95)	TBD	TBD
			<b>Status Update:</b> The review protocols, dashboard or reports that will trigger leadership action have been identified. DPD staff reviewing data. The project is complete, and the technology option has been implemented.			
2	<b><u>DWU/DEV/DFR</u></b> Map water/wastewater permitting process, from start to finish including installation of items. Cross-training/provide understanding of entire process for stakeholders		April 2023 - Nov 2023	Reduce Errors, Breakdown Silos, Improving Communication	N/A	N/A
			<b>Status Update:</b> OFIs were presented to the Dallas Builders Association in October, and DBA supports the recommendations. The final executive approval of four main improvement items occurred in February with implementation to begin in March 2024. The four main improvement items are: 1) Prioritizing New Fire Hydrants with DWU, 2) Transitioning the City to Utilize 811 for DWU utility line locations, 3) Eliminating the "City" option to purchase utility connections, and 4) Creating a permitting team within DWU and incorporating the inspection process with Building Inspection. This project is complete from a Process Improvement Team (PIT) standpoint; however, the PIT continues to support implementation of improvements.			

3	<b><u>Low Sterrett Prisoner Intake</u></b> Reduce the amount of time DPD officers spend processing prisoners at Low Sterrett		July 2023 – Jan 2024	Cycle Time/Arrest	228 minutes/ arrest	TBD
			<b>Status Update:</b> The project was relaunched in July 2023, initially connected with the 'Low Sterrett Officer Turn Around Process project. An Executive Report-Out was completed in January 2024. Customized report writing approval from ITS occurred in February 2024. Enhancements implemented include establishing a Single Arrest Line and transitioning an existing Parkland nurse from night to day shift. Detailed reporting requirements to be gathered for warrants, Driving While Intoxicated (DWI), and assaults with a family violence component will occur in March. We will continue collaborating with the Dallas County Sheriff's Department to adjust group transfers in an effort to balance volume throughout the working day. A meeting is being scheduled with surrounding cities to discuss improvement options for group transfers. While the project is complete from a Process Improvement Team (PIT) standpoint, the PIT continues to support the implementation of improvements.			





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-1397

**Item #:** I.

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

# Memorandum



CITY OF DALLAS

DATE April 19, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – March 2024**

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

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

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

Jack Ireland  
Chief Financial Officer

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizzor 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  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

# Technology Accountability Report (TAR)



City of Dallas

**As of March 31, 2024**

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**Prepared by Information & Technology Services**

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

**214-671-9868**



## Executive Summary

The highlight of accomplishments achieved in March 2024 include:

- As of March 7<sup>th</sup>, ITS completed the deployment of 36 sites for Software Defined Wide Area Network (SD-WAN). This allows critical City locations to have dual access based upon the software profile to access the external internet. This adds considerable resiliency to the network connectivity and reduces congestion within the City network.
- On Monday, March 25, DallasGo went live! DallasGo gives customers a new way to register their account, set up auto pay, and to make payments online, in person or through the IVR (Interactive Voice Response). The new DallasGo platform is mobile-friendly, allowing customers the ability to make secure payments from a computer, tablet, or smartphone. Announcements were shared with Council, the City Manager, the media, and employees. Announcements were also shared on the web site and social media. DWU, Vital Statistics, Aviation and DFR are all impacted by this change. During cutover, several issues were encountered that are either now closed or being addressed during the 30-day hyper care period with the vendors.
- Communications, Outreach and Marketing Website - On March 22<sup>nd</sup> COM and ITS launched the redesign of the COM website. You may visit the new website at <https://dallascityhall.com/departments/communication-outreach-marketing/Pages/default.aspx>
- Dallascityhall.com Language Translation - On March 21<sup>st</sup> ITS launched the redesign of the translation feature on dallascityhall.com. This focuses on highlighting the top five languages spoken in Dallas, as well as improving the website design. [Welcome to the City of Dallas, Texas \(dallascityhall.com\)](https://dallascityhall.com)

*Executive Summary continued*

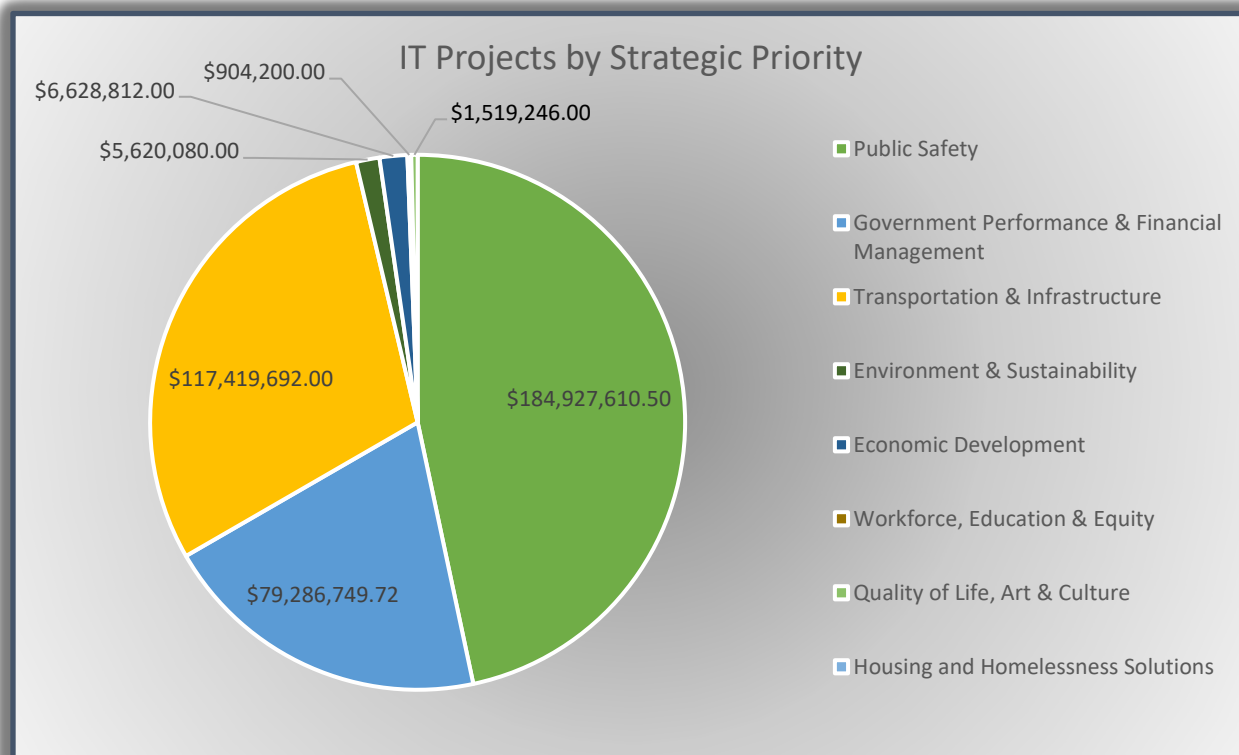
- DPD Constitutional Policing Unit - This is a new site to support the DPD Constitutional Policing Unit. There was an informational Board and Commission meeting about the program this week regarding the overarching effort. <https://dallaspolice.net/division/constitutionalpolicingunit>
- The ITS web group recently collaborated with the Nighttime Economy and Responsible Hospitality team to launch its website. This division operates under Convention and Event Services. The objective of the Nighttime Economy and Responsible Hospitality team is to promote social activities that benefit the city's nighttime economy, stimulate economic growth, and provide a safe, vibrant community for all residents. The website serves as a platform for sharing information and allows commercial promoters to register with the city. While not a large or complex site, its release was significant for their department. You may visit the new website at [Nighttime Economy and Responsible Hospitality Home \(dallascityhall.com\)](https://nighttimeeconomy.com).
- On Thursday, March 21, ITS and Auditors participated in AI training sponsored by Google. Representatives from ITS and the City Auditor's Office attended Google's Public Sector GenAI roadshow held at the Google office in Addison. Google and Carahsoft sponsored the roadshow which provided hands-on demonstrations of Google's secure, generative AI capabilities and Large Language Models (LLMs), to include Secure Generative AI and Google's Large Language Model, Generative AI Prompt Engineering, and other topics. The training also included hands-on activities demonstrating the applicability of AI in the municipal environment. Other public organizations present included the City of Fort Worth, City of Coppell, Dallas County, and NTTA. ITS is considering "next steps" as it guides and supports Artificial Intelligence use at the City of Dallas to ensure ethical, secure implementation.

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# Section 1: IT Programs & Projects

## A. Project Pipeline

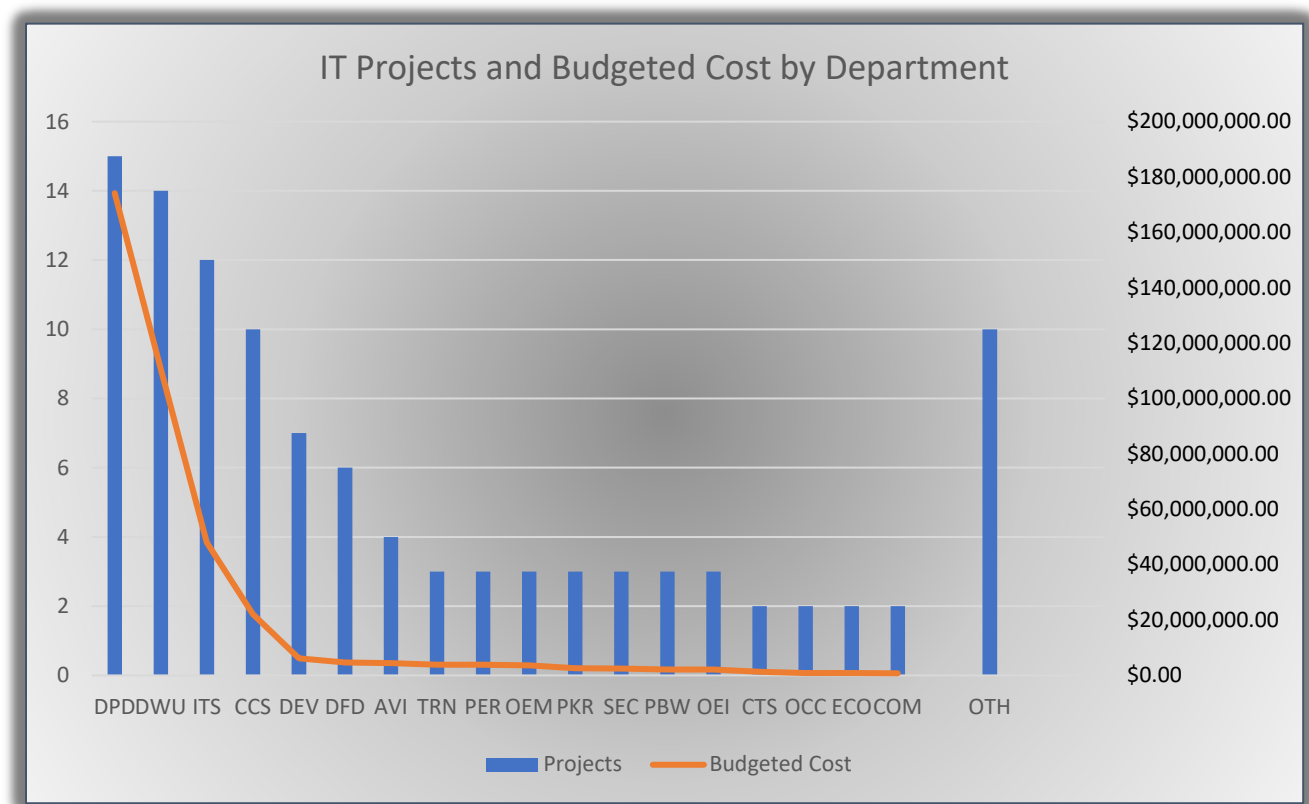
### 1. IT Projects by Strategic Priority



#### NOTES:

1. As of 03/31/2024, ITS has 107 approved IT projects in the pipeline.
2. The total budgeted costs for the 107 projects are \$396,306,390.
3. Project pipeline includes at least one project in 7 of the identified 8 strategic priorities.
4. The highest number of active IT projects are aligned to the Public Safety Strategic Priority with 26 projects at a total budgeted cost of \$184.9M, and Governance Performance Financial Management with a total of 25 projects at a total budgeted cost of \$79.3M, and followed by Transport & Infrastructure with 24 projects at a total budgeted cost of \$117.4M, and Environment & Sustainability with 13 projects at a total budgeted cost of \$5.6M.

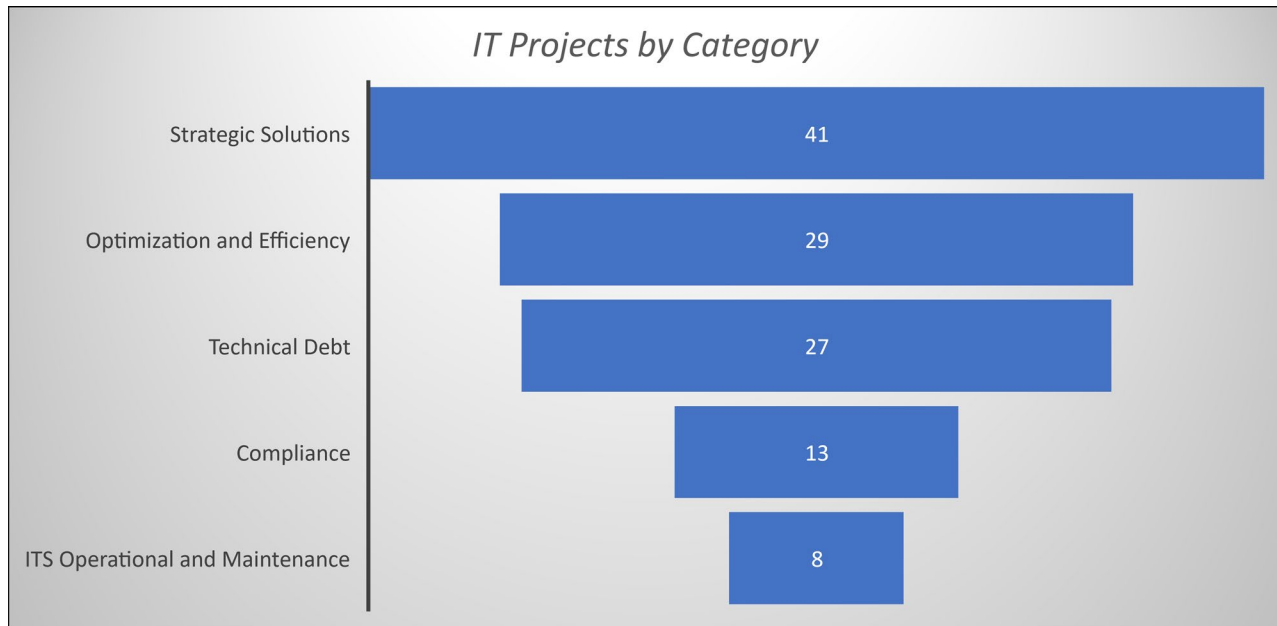
## 2. IT Projects and Budgeted Cost by City Department



### NOTES:

1. Twenty-nine City Departments are represented across the 107 approved IT projects in the pipeline.
2. Dallas Police Department has 15 active projects at a total budgeted cost of \$174.2 million, followed by Dallas Water Utilities with 14 active projects at a total budgeted cost of \$110.8 million, Information & Technology Services with 12 projects at a total budgeted cost of \$48M, Code Compliance with 10 projects at a total budgeted cost of \$4.6M, and Development Services with 7 active projects at a total budgeted cost of \$6.2M and Dallas Fire and Rescue with 6 active projects at a total budgeted cost of \$3.8M.
3. Ten Departments have 1 active project each, making up the Other (OTH) group in figure 2 above.

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



#### NOTES:


1. Forty-one projects implement Strategic Solutions of new products or services with a budgeted cost of \$68.61M.
2. Twenty-nine projects aim to increase Optimization and Efficiency of City processes and systems with a budgeted cost of \$273.94M.
3. Twenty-seven projects focus on reducing Technical Debt with a budgeted cost of \$109.95M.
4. Thirteen projects address Compliance Standards to meet industry regulations, government policies, or security frameworks with a budgeted cost of \$98.98M.
5. Eight projects are internal Operations and Maintenance projects with a budgeted cost of \$1.05M.


\*The number of projects spread among these categories total to more than 107 due to some projects falling into more than one category.

## B. Major Project Status





**\*\*LEGEND:**






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





-  : Addresses Technical Debt
-  : PCI project




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







#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
4.	AdvantageDallas Financial Upgrade	The CGI Advantage 3 system is utilized by all departments within the City for processing and recording of all budgets, procurement, and financial accounting transactions and interfaces with many enterprise business applications. This major upgrade will move the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML) to improve the quality and speed of financial transactions. (\$22,095,745)	GPFM	CCO	Oct-24	In Process	
5.	Consumer Protection Online Salesforce Application/ Permitting system	This system will allow the department to implement online permit process for seven applications (wood vendor, motor vehicle repairs, Credit access, electronic repairs, home repair, scrap tire). Will allow business owners to access, complete, submit, and track their business permit applications online. (\$318,050)	Environment & Sustain	CCS	TBD	In Process	
6.	Asset Management System	The Code Compliance office is seeking an asset management system to manage several 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 needs. (\$76,000)	Environment & Sustain	CCS	TBD	In Process	
7.	Body Worn Cameras for Code Personnel (CCS)	Code Compliance is implementing body-worn cameras to enhance citizen interactions, officer safety, and provide investigatory evidence for field inspections. The department has completed a pilot with limited staff and will move forward with a phased rollout. (TBD)	Environment & Sustain	CCS	April-24	In Process	
8.	Envision Connect Replacement	This project will replace the current Restaurant Inspection System - Envision Connect. Envision Connect is at the end of life for support. The vendor is requesting to move to a newer application for restaurant inspections. (\$482,611)	Environment & Sustain	CCS	April-24	In Process	
9.	Vacant Property Registration Salesforce Platform	This project will develop a registration platform and process for identifying and tracking vacant properties. This City-wide process will be managed by the Code Compliance Department. It will also enable citizens to access an online platform to register and pay for vacant properties they own. (TBD)	Environment & Sustain	CCS	Aug-24	In Process	



#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
10.	Electronic Citation (eCitation) System	This project will implement an electronic citation system to support the Code Compliance department's operations. On an annual basis, the department issues over 69,000 Notices of Violation and over 10,000 citations. This system will improve operational efficiency by reducing the amount of time officers spend on-site, reducing paper waste, as well as data entry mistakes from hand-written citations. (TBD)	Environment & Sustain	CCS	Aug-24	In Process	
11.	Safety Tracking, and Hazardous Identification and Inspections	This electronic system monitors training records and certifications. It permits the sharing of policies and procedures with a confirmation acknowledgement, conducts hazard identification inspections, audits, checklists, and conduct job safety hazard analysis. (TBD)	Environment & Sustain	CCS	May-24	In Process	
12.	Convention and Event Svcs - Office of Special Events - Customer Relation Mgmt System	Convention and Event Services Customer Relation Management System is currently operational but is not accepting Credit Card payments. This project implements PCI requirements to allow the system to eventually accept credit card payments. (TBD)	ECO	CCT	Planning	In Process	
13.	Enterprise Community and Employee Engagement Solution	This solution streamlines the city's ability to inform the public, solicit opinions, and conduct surveys to better support the citizens. It facilitates city authorities' active communication with residents and will help to better inform residents about service changes. (TBD)	GPFM	CMO	Sep-24	In Process	
14.	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. (\$4,371,720)	Public Safety	CTS	Planning	In Process	
15.	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 spreadsheets that are inadequate to provide appropriate controls and functionality. (\$14,062)	Environment & Sustain	DAS	April-24	In Process	
16.	Development Services Training Simulator	The building permitting and inspection process involves several different components operating independently on separate software platforms. The purpose of this project is to develop a training simulator that allows for cross-collaboration across city divisions to improve quality and efficiency of processes. (\$50,000)	ECO	DEV	Planning	On Hold	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
17.	Customer Queueing Software	Customers currently walking into the permit center need to be able to "sign in" and set appointments remotely. DEV needs to be able to offer this service to their customers to better track the data associated with their customers' experiences; volume, wait times, types of service...etc. This project will identify, procure, and implement a customer queue management solution for Development Services. (\$60,000)	ECO	DEV	Planning	In Process	
18.	Expand OnBase to the Entire SDC Department	The OnBase content management system was originally implemented only for the Building Inspection division within the Development Services Department (DEV). Purpose of this project is to implement the content management system to all divisions within DEV. (\$180,712)	ECO	DEV	Dec-24	On Hold	
19.	iNovah Upgrade	This project upgrades existing software to the most recent version and provide new hardware for iNovah, the Point of Sale/cashiering system for Sustainable Development. (\$484,350)	ECO	DEV	Dec-24	In Process	
20.	DallasNow	The city's current permitting system has reached end of life, cannot interact with the new geospatial technology standards, and is difficult to change to support new business requirements, and workflows. This project will deploy a new system to replace the existing system and to add efficiencies in the permitting process. (\$9,746,780)	ECO	DEV	Sep-25	In Process	
21.	Smart Device/Technology Behavioral Health App for DFR Members	This project will provide a Peer Support Contact App for Dallas Fire-Rescue (DFR) personnel. At Dallas Fire-Rescue (DFR), the City is promoting whole-person wellness. This new application will supplement existing mental health support services available to the City's DFR members. (\$170,000)	Public Safety	DFD	Planning	In Process	
22.	Telestaff-Workday Integration Phase 2	Telestaff automated scheduling and staffing system for City of Dallas Fire Department 24-hr employees' integration with Workday Payroll System. (\$731,238)	Public Safety	DFD	Planning	In Process	
23.	Dispatch/ Communications Video Wall	This video system will be a "video wall" solution to display relevant information regarding Fire and EMS dispatches. It will include Traffic Camera inputs, weather information, and other information to enhance DFR's dispatchers as they work Fire and EMS teams in real-time. (TBD)	Public Safety	DFD	Sep-24	In Process	



#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
24.	Fire Station Alerting System	Dallas Fire Rescue dispatches resources from 58 fire stations strategically deployed throughout the City. To avoid response delays, DFR relies on a station Alerting System that integrates with our Computer Aided Dispatch (CAD) system to advise firefighter/paramedics of assistance calls. The current station alerting system is end of life, difficult to maintain, and lacks the full range of functionality more modern solutions provide. This project will conduct market research, procure, and implement a new modern station alerting system for Dallas Fire Rescue. (\$1,860,000)	Public Safety	DFD	Oct-24	In Process	
25.	IT Infrastructures for New Fire Stations 19, 21, 36, 41, 46, 58 & 59	Total of 8 new and rebuild Dallas Fire Stations are being constructed in scope Sta. 46, 36, 59, 41 Temp, 41 Replacement, 19, 58 and 21 FS/AVI Center. All new IT infrastructures including cabling, network, workstations, printers, radio alerting system equipment, etc., will be activated in line with facility openings. (\$131,688)	Public Safety	DFD	May-25	In Process	
26.	DPD Gun Range Software	This system supports the Firearms Training Center (FTC). It will provide tracking of weapons training and weapons qualifications for rifle, pistol and shotgun training. It will also need to keep track of weapons maintenance and other information related to officer's firearm training. (TBD)	Public Safety	DPD	Planning	In Process	
27.	County CAD Collaboration	Upgrade and expand the city's Computer-Aided Dispatch (CAD), extending it to the County to improve collaborate on emergency 911 call center responses. This project is also required to fully implement the upgrade of the 911 call center's telecommunications infrastructure. (\$0)	Public Safety	DPD	Planning	In Process	
28.	WEB-RMS	This project will migrate DPD's current law enforcement Records Management System (RMS) case management system from the current onsite solution to an upgraded Web-based system. The upgraded RMS will give the department needed functionality that is not available to the department currently in the on-premises solution. Current limitations require process workarounds creating potential errors and inefficiencies which will be resolved with the upgrade. (\$1,010,000)	Public Safety	DPD	Planning	In Process	
29.	COBWEBS	This project will implement social media investigative software for the Police Department (DPD). It will provide an efficient tool for investigating social media posts from potential suspects to aid in investigations. (\$93,353)	Public Safety	DPD	April-24	In Process	



#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
30.	Ricoh-Fortis Document Management System Replacement	The DPD Fortis document management system is at end of life and no longer supported. This project will replace and upgrade the DPD document management system. (\$217,633)	Public Safety	DPD	Planning	In Process	
31.	Fusus Devices Implementation for DPD	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. (\$478,589)	Public Safety	DPD	July-24	In Process	
32.	Off-Duty Job Application	This system will manage all elements of off duty jobs for DPD employees including tracking of personnel off-duty jobs, and number of hours worked. It will handle payments to employees for off-duty work and payments to the City for the use of any City assets. (TBD)	Public Safety	DPD	Nov-24	In Process	
33.	Use of Force – Police Strategies LLC	This project will provide a data analytics platform which produces analytic dashboards which provides comparative analysis by extracting data from incident reports, officer narratives, analyzes the data using established algorithms, and produces written summary reports used by DPD leadership in focusing resources. (\$1,383,800)	Public Safety	DPD	Jul-26	Ongoing	
34.	Surveillance Cameras and Real Time Crime Center	This project will provide a “Real Time Crime Center” capability within Jack Evans police station. It will include: 1) building a new command center video room (Real Time Crime Center), 2) building camera installations, 3) video camera software, video storage, and surveillance camera installations at intersections, and 4) trailer camera installations. (\$20,409,944)	Public Safety	DPD	Sep-26	In Process	
35.	CAD & RMS Universal Replacement	This project will replace the current Computer Aided Dispatch (CAD) system and the Records Management System (RMS) with a holistic, universal solution to support the Dallas Police Department, Dallas Fire-Rescue, and the Dallas Marshal’s office. The goal of this project is a solution utilizing industry best practices, while also providing uniformity across both platforms. This will support better tracking of incidents from initiation through investigations to final resolution. (TBD)	Public Safety	DPD	Oct-26	In Process	
36.	In Car Video Body Worn Camera Interview Room	There is a Federal Requirement to video record public safety stops. In car systems involve video in patrol cars. Body worn cameras involve wearable video camera systems for officers and replacing video equipment in Public Safety interview rooms. (\$146,855,764)	Public Safety	DPD	Planning	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
37.	Relocate Development Services to New Facility	In September 2022, the City of Dallas purchased a new facility at 7800 N. Stemmons Freeway which will serve as the offices and storefront for the Development Services Department (DEV). This project will provide all new IT infrastructure including cabling, network, workstations, printers, radio equipment, etc. in line with the facility opening. (\$5,000,000)	GPFM	DSV	Planning	In Process	
38.	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 IT expenses, cloud infrastructure/ software usage and other IT related costs. (\$1,353,866)	GPFM	DSV	Planning	In Process	
39.	Network Unified Communications Upgrade	The City's current collaboration suite is at end of life and requires an update to maintain functionality and reduce risk. This project will upgrade the Unified Communications Management (UCM) to the latest version available. (\$618,180)	GPFM	DSV	Aug-24	In Process	
40.	PCI DSS Requirements Validation Project	This project focuses on protecting Cardholder Data (CHD) and the Cardholder Data Environment (CDE) by utilizing PCI Data Security Standards. The goal of Payment Card Information Data Security Standards (PCI DSS) is to ensure the protection (privacy) of cardholder data and sensitive authentication data wherever it is processed, stored or transmitted. This project initially focuses on current active projects with PCI components and will expand to cover other projects and systems, as necessary. (TBD)	GPFM	DSV	Oct-24	In Process	
41.	IT Project and Portfolio Management Tool	This project will implement a new Project and Portfolio Platform (PPM) tool suite to provide a centralized and automated project management portfolio, assist with project intake, and improve the tracking and management of IT projects. (\$300,134)	GPFM	DSV	Nov-24	In Process	
42.	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". (\$1,305,890)	GPFM	DSV	Dec-24	In Process	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
43.	Digital Equity Infrastructure	This project seeks to meet the City's vision of ensuring that all Dallas households will have high-speed, reliable internet and access to devices in their homes by seeking commercial telecommunication service providers to develop and implement digital equity infrastructure which addresses established gaps in targeted communities. (\$40,000,000)	GPFM	DSV	Dec-26	In Process	
44.	Unsupported Software Remediation	Identify servers and databases running unsupported versions of software and applications that will require modifications to bring up to supported software levels. As well as develop a plan to upgrade in a sequenced fashion. (\$0)	GPFM	DSV	Dec-26	Ongoing	
45.	Enterprise Capital Project Management System (ECPMS) Phase 2	Phase 2 Implementation of the Enterprise Capital Project Management System (ECPMS), IBM Tririga, to support the DWU Capital Projects division. Also, includes the delivery of reporting enhancements and efficiencies to the Phase 1 implementation. (\$2,169,090)	Transport & Infra	DWU	Planning	In Process	
46.	LIMS Acquisition and Implementation Phase 3	DWU is implementing a Laboratory Information Management System (LIMS) for one Analytical Lab, five treatment plants, the Water Quality Division and the Watershed-Reservoir Division to increase regulatory compliance, productivity, efficiency and effectiveness. (TBD)	Transport & Infra	DWU	May-24	In Process	
47.	Enterprise Work Order and Asset Management (EWAMS) Phase 2	Implementation of an Enterprise Work Order and Asset Management System (EWAMS), that can be utilized as the standard for the City of Dallas. The Phase 2 effort of this Enterprise platform implementation will manage Work Orders and Maintenance. (\$4,901,864)	Transport & Infra	DWU	Sep-25	In Process	
48.	Enterprise Work Order and Asset Management (EWAMS) Phase 3	This professional service contract allows for continuous consultant services for the expansion of the Enterprise Work Order and Asset Management System (EWAMS). Phase 3 will oversee the implementation of Dallas Water Utilities (DWU) Meter Services division. (\$12,989,751)	Transport & Infra	DWU	May-28	In Process	
49.	Library Website Update	The library's website needs to be updated to meet the current and future needs of the library including being able to support additional online content, online programs, and education. (TBD)	QOL	LIB	Dec-25	In Process	
50.	Neighborhoodly Expansion Fair Housing	The purpose of the software is to complete the Fair Housing assessment of housing projects. This ensures we affirmatively further fair housing in the City as required by the Fair Housing Act and HUD. (\$25,700)	WEE	OEI	Planning	Delayed	



#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
51.	Stormwater Compliance Information Management System	OEQ staff currently manage mission-critical and legally sensitive environmental management consent decree (EMCD) /permit-required tasks through a 20-year-old "homemade" information system built on MS Access 2002 and InfoPath. This project will procure and implement a new, modern system which provides timely information through dashboards and reports. (\$49,900)	Environment & Sustain	OEQ	Jun-24	In Process	
52.	Real Estate Case Management System	This project will streamline the leasing of properties and the utilization of right-of-way by introducing an online application process. It will also give applicants the ability to track progress of their application in real time. (TBD)	Transport & Infra	PBW	April-24	In Process	
53.	Snow & Ice Response	This project supports emergency response during snow and ice events. It will streamline the City's emergency response capability and will allow the Public Works department to quickly provide updated sanding information to other departments, to include Public Affairs Outreach Dept., Office of Emergency Management, Dallas Fire and Rescue, and Dallas Water Utilities. (TBD)	Transport & Infra	PBW	Oct-24	In Process	
54.	Document and Automate COD Worker On-Offboarding Process(es)	This project will document and improve city Onboarding and Offboarding processes and system interactions. (TBD)	GPFM	PER	Nov-24	In Process	
55.	Replace Human Capital Management System Ph 2	This initiative involves the strategic implementation of HR modules for Performance and Talent Management, Recruiting and Onboarding, Learning Management System, Benefits Administration, and Advanced Compensation. In addition, we are orchestrating a meticulous Data Migration process, ensuring a seamless transition from legacy applications. (\$3,016,700)	GPFM	PER	Feb-25	In Process	
56.	Historical Data Repository Solution for Select HR System Data	This project will provide an approved data warehouse solution for HR data being migrated from offboarding applications. This project will define data governance rules and enable compliant retention of City data from numerous current Human Resources (HR) systems. It will provide for an approved Data Warehouse for operational support, reporting and regulatory (data retention) compliance. The final solution will integrate with the HR Workday (WD) system. (\$1,961,406)	GPFM	PER	Feb-25	In Process	
57.	Installation of Lighting and Security Cameras on the Runyon Creek Trail	This project will install cameras and lighting along the Runyon Creek Trail. It will enhance safety for the 2.7-mile Runyon Creek Trail in southern Dallas. (\$186,464)	QOL	PKR	Feb-24	Planning	

#	Project Name	Description	Strategic Priority	Dept	Estimated Completion Date	Project Status	Value Adds
58.	PKR Asset Inventory, Amenity, and Maintenance Management System	This project will implement an integrated park asset, work order, operations and maintenance, along with resource management for the Park and Recreation Department. (TBD)	QOL	PKR	Nov-24	In Process	
59.	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. (\$15,000,000)	Transport & Infra	SAP	Apr-24	In Process	
60.	DWU Billing CIS and Customer Portal Replacement	DWU's current CIS system, SAP, will reach its end of life in 2025. DWU must replace SAP by 2025 in order to ensure continuity for billing. (\$0)	Transport & Infra	SAP	July-28	In Process	
61.	Build an Ethics Financial Reporting Solution	The purpose of this system is to promote and support ethical financial compliance. (\$15,000)	GPFM	SEC	Planning	On Hold	
62.	SEC Records Inventory Management Solution	Replace the current obsolete and unsupported FoxPro database with a state-of-the-art software application (preferably SaaS) that provides full functionality for operating a records center. Replacing this application will improve the management of the 70,000+ (\$231,440)	GPFM	SEC	July-24	In Process	
63.	Electronic Document Management (EDMS)	Project provides Electronic Document Management and Document Archive System for the City Secretary's Office. (\$336,562)	GPFM	SEC	Dec-24	On Hold	

## NOTES

1. **Enterprise Contact Center (ECC) Solution.** Project is still in process. Anticipate approximately 3 – 6 months' work to implement Single Sign On. The final phase of procurement was finalized 11/20/2023. Estimated Completion Date will be updated after phase planning is complete.
2. **Department of Aviation INDMEX AirBOSS Vehicle Tracking.** This project is in the initiation phase. End date will be adjusted once planning phase is complete.
3. **Veoci Dallas Airport System Phase 2 Implementation.** This project is in the planning stage. Completion date will be updated, as necessary, upon completion of planning phase.
4. **Advantage Dallas Financial Upgrade.** This project has been renamed from "Core Financial Systems Upgrade" to "ADVANTAGE Dallas Financial Upgrade".
14. **RFCSP for Court Case Management System.** The RFCSP is pending and expected to be released by Procurement by April 2024.
15. **DAS Inventory Management Tool.** The new system will allow the Dallas Animal Services department to perform inventory management and other functions as needed.
16. **Development Services Training Simulator.** This project is on hold due to competing priorities.
19. **iNovah Upgrade.** This initial upgrade to the 2.64 software version has been completed, however, new cashiering equipment is needed, and a newer version of the software is being upgraded to 2.70. Project is progressing on schedule.
21. **Smart Device/Technology Behavioral Health App for DFR members.** Project has moved to procurement phase.
22. **Telestaff-Workday Integration Phase 2.** Telestaff-Workday Integration Phase 2 – Parallel Payroll variance testing. The project is anticipated to re-start March 13, 2024.
25. **IT Infrastructures for New Fire Stations 19, 21, 36, 41, 46, 58 & 59.** Project is being implemented in an agile fashion. Next phase is expected to complete February 2024. Fire Stations complete to date include Stations 46, 36, 41, 58, 59 and 19. Remaining FS 21/AVI Center.
26. **DPD Gun Range Software.** This project is beginning the procurement process. Completion date will be provided when available.

- 28. **WEB-RMS.** Procurement Process has been completed. Project Meetings have started for both internal and external cadence. Vendor will be on site the week of April 15, 2024 for internal meetings.
- 30. **Ricoh-Fortis Document Management System Replacement.** This project is in the planning stages. New timeline is being developed and a new date will be provided when available.
- 33. **Use of Force - Police Strategies LLC.** All initial project tasks have been completed. End date of project is 2026 because Dallas will continue to provide data on a quarterly basis until the end of the contract.
- 39. **Network Unified Communications Upgrade.** A new direction has been considered which will change the technical approach and the target Go-Live.
- 45. **Enterprise Capital Project Management System (ECPMS) Phase 2.** Additional GIS enhancements are being documented for review and approval by the Business Unit and vendor before adding additional scope to the project.
- 55. **Replace Human Capital Management System Phase 2.** The Workday Modules implementation will be done in three phases. Recruiting-Onboarding and Talent-Performance is Now Live in Production. Benefits anticipated Go-Live is October 2024. Advanced Comp and LMS (Learning Mgmt System) anticipated Go-Live is February 2025.
- 61. **Build an Ethics Financial Reporting Solution.** Project date will be updated after this project has completed the procurement process.
- 62. **SEC Records Inventory Management Solution.** This project has moved into the UAT phase of the project. Also, the vendor has conducted 3 out of 5 training sessions with our end users. Project is trending on schedule.
- 63. **Electronic Document Management - EDMS.** The EDMS project is part of a group of projects relying on the Hyland Software System, which are being developed serially. We are currently re-validating the project budget and scope. Participating departments will then re-work the schedule.

## C. Changes to Major Project Status List

1. Major Projects implemented or closed since last report.
  - a. None
  
2. New Project approved by IT Governance Board
  - a. None

# Section 2: IT Operations

## A. Outage Report

### 1. Monthly Service Desk Report

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

#### Service Desk Call Metrics

Category	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Total Calls	7319	11740	5528	5698	8195	6344	6228	5836	3034	3719	4108	5720
Answered	7171	7977	5005	5513	7941	6056	6143	5759	3006	3693	4070	5628
Abandoned	148	523	523	185	254	288	85	77	28	26	38	92
Abandoned (<10sec)	65	1398	175	71	103	122	55	57	12	19	18	52
Abandoned %(<10sec)	1	17.5	3.5	1.3	1.3	2.0	1	1	1	1	0	1

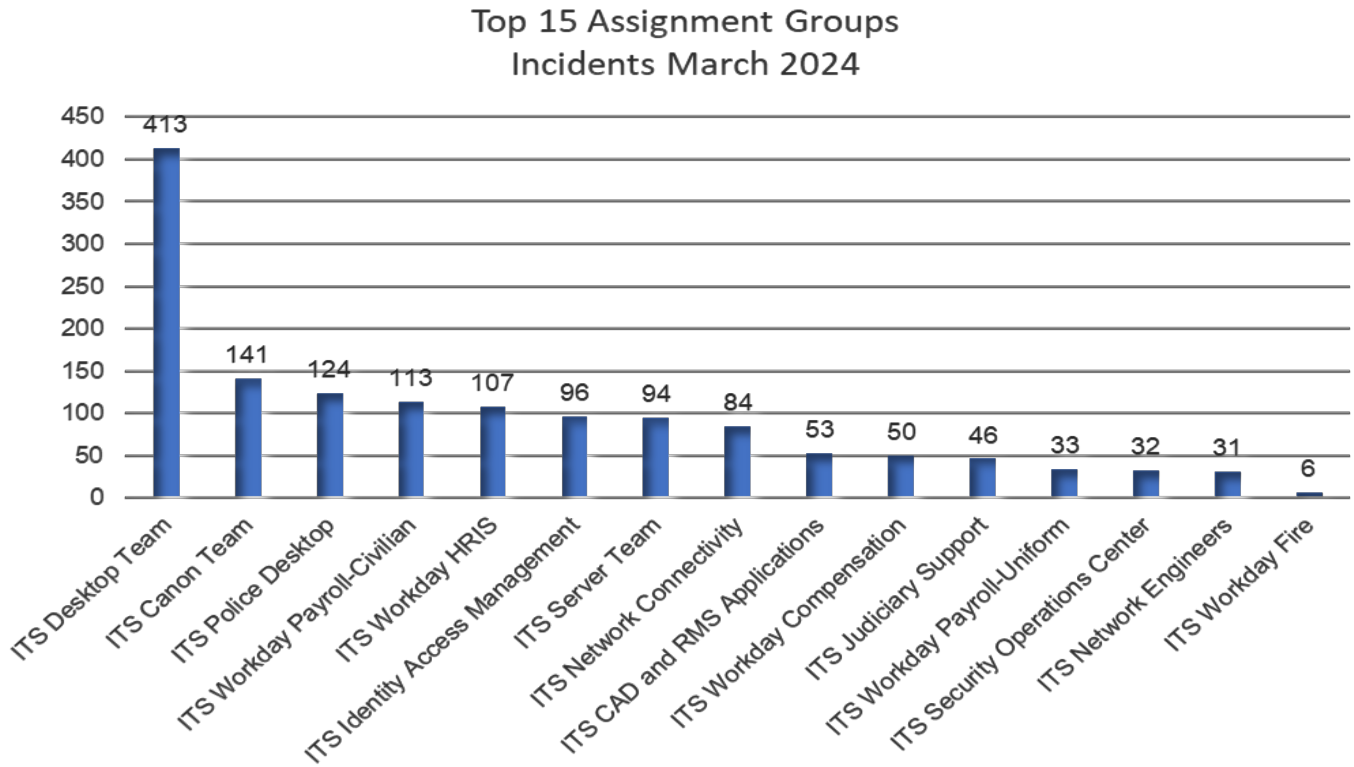
Metric	Metric	Current Month	Trend
Average Speed to Answer – Voice	Average Speed to Answer - Voice	00:07	
Password Related Incidents	Password Related Incidents	14%	<div><div></div><div>17.8%21.3%13.6%</div><div>JanFebMar</div></div>
First Contact Resolution - Incident	First Contact Resolution - Incident	86.27%	<div><div></div><div>93%91%86%</div><div>JanFebMar</div></div>
Average Duration – Service Desk	Average Duration - Service Desk	0.25 Days* 361 Minutes	<div><div></div><div>278365361</div><div>JanFebMar</div></div>
Average Duration – Field Services	Average Duration - Field Services	2.33 Days 3365 Minutes	<div><div></div><div>417233873365</div><div>JanFebMar</div></div>
Average Duration - PD Field Services	Average Duration - PD Field Services	1.97 Days 2851 Minutes	<div><div></div><div>543148702851</div><div>JanFebMar</div></div>

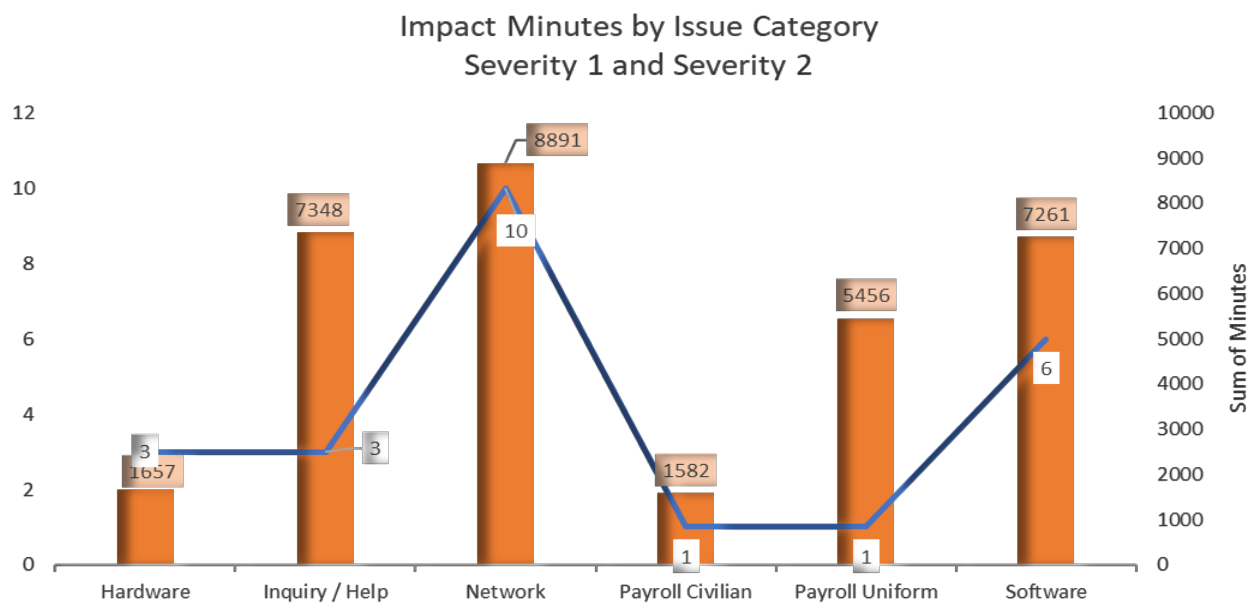
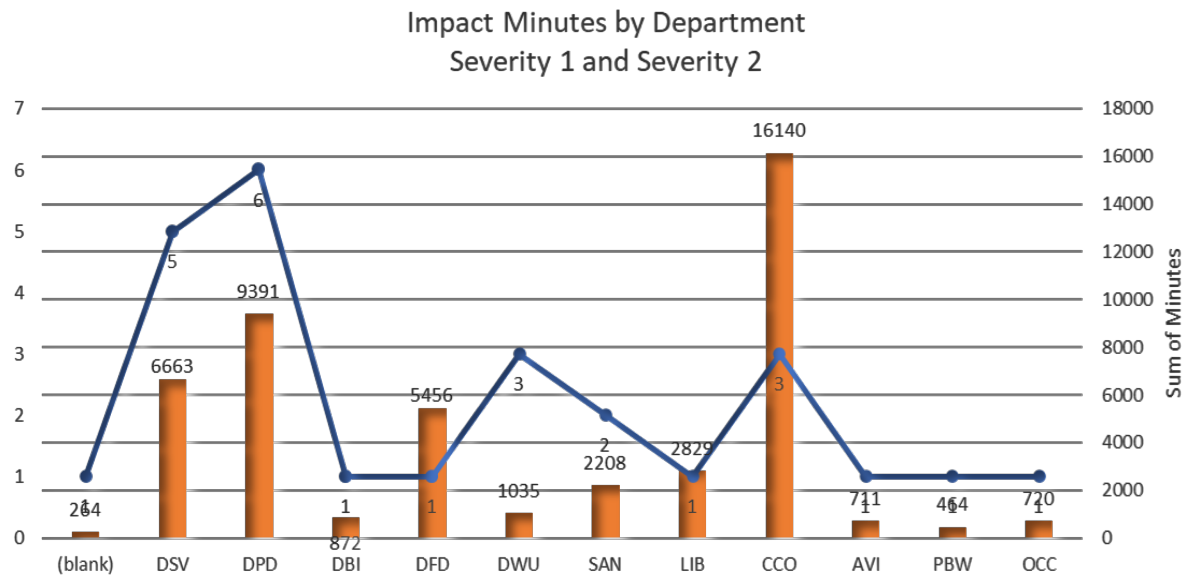
## NOTES:

1. In March 2024, the IT Helpdesk received 5120 calls for support. This is an increase of 1012 calls over February 2024 which saw 4108 calls, and below the rolling yearly average of ~6100 per month (excluding May and the impact of ransomware related calls). March number include, and monthly numbers going forward will account for, the password reset queue.
2. First Contact Resolution (Incidents) was down slightly at 86.27% in February, compared to February, at 91% and above the rolling year average of 82%.
3. Field Services (excluding DPD) average service duration of 2.33 days in March is a slight decrease over February.
4. Field Services for DPD average service duration decreased significantly to 1.97 days in March compared to 3.38 days in February.



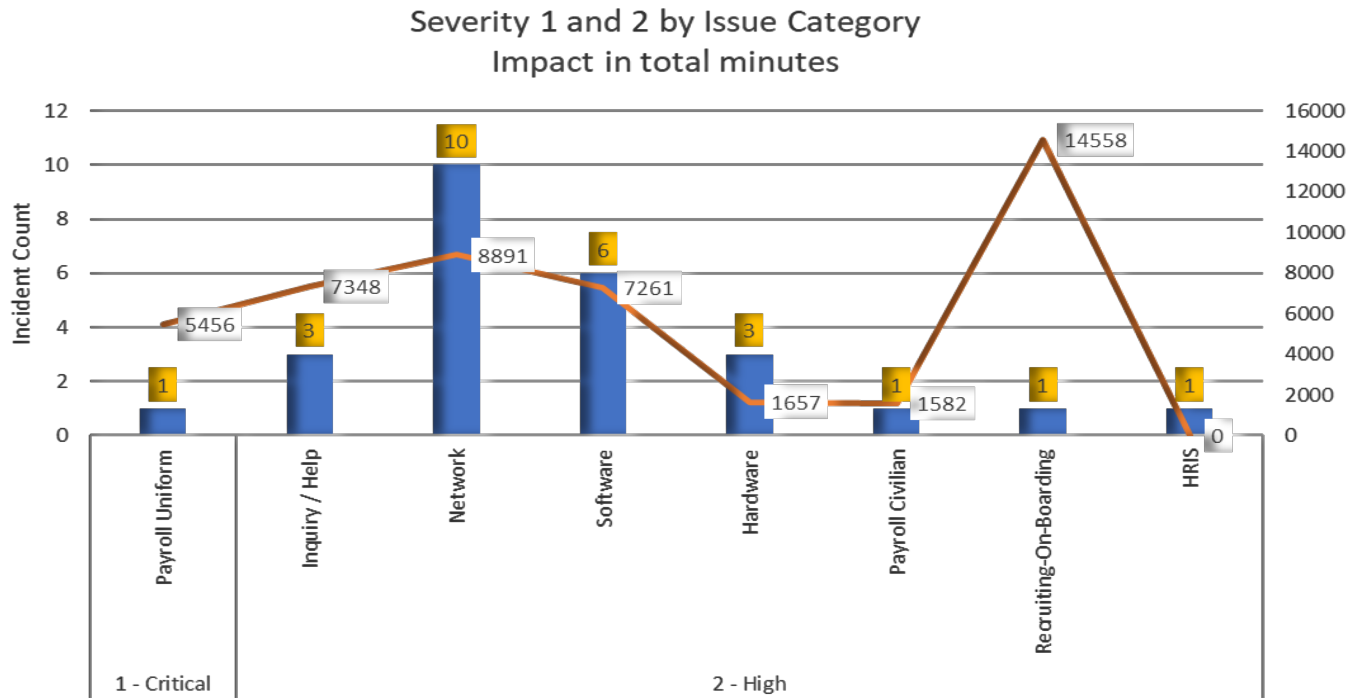
2. Monthly Incident Report (Break/Fix “My Computer Doesn’t Work”)





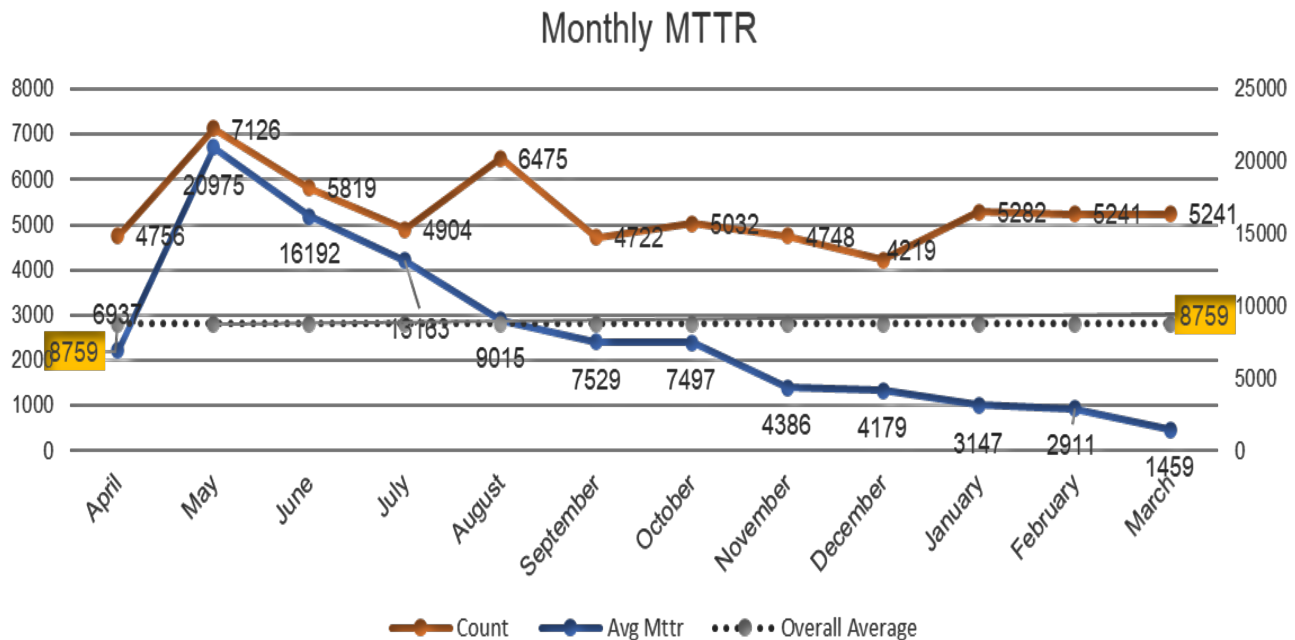
**NOTES:**

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. The top chart tracks the number of reported major incidents by department, along with the total number of minutes the incident(s) potentially impacted them.
3. The lower chart tracks major incidents by category and minutes of impact.



**NOTES:**

1. This chart provides the distribution of major incidents and impact minutes over specific services and delineated by Critical and High severity.
2. Payroll issues are all treated as Critical in nature.



## NOTES

1. This chart provides the trendline for the average mean time to repair (MTTR), an industry standard for tracking the timeliness of resolution on reported incidents.
2. Mean Time to Repair, in these reports, is calculated as the total time from Report of Incident to the Resolution of the Incident.
3. March numbers do not include 453 tickets which remain in progress and as of the reporting date not yet resolved.
4. Previous months MTTR figures have been adjusted to reflect 136 incidents from previous months that were closed in this reporting cycle.
5. February MTTR updated to reflect post current reporting month closure validation. March numbers will be updated in April reporting cycle to reflect tickets closed post data compilation.

### 3. Monthly Major Outage Report

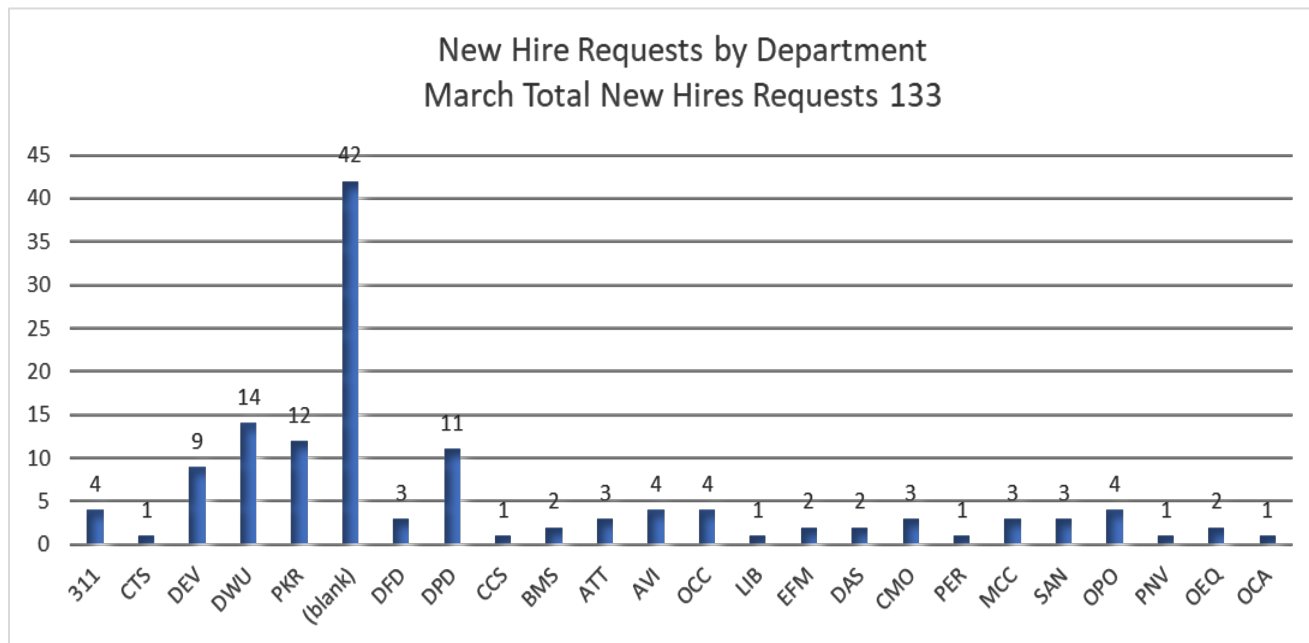
Priority	Description	Department	Primary	Secondary	Assignment Group	Hours
1 - Critical	Workday   unable to change bank account in direct deposit section	DFD	Payroll Uniform	Direct Deposit	ITS Workday Payroll-Civilian	90.9
2 - High	Network: Network/Phones not responsive	DPD	Network	Outage	ITS Network Engineers	53.3
2 - High	Server Unresponsive   RPS Services not communicating	DSV	Hardware	Network Printer	ITS Canon Team	13.1
2 - High	Network Outage   Network/Phones not responsive	DPD	Network	Outage	ITS Network Engineers	6.5
2 - High	Server   Apnnnxxx restart. Will be done after hours	DBI	Hardware	Server	ITS Server Team	14.5
2 - High	VDI   VDIs not responsive	LIB	Inquiry / Help	Escalation/Status	ITS Server Team	47.2
2 - High	Employee New Hire Record Created instead of promotion	CCO	Recruiting -On-Boarding	Workday HR Recruiting	ITS Workday Onboarding	242.6
2 - High	Network   Phones/network non responsive	SAN	Network	Outage	ITS Network Connectivity	13.5
2 - High	L3   L3 server/application not responsive	DPD	Hardware	Server	ITS Server Team	#VALUE!
2 - High	Compensation Change Business Process - Approval queue did not populate	CCO	HRIS	Issue with a BP	ITS Workday HRIS	#VALUE!
2 - High	Network  Zero Day   Fortigates Security Update	DSV	Software	How To	ITS Network Engineers	24.9
2 - High	Network   Network/Phones not responsive	AVI	Network	Outage	ITS Network Connectivity	11.9
2 - High	L3   L3 Server/Application not responsive	DPD	Software	Troubleshooting	ITS DPD Applications	24.2
2 - High	SCCM   MP unable to communicate with SQL Database	DSV	Software	Troubleshooting	ITS Server Team	8.5
2 - High	INCODE   Servers/Application not responsive	DSV	Software	Troubleshooting	ITS CTS APPLICATION	59.0
2 - High	Video Insight VMS System   All cameras for VI Monitor plus are showing as offline	DPD	Network	Outage	ITS Security Engineering	6.9
2 - High	Network   Paymentus Go-Live   Payment terminals config to network.	DSV	Network	WiFi	ITS Network Engineers	5.5
2 - High	Server   Secondary   Recording interviews reporting errors.	DPD	Inquiry / Help	Escalation/Status	ITS Server Team	65.6
2 - High	Network   Network/Phones not responsive	DWU	Inquiry / Help	How To	ITS Network Connectivity	9.7
2 - High	Network   Internet not responsive	PBW	Network	Outage	ITS Network Connectivity	7.7
2 - High	Network   Network not responsive	DWU	Network	Outage	ITS Network Connectivity	7.5
2 - High	DWU Applications   FCS application unresponsive   1500 marilla l 2 e n	DWU	Software	Troubleshooting	ITS Server Team	#VALUE!
2 - High	Deceased Employee W2 Request	CCO	Payroll Civilian	W-2	ITS Workday Payroll-Civilian	26.4
2 - High	SAP   Error message   Deloitte		Software	Troubleshooting	ITS SAP Vendor Support	4.4
2 - High	Network   Network/Phones not responsive	OCC	Network	Outage	ITS Network Connectivity	12.0
2 - High	Network   Network/Phones not responsive	SAN	Network	Outage	ITS Network Connectivity	23.3

#### NOTES:

1. Major incidents are identified as Severity1 and Severity2 that have significant impact to City services or Department's ability to perform critical functions and last over 4 hours in duration. Major incidents are measured by duration of impact, degraded or full outage, of services.
2. Major Incidents with #value are incidents that had over 4 hours of impact, however, are incomplete of details or still in progress, at the time the report was generated, to identify full impact to departments.
3. March saw an increase in both the average time to repair and total impact time for Major Incidents compared to January. March average MTTR of 33.9 hours compared to February of 29.3 hours. March total impact 779.2 hours compared to February which had 292.5 hours.
4. Eleven Major incidents in the month of February, 1 critical and 25 high, an increase of 15 over January of 1 critical and 10 high.

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

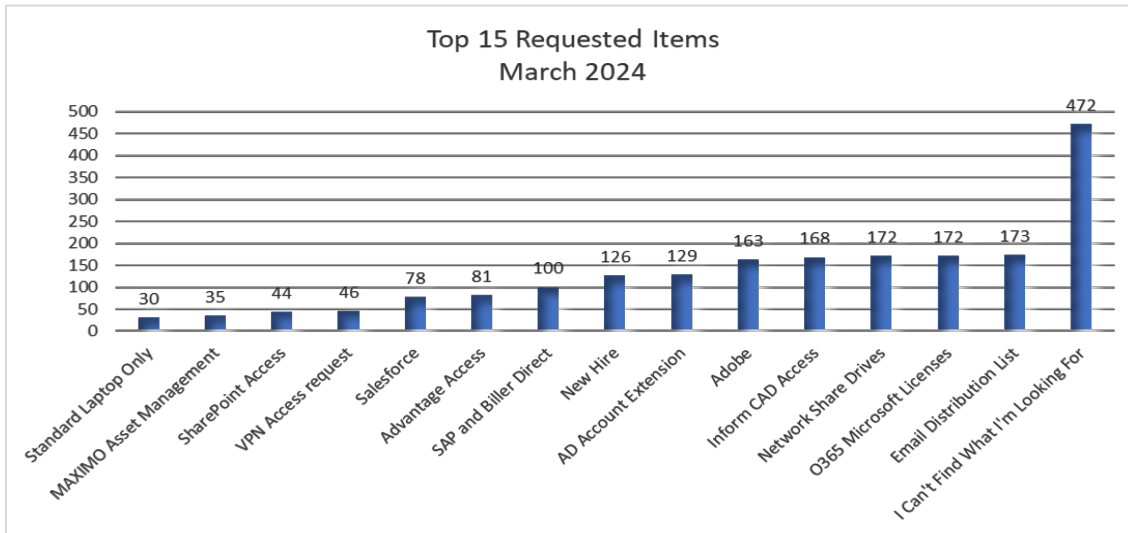
### 1. New Hire Report



#### NOTES:

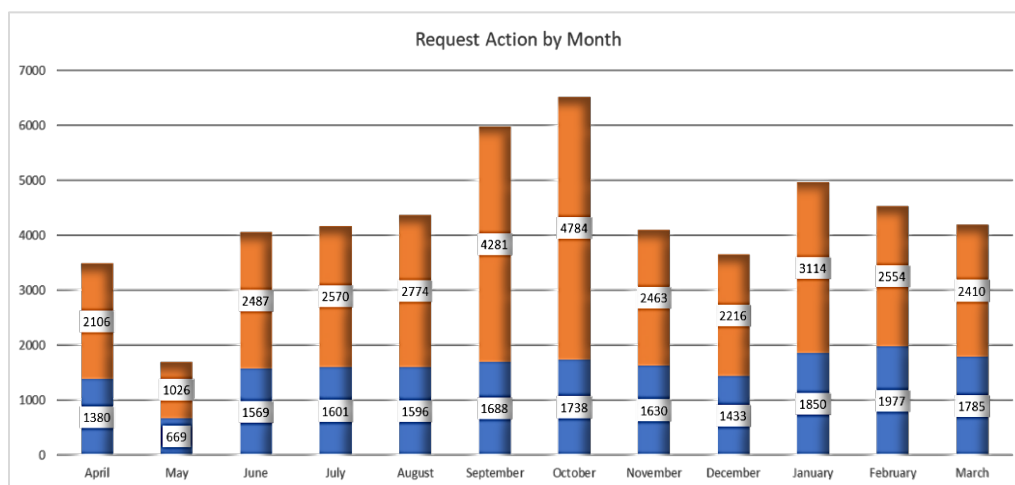
1. In the month of March, a total of 133 request tickets were generated for new employees.
2. DWU, PKR, and DPD were the top 3 New Hire Request departments. \*Excluding blanks
3. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

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



### NOTES:

1. March Service Requests totaled 1785, a decrease of 200+ over February which totaled 1994. This report depicts the top 15 Request by type that were selected.
2. “I Can’t Find What I’m Looking For” is a category used when a service catalog item does not exist for what the user is asking.



### NOTES:

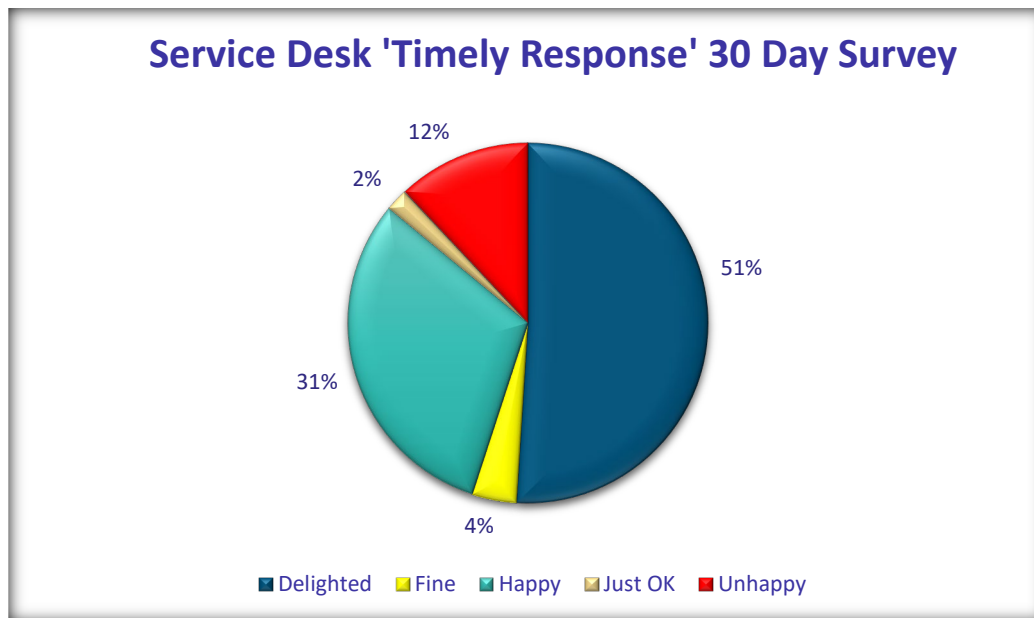
This chart illustrates that 1785 Requested Tickets generated 2410 Requested Actions. Frequently, one request generates multiple actions to be completed by one or more teams to fulfill the ask.



## C. IT Service Desk Satisfaction Surveys

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

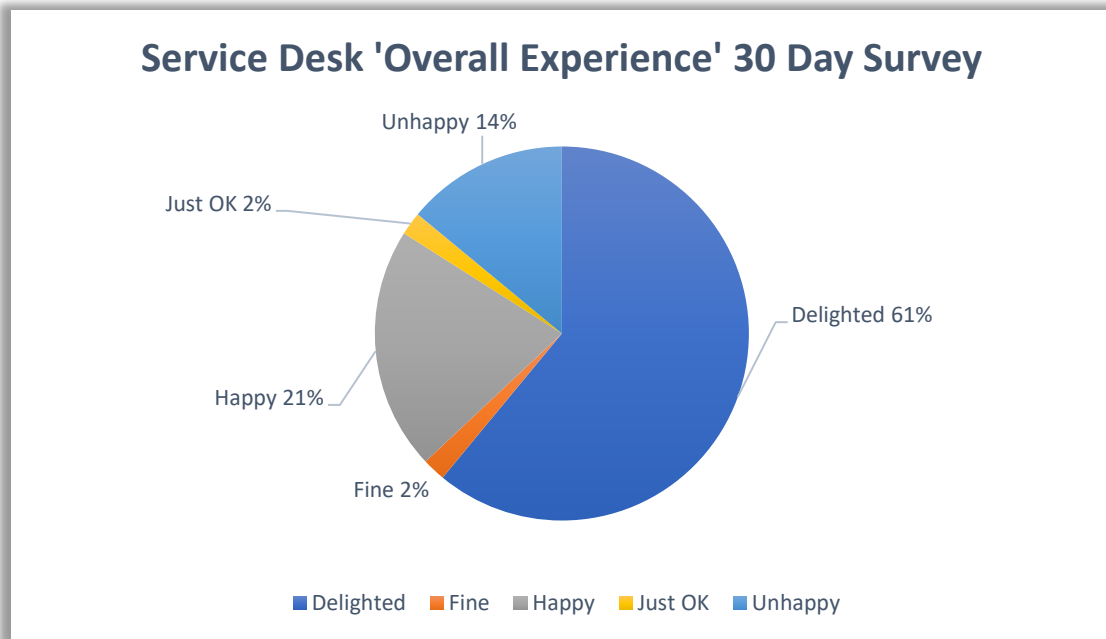
1. IT Service Desk Timeliness Report



**NOTES:**

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

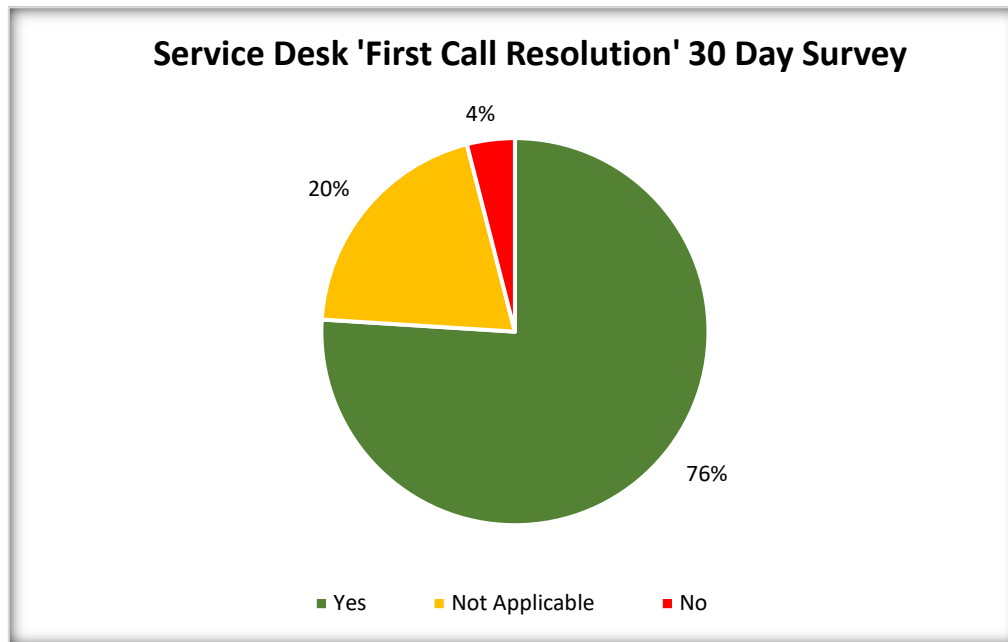
## 2. IT Service Desk Overall Experience Report



### NOTES:

1. This chart illustrates the overall survey responses to the question of Service Desk experience for requests submitted in March 2024.
2. While each IT Service Desk ticket submitted results in a survey request to the submitter, not all survey requests receive a response, and these data represent the results from those responding to the survey.
3. The survey requests employees that have submitted an incident report or service request to the IT Service Desk to rate their overall experience of the service delivery on a scale along five points; Unhappy, Just OK, Average, Fine, Happy, and Delighted.
4. For the March 2024 survey, 84% of respondents rated their overall experience with the IT Service Desk to be either Fine, Happy, or Delighted.

### 3. IT Service Desk First Call Resolution Report



#### NOTES:

1. This chart illustrates the overall survey responses to the question of whether the issue was resolved on the first call to the Service Desk for requests in March 2024.
2. The survey requests employees that have submitted an incident report or service request to the IT Service Desk on whether the issue was resolved with the first call (Yes or No).
3. For the March 2024 survey, 80% of respondents responded that their issue or request was resolved on the first call.

## Section 3: IT Budget Execution

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

### A. Contract/Procurement Management

#### Upcoming/Recent Contracts Requiring Council Approval

##### Item Approved on March 27 Agenda

**Mythics, Inc** – Three-year cooperative purchasing agreement for an unlimited license agreement for continuous software maintenance and support for Oracle database licensed products for the Department of Information and Technology Services provided by Oracle America, Inc. through the Department of Information Resources cooperative agreement.

- Contract amount - \$6,814,040
- This service contract will provide an unlimited license agreement for ongoing maintenance and support for all licensed Oracle software products assigned to the City used to create and manage database files for various City systems. As well support the Technical Debt remediation efforts to bring Oracle to most current supported versions.

##### Items on April 10 Agenda

**ePlus Technology, Inc** - Three-year cooperative purchasing agreement for a network visibility and threat management solution for the Department of Information and Technology Services through The Interlocal Purchasing System cooperative agreement - Not to exceed \$405,828.06 - Financing: Data Services Fund (\$270,552.04) and Coronavirus State and Local Fiscal Recovery Funds (\$135,276.02) (subject to annual appropriations).

- Contract amount - \$405,828
- The solution provides a portion of the City's layered network and performance monitoring approach to security while ensuring the network achieves an expected level of performance.

- This network visibility and threat management solution monitors incoming and outgoing network traffic by those transacting business with the City; communications between devices connected to and/or inside the City's network; and performance of critical applications, telephony, and video services.

**Carahsoft Technology Corporation** - Four-year cooperative purchasing agreement for the continuous use of enterprise software licenses, maintenance and support of the core network and security infrastructure for the Department of Information and Technology Services with Carahsoft Technology Corporation through the Texas Department of Information Resources cooperative.

- Contract amount - \$9,888,100
- Software used to test new operating system updates and patches in a safe environment before updates are deployed to physical computers throughout the City.
- Allows ITS to run multiple applications and operating system workloads on one server for better resource management.

**ESRI, Inc.** - Three-year service contract for the purchase of enterprise software licenses maintenance for a geographic information system for the Department of Information and Technology Services.

- Contract amount - \$3,498,000
- Used to develop, manage, and distribute GIS data.
- Enables to City to store, edit, analyze, and publish geographic data.
- Works in collaboration with other critical systems, such as Computer Aided Dispatch and Dallas 311.

Open Solicitations

**Network Cabling**

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

**Broadband and Digital Divide**

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

**Network Managed Services**

- Managed services for voice and data services, as well as the network support helpdesk.
- Open/Advertised Dates – February 15 and February 22
- Pre-Solicitation Conference Date – February 26 at 9:00 a.m.
- Solicitation Due Date – May 3

**Enterprise Data Repository**

- Three-year master service agreement with two (2) one-year (1-year) renewal options for a solution to migrate data from the City's NeoGov, LearningZen, and BenSelect (Enrollment Benefit Concepts) systems into a robust repository, as well as ongoing maintenance and support services related to the repository.
- Open/Advertised Date – February 22 and February 29
- Pre-Solicitation Conference Date – March 4 at 9:00 a.m.
- Solicitation Due Date – March 22

**EMS Inventory Management System**

- System to manage and track acquisitions, distribution of DFR inventory, which include operation/emergency medical supplies, and personnel gear.
- Open/Advertised Dates – March 21 and March 28
- Pre-Solicitation Conference Dates – April 1 at 2:00 p.m.
- Solicitation Due Date – April 26



### **Court Case Management System**

- Court Case Management Solution is seeking a Proposer with the capability to implement a Court Case Management solution in accordance with the needs of the requesting Department(s), primarily the Dallas Municipal Court, including transferring existing data to the solution and integrating with other related software and hardware.
- Open/Advertised Dates – March 21 and March 28
- Pre-Solicitation Conference Dates – April 1 at 2:00 p.m.
- Solicitation Due Date – April 26

### Upcoming Solicitations

**Software Master Agreement** – Service contract to purchase various enterprise commercial off the shelf (COTS) software products including perpetual, fixed term, subscription, and software as a service with their related software maintenance, support, training, and implementation, and other related services that will be used by the City in support of existing business operations.

**Court Case Management System** – System to automate and optimize daily work processes for Dallas Municipal Courts, replacement for the current system.

## B. Budget Performance &amp; Execution – February 2024

Fund 0191 – 9-1-1 System Operations  
February 2024

Expenditure Category	FY 2032-24 Adopted Budget	FY 2032-24 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	661,024	661,024	177,264	612,715	(48,309)
Pension	95,983	95,983	36,970	95,983	-
Health Benefits	67,550	67,550	16,238	64,050	(3,500)
Worker's Compensation	1,712	1,712	1,712	1,712	-
Other Personnel Services	14,899	14,899	32,788	38,103	23,204
<b>Total Personnel Services</b>	<b>841,168</b>	<b>841,168</b>	<b>314,253</b>	<b>812,563</b>	<b>(28,605)</b>
Supplies	201,464	201,464	20,858	201,464	-
Contractual Services	11,824,129	11,824,129	5,930,182	11,708,581	(115,548)
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>12,866,761</b>	<b>12,866,761</b>	<b>6,265,293</b>	<b>12,722,608</b>	<b>(144,153)</b>

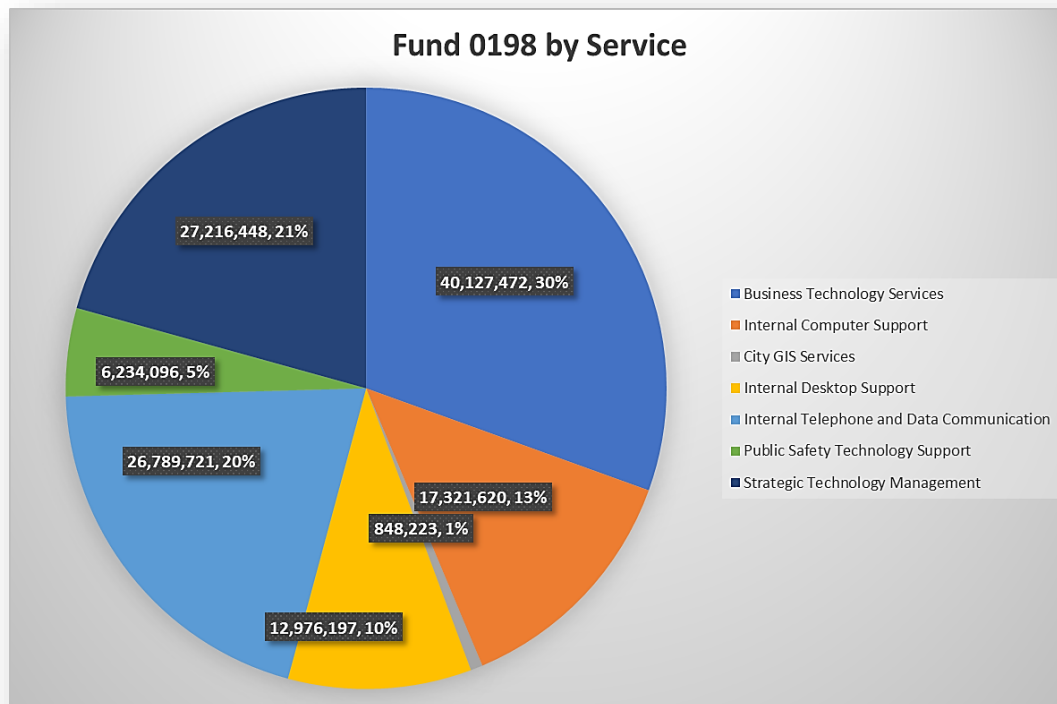
Fund 0197 – Communication Services (Radio Network)  
February 2024

Expenditure Category	FY 2032-24 Adopted Budget	FY 2032-24 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	1,995,239	1,995,239	726,321	1,870,859	(124,380)
Overtime Pay	96,632	96,632	112,444	132,730	36,098
Pension	303,582	303,582	130,328	303,582	-
Health Benefits	289,500	289,500	63,567	274,500	(15,000)
Worker's Compensation	8,059	8,059	8,059	8,059	-
Other Personnel Services	35,196	35,196	75,491	93,318	58,122
<b>Total Personnel Services</b>	<b>2,728,208</b>	<b>2,728,208</b>	<b>1,116,210</b>	<b>2,683,048</b>	<b>(45,160)</b>
Supplies	1,433,876	1,433,876	124,772	1,412,473	(21,403)
Contractual Services	14,711,697	14,711,697	4,676,873	14,778,260	66,563
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>18,873,781</b>	<b>18,873,781</b>	<b>5,917,855</b>	<b>18,873,781</b>	<b>0</b>

## Budget Performance & Execution (continued)

### Fund 0198 – Data Services February 2024

Expenditure Category	FY 2032-24 Adopted Budget	FY 2032-24 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	20,914,938	20,914,938	6,681,970	18,619,417	(2,295,521)
Overtime Pay	31,612	31,612	19,356	24,332	(7,280)
Pension	3,027,737	3,027,737	1,011,739	3,027,737	-
Health Benefits	2,036,150	2,036,150	383,154	1,930,650	(105,500)
Worker's Compensation	53,893	53,893	53,893	53,893	-
Other Personnel Services	1,028,754	1,028,754	479,825	869,406	(159,348)
<b>Total Personnel Services</b>	<b>27,093,084</b>	<b>27,093,084</b>	<b>8,629,937</b>	<b>24,525,435</b>	<b>(2,567,649)</b>
Supplies	764,420	764,420	249,423	809,496	45,076
Contractual Services	103,926,620	103,926,620	59,122,890	106,178,736	2,252,116
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>131,784,124</b>	<b>131,784,124</b>	<b>68,002,250</b>	<b>131,513,667</b>	<b>(270,457)</b>



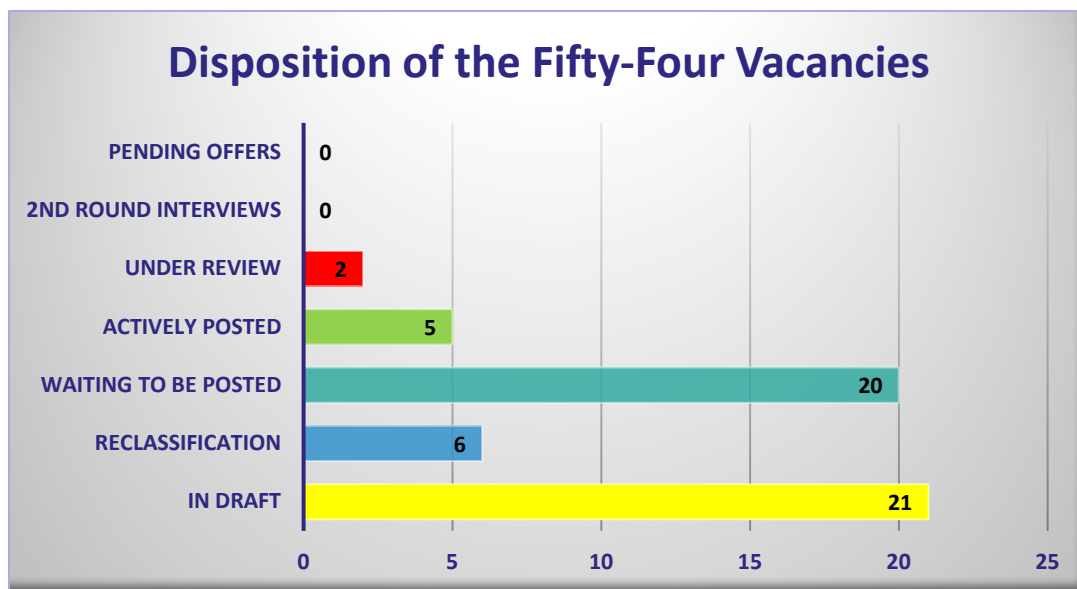
## C. ITS Staffing & Hiring Report

### 1. ITS Funded Staffing Levels

IT Fund	FY 21	FY 22	FY 23	FY 24	FY 25 Plan
<b>Fund 0191 - 9-1-1 Technology Support</b>	7.0	7.0	7.0	7.0	7.0
<b>Fund 0197 - Radio Communications</b>	28.0	30.0	30.0	30.0	30.0
<b>Fund 0198 - Data Services</b>	190.0	204.0	223.0	225.0	230.0
<b>Total</b>	<b>225.0</b>	<b>241.0</b>	<b>260.0</b>	<b>262.0</b>	<b>267.0</b>

### 2. Vacancies and Hiring Activities

- As of March 31, 2024, ITS had 54 vacancies out of the available 260 positions.

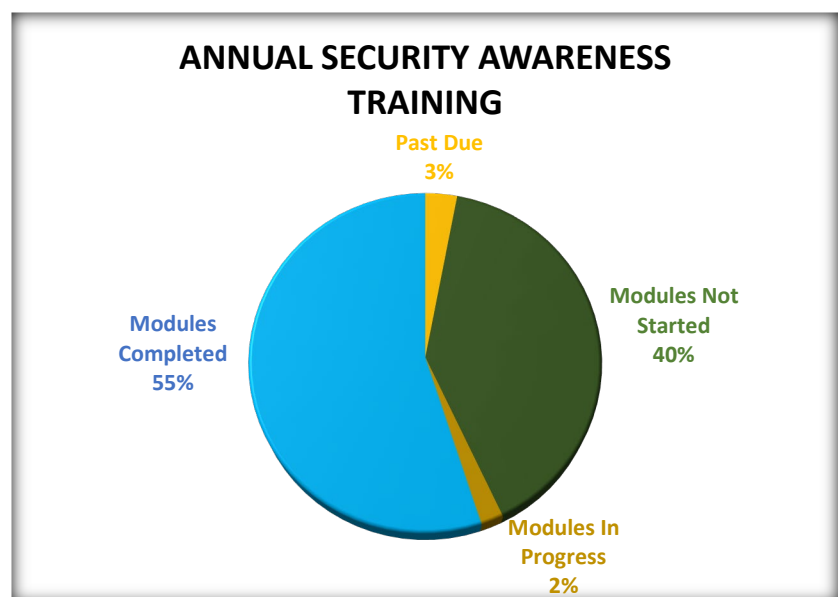


## Section 4: Cybersecurity Programs

### A. Awareness Training

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

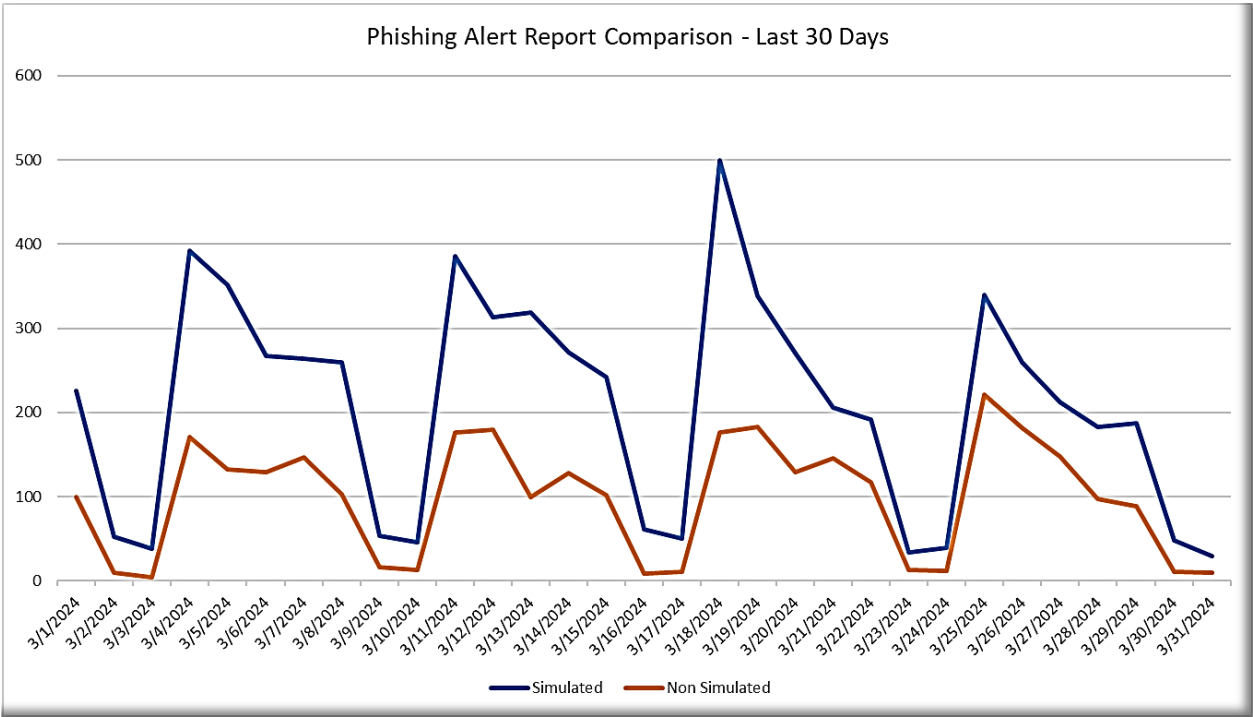
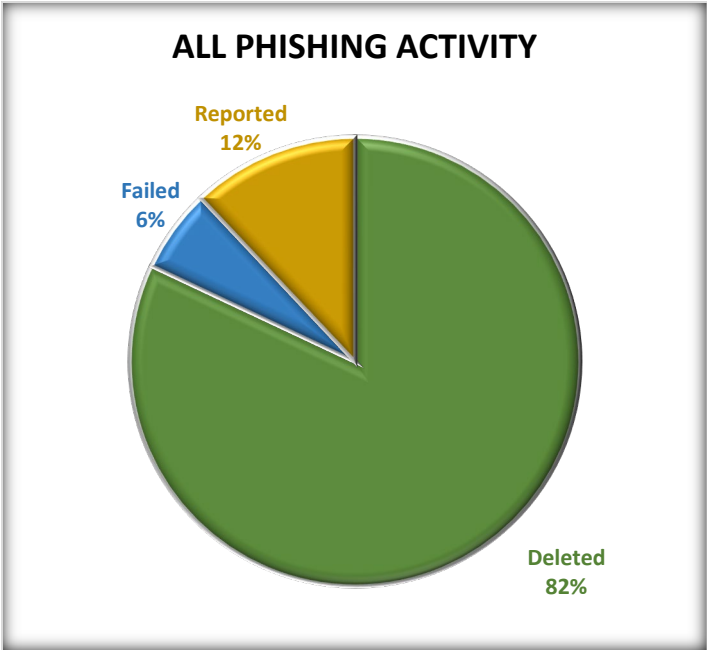
However, each year we see new or enhanced requirements from the Texas State Legislature as the risk environment evolves and becomes increasingly more threatening. As such, our security awareness training program must evolve to reflect the latest requirements and latest threats and it is critical that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



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

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

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



## B. Situational Awareness

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

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

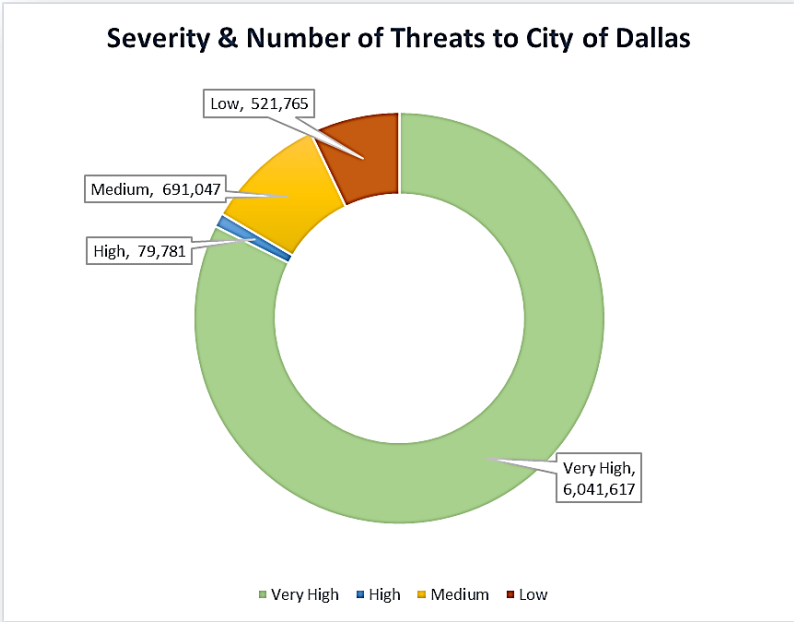
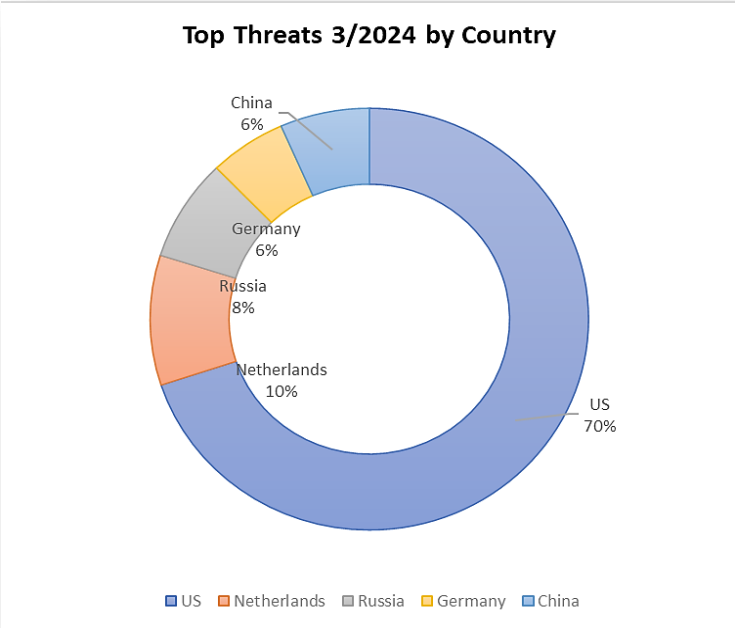
Figure 3: Assessing Cybersecurity Maturity



C. Cyber Threats

1. Global

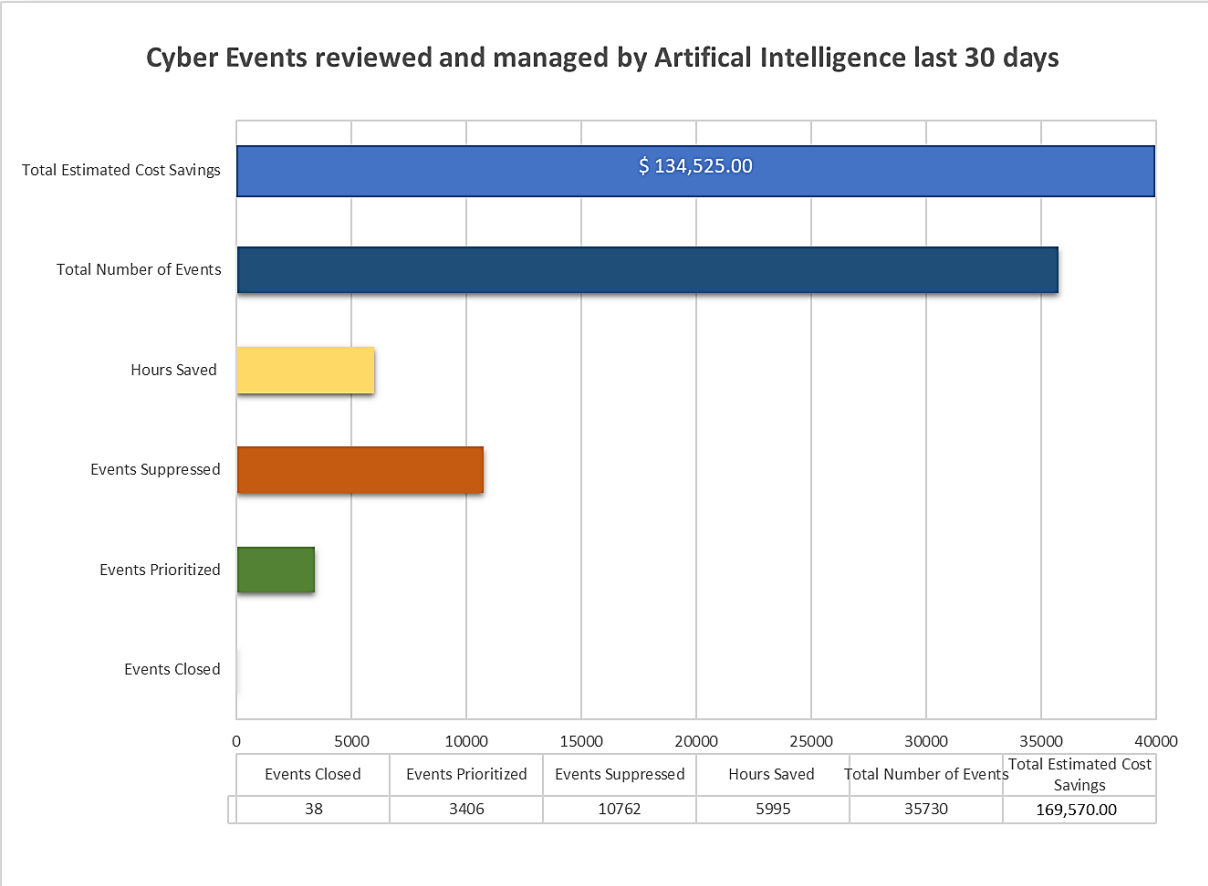
Global cyber threats represent a multifaceted and pervasive challenge in the modern digital era, encompassing a spectrum of malicious activities that exploit vulnerabilities across cyberspace. From sophisticated malware attacks designed to infiltrate systems and compromise data integrity to deceptive phishing schemes aimed at manipulating individuals into disclosing sensitive information, the landscape of cyber threats is



diverse and ever evolving. The proliferation of interconnected devices, coupled with the increasing sophistication of cybercriminals and state-sponsored actors, amplifies the complexity and scale of these threats.

2. AI Reviewed Cyber Events

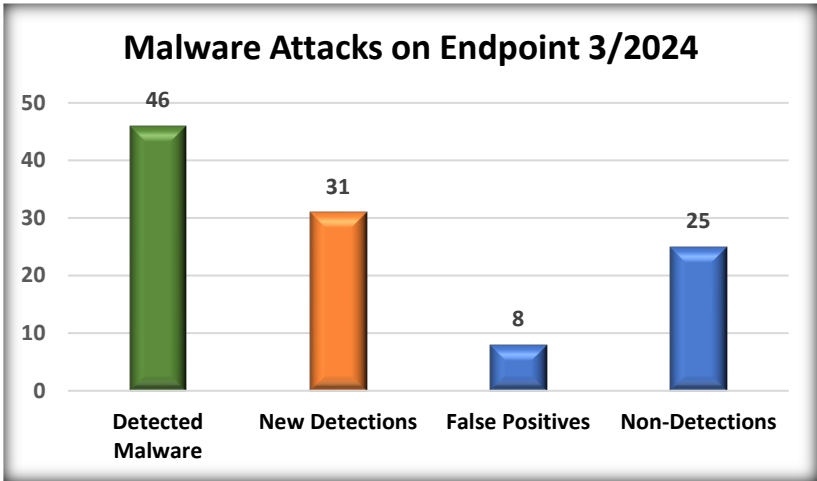
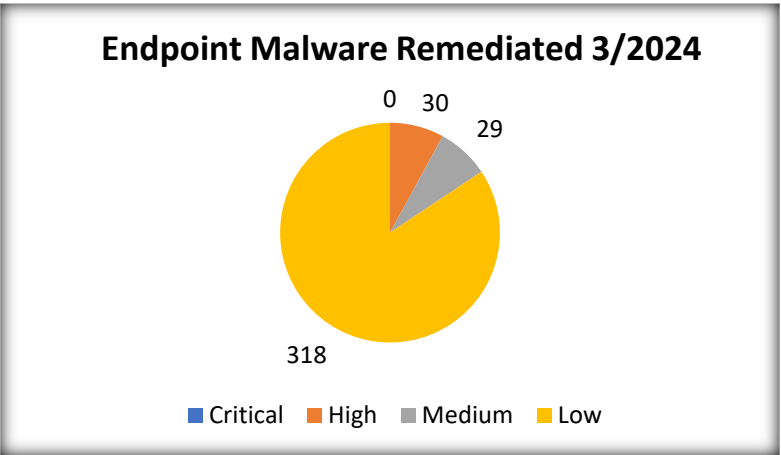
AI’s role in the review and analysis of cyber events by leveraging its capabilities in data processing, pattern recognition, and predictive modeling. Through machine learning algorithms, AI systems can sift through vast volumes of data generated by network logs, security alerts, and user activity to identify anomalous patterns indicative of potential cyber threats. By continuously learning from past incidents and adapting to evolving attack techniques, AI has enhanced the speed and accuracy of threat detection, enabling the city to respond swiftly to emerging risks and mitigate potential damages. Moreover, AI's ability allows for automated routine tasks, such as incident triage and threat prioritization.



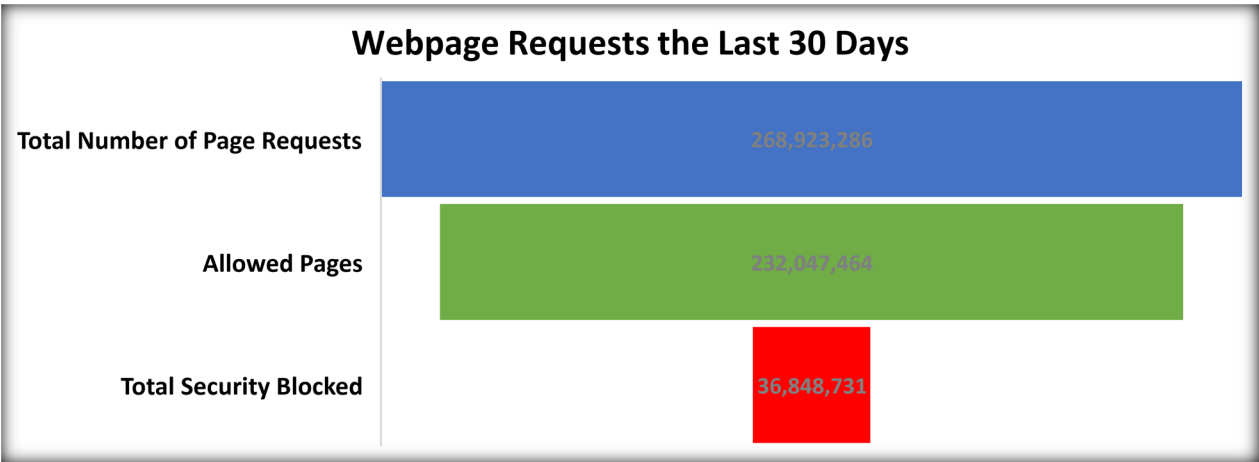
D. Data Protection & Privacy

3. Endpoint Protection

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

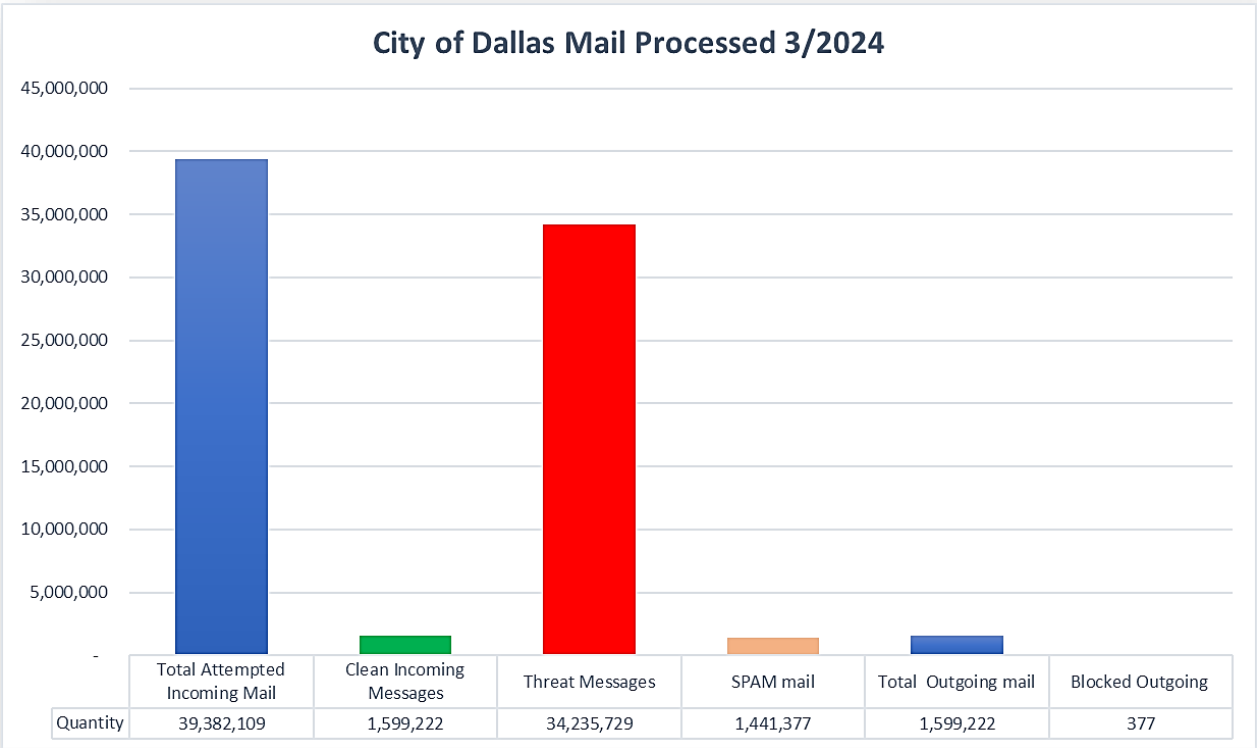


Technologies like Firewall and Endpoint Detection and Response are all in place to respond to those attacks. Below is the status metrics.



4. Email Screening

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



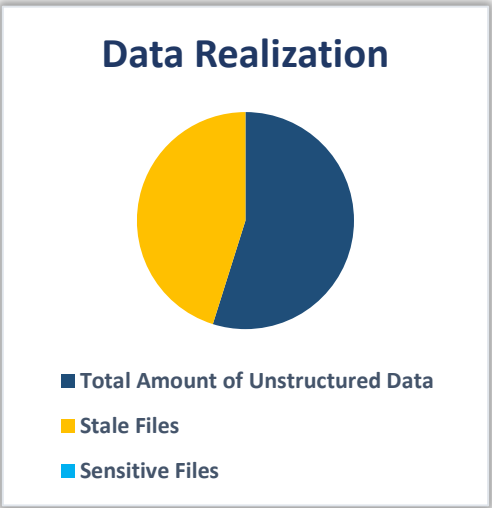
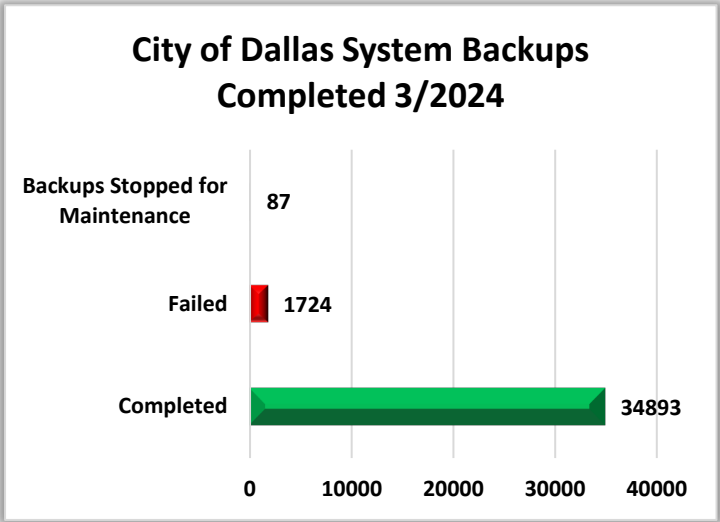
# Section 5: IT Infrastructure

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

## A. Resiliency - Disaster Recovery and Business Continuity

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

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



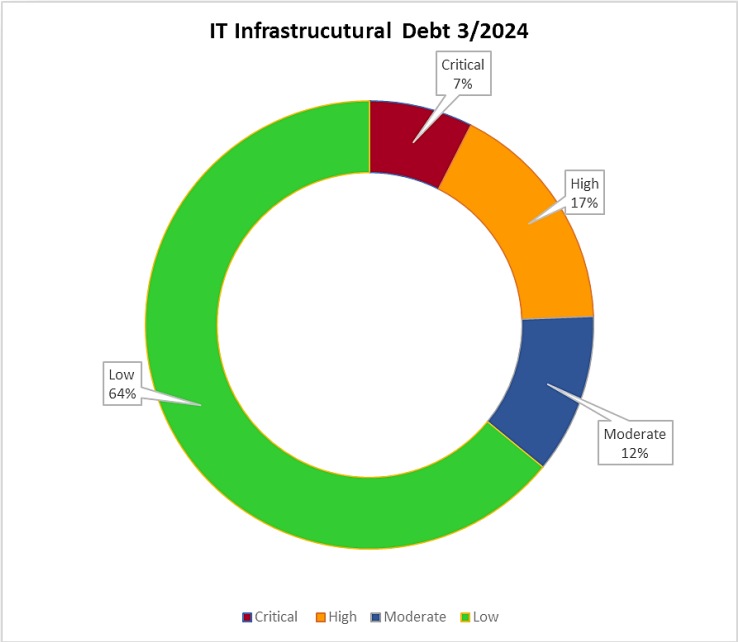
**Total Data 3.2 PB**  
**Total Backup Data 2.1 PB**  
**Total Files 18.7 m**

## B. Technical Debt

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

Generally, technical debt is categorized by three types:

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

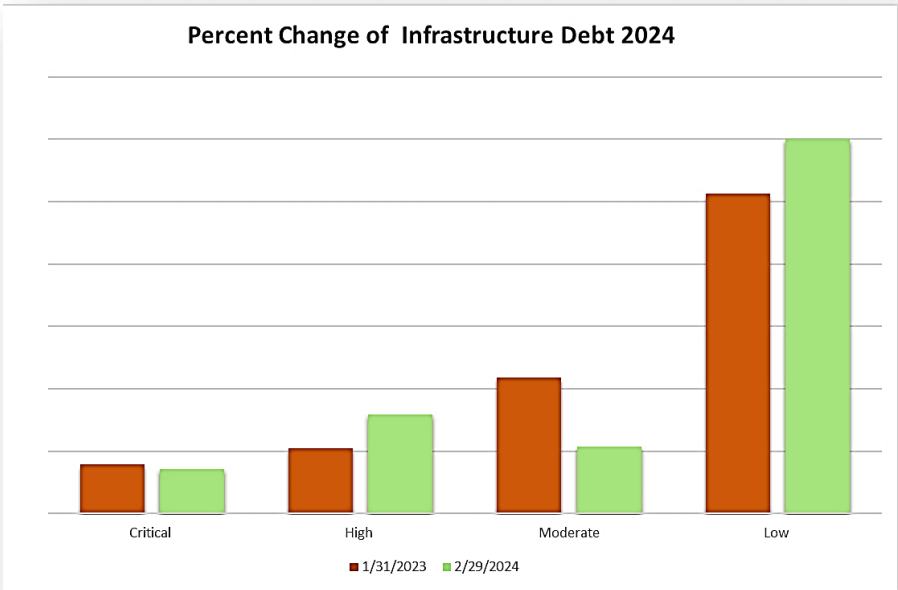


The City of Dallas has each of these types of technical debt present in its technology environment. In many instances there is a combination of multiple types of tech debt present for a given system or service operated in the City.

As a part of the City’s IT Infrastructure improvement direction, a proactive approach has been taken that identifies, tracks, and communicates the potential risks and costs associated

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

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

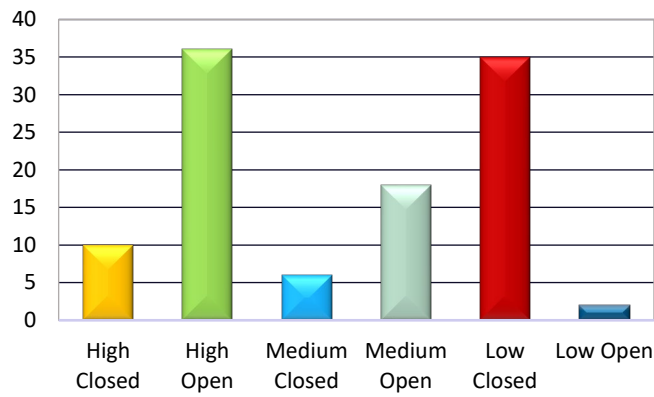




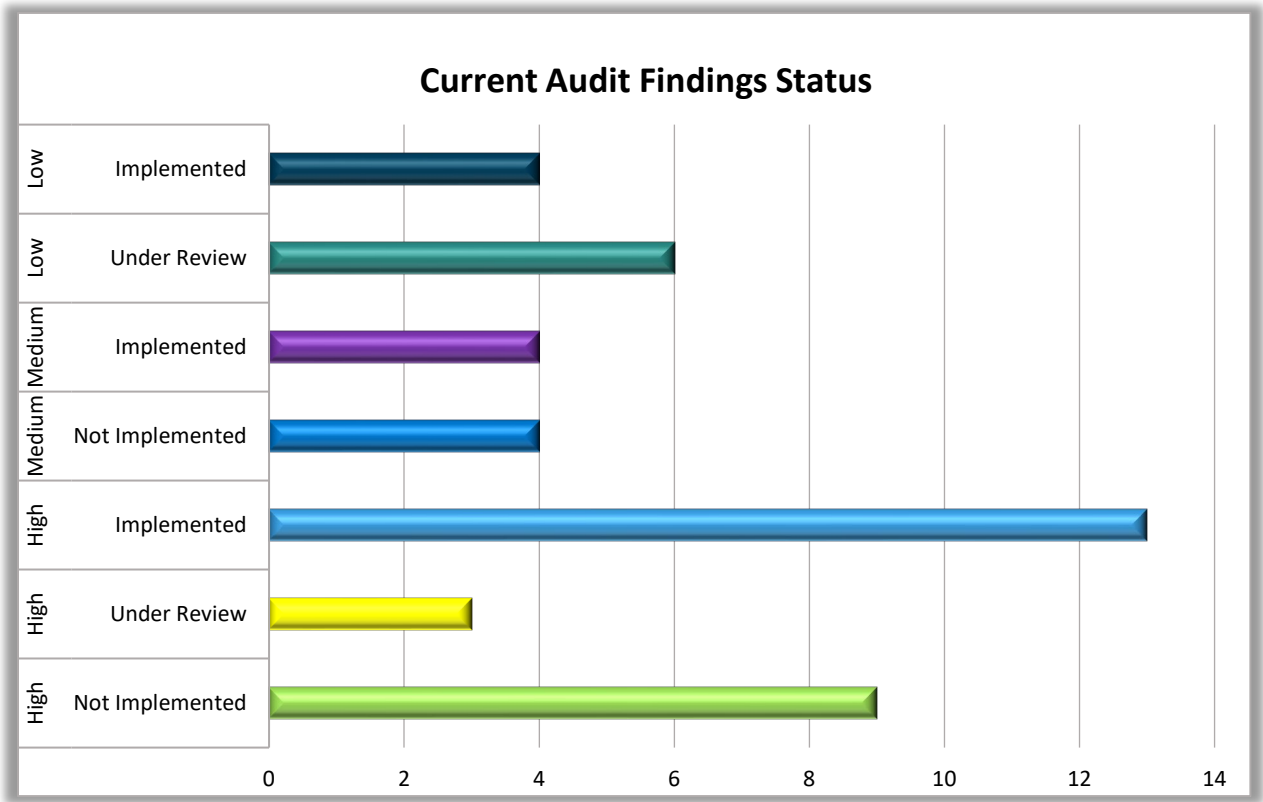
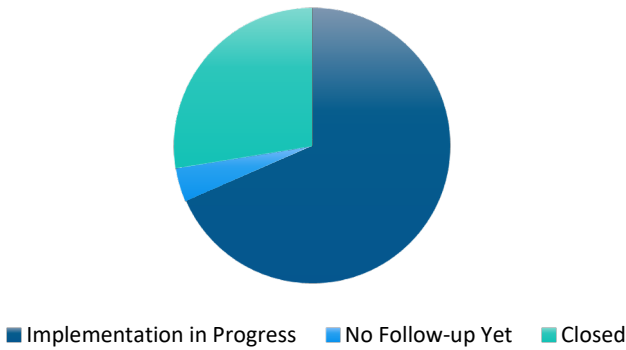
C. Audit

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

Current Audit Findings



Audit Remediation Stage 3/2024





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-1399

**Item #:** J.

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GPFM Two Month Forecast

# GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT COMMITTEE FORECAST

	TITLE	DEPARTMENT
<b>TUESDAY, MAY 21, 2024, 1:00 P.M.</b>		
<b>BRIEFING ITEMS</b>	Over-65/ Disabled Exemption	Budget & Management Services
	FY 2024-25 Planned Budget	Information & Technology Services Data Analytics & Business Intelligence City Controller's Office Civil Service Office of the City Auditor
<b>DISCUSSION ITEMS</b>	Review of City Real Estate for Development and Redevelopment Opportunities	City Manager's Office
<b>BRIEFINGS BY MEMORANDUM</b>	GPFM Two-Month Forecast	City Manager's Office
	Budget Accountability Report (Information as of March 31, 2024)	Budget & Management Services
	Technology Accountability Report (Information as of April 30, 2024)	Information & Technology Services
	Office of the City Auditor Monthly Update on Internal Audit Reports Released between April 13, 2024 and May 10, 2024	Office of the City Auditor
	Atmos Dallas Annual Rate Review	Budget & Management Services
<b>MONDAY, JUNE 24, 2024, 1:00 P.M.</b>		
<b>BRIEFING ITEMS</b>	No New Revenue Tax Rate	Budget & Management Services
	FY 2024-25 Planned Budget	Mayor/Council Office City Manager's Office City Secretary's Office City Attorney's Office Budget & Management Services
<b>DISCUSSION ITEMS</b>	Review of City Real Estate for Development and Redevelopment Opportunities	City Manager's Office
<b>BRIEFINGS BY MEMORANDUM</b>	GPFM Two-Month Forecast	City Manager's Office
	Budget Accountability Report (Information as of April 30, 2024)	Budget & Management Services
	Technology Accountability Report (Information as of May 31, 2024)	Information & Technology Services
	Office of the City Auditor Monthly Update on Internal Audit Reports Released between May 11, 2024 and June 14, 2024	Office of the City Auditor