

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, MAY 23, 2022

22-0012

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

PRESENT: [7] Mendelson, Willis, \*Atkins, \*Bazaldua, \*McGough, Ridley, \*West  
(\*\*1:04 p.m.)

ABSENT: [0]

The meeting was called to order at 1:03 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.

The meeting recessed at 1:06 p.m. and reconvened to open session at 1:13 p.m.

After all business properly brought before the committee had been considered, the meeting adjourned at 3:17 p.m.

\_\_\_\_\_  
Chair

ATTEST:

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

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

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

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

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

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

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

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, MAY 23, 2022

EXHIBIT A



**RECEIVED**

2022 MAY 20 AM 11: 47

CITY SECRETARY  
DALLAS, TEXAS

## City of Dallas

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

## Public Notice

220535

POSTED CITY SECRETARY  
DALLAS, TX



### Government Performance and Financial Management Committee

May 23, 2022

1:00 PM

## **General Information**

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"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."

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## 2021 CITY COUNCIL APPOINTMENTS

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

(C) – Chair, (VC) – Vice Chair

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

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

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

The meeting will be broadcast live on Spectrum Cable Channel 95 and online at [bit.ly/cityofdallastv](http://bit.ly/cityofdallastv).

The public may also listen to the meeting as an attendee at the following videoconference link: <https://dallascityhall.webex.com/dallascityhall/j.php?MTID=mbdb7b265a95e84eb9521cd7f165fa74d>

### Call to Order

### MINUTES

1. [22-1144](#) Approval of the April 25, 2022 Government Performance and Financial Management Committee Meeting Minutes

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

### BRIEFING ITEMS

- A. [22-1145](#) Follow-up to the “Update on the Permitting Issues for Development Services” as Presented to the Dallas City Council on May 18, 2022  
[Majed Al-Ghafry, Assistant City Manager; Andrew Espinoza, Director, Development Services; Will Munding, Executive in Residence, Development Services]

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

- B. [22-1146](#) Presentation of Options to Increase Property Tax Exemption for Homeowners Age 65 and Older or Disabled  
[Jack Ireland, Director, Budget and Management Services; Ivan Guel, Interim Assistant Director, Budget and Management Services]

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

- C. [22-1148](#) Office of the City Auditor FY 2022-23 Recommended Budget  
[Mark Swann, City Auditor]

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

- D. [22-1149](#) Atmos Dallas Annual Rate Review Filing  
[Nikolaus Fehrenbach, Manager of Regulatory Affairs & Utility Franchise, Budget and Management Services]

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

- E. [22-1150](#) Application of Oncor Electric Delivery Company LLC for Authority to Change Rates [Nikolaus Fehrenbach, Manager of Regulatory Affairs & Utility Franchise, Budget and Management Services]

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

**BRIEFING BY MEMORANDUM**

- F. [22-1152](#) Budget Accountability Report (information as of March 31, 2022)  
[Jack Ireland, Director, Budget and Management Services]

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

- G. [22-1151](#) Quarterly Investment Report (Information as of March 31, 2022)  
[Sheri Kowalski, City Controller, City Controller's Office]

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

- H. [22-1153](#) Panhandling Diversion Program Update  
[Christine Crossley, Director, Office of Homeless Solutions]

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

- I. [22-921](#) Dallas Fire-Rescue Overtime Pay Update  
[Nina Arias, Director, Human Resources]

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

- J. [22-922](#) Upcoming Agenda Item - May 25, 2022 - Executive and Professional Search Firm, GovHR USA LLC, for the Department of Human Resources  
[Danielle Thompson, Director, Office of Procurement Services]

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

- K. [22-1147](#) Government Performance and Financial Management Committee Agenda Forecast

**Attachments:** [GPFM Committee 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, MAY 23, 2022

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 23, 2022

Item 1:           Approval of the April 25, 2022 Government Performance and Financial  
Management Committee Meeting Minutes

Councilmember Ridley moved to adopt the minutes as presented.

Motion seconded by Councilmember Atkins and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 23, 2022

BRIEFING ITEMS

Item A: Follow-up to the “Update on the Permitting Issues for Development Services” as Presented to the Dallas City Council on May 18, 2022

The committee discussed the items.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 23, 2022

BRIEFING ITEMS

Item B:           Presentation of Options to Increase Property Tax Exemption for Homeowners Age 65 and Older or Disabled

The following individuals briefed the committee on the item:

- Jack Ireland, Director, Budget and Management Services;
- Ivan Guel, Interim Assistant Director, Budget and Management Services; and
- Elizabeth Reich, Chief Financial Officer, City Manager's Office

Councilmember McGough moved to forward the item to the city council.

Motion seconded by Councilmember Atkins and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

May 23, 2022

BRIEFING ITEMS

Item C: Office of the City Auditor FY 2022-23 Recommended Budget

The following individual briefed the committee on the item:

- Mark Swann, City Auditor

Councilmember Willis moved to forward the item to the city council.

Motion seconded by Councilmember Atkins and unanimously adopted.

# OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

May 23, 2022

## BRIEFING ITEMS

Item D: Atmos Dallas Annual Rate Review Filing

The following individuals briefed the committee on the item:

- Nikolaus Fehrenbach, Manager of Regulatory Affairs & Utility Franchise, Budget and Management Services;
- Elizabeth Reich, Chief Financial Officer, City Manager's Office; and
- Donald Knight, Assistant City Attorney, City Attorney's Office

Councilmember Ridley moved to hold the item until the June 27, 2022 meeting of the committee.

Motion seconded by Councilmember Willis.

After discussion, Chair Mendelsohn called a vote on Councilmember Ridley's motion and declared the motion failed with majority voting in opposition.

Councilmember Atkins moved to forward the item to the city council.

Motion seconded by Councilmember Bazaldua.

Chair Mendelsohn called a vote and declared the motion adopted on a divided vote with Councilmember Ridley voting "No."

# OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

May 23, 2022

## BRIEFING ITEMS

Item E:           Application of Oncor Electric Delivery Company LLC for Authority to Change Rates

The following individual briefed the committee on the item:

- Nikolaus Fehrenbach, Manager of Regulatory Affairs & Utility Franchise, Budget and Management Services

Councilmember Willis moved to forward the item to the city council with the recommendation to suspend the effective date of the new rates to September 15, 2022.

Motion seconded by Councilmember Ridley and unanimously adopted.



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

May 23, 2022

BRIEFING BY MEMORANDUM

- Item F: Budget Accountability Report (information as of March 31, 2022)
- Item G: Quarterly Investment Report (Information as of March 31, 2022)
- Item H: Panhandling Diversion Program Update
- Item I: Dallas Fire-Rescue Overtime Pay Update
- Item J: Upcoming Agenda Item - May 25, 2022 - Executive and Professional Search Firm, GovHR USA LLC, for the Department of Human Resources
- Item K: Government Performance and Financial Management Committee Agenda Forecast

The committee discussed the items.

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, APRIL 25, 2022

EXHIBIT C

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, APRIL 25, 2022

22-0012

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

PRESENT: [7] Mendelsohn, Willis, Atkins, Bazaldua, \*McGough, Ridley, West

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 3:29 p.m.

\_\_\_\_\_  
Chair

ATTEST:

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

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

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MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, APRIL 25, 2022

EXHIBIT A

**RECEIVED**

**2022 APR 22 AM 10:34**

**CITY SECRETARY  
DALLAS, TEXAS**

## **City of Dallas**

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

## **Public Notice**

**220431**

**POSTED** CITY SECRETARY  
DALLAS, TX



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

**April 25, 2022**

**1:00 PM**

(For General Information and Rules of Courtesy, Please See Opposite Side.)  
(La Información General Y Reglas De Cortesía Que Deben Observarse  
Durante Las Asambleas Del Consejo Municipal Aparecen En El Lado Opuesto, Favor De Leerlas.)

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

(C) – Chair, (VC) – Vice Chair

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

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

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

The following videoconference link is available to the public to listen to the meeting and Public Affairs and Outreach will also stream the City Council Briefing on Spectrum Cable Channel 95 and [bit.ly/cityofdallastv](https://bit.ly/cityofdallastv):

<https://dallascityhall.webex.com/dallascityhall/onstage/g.php?MTID=e36ab000dd65e8542965a8ac34b256b0b>

### Call to Order

### MINUTES

1. [22-918](#) Consideration of the March 28, 2022 Meeting Minutes

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

### BRIEFING ITEMS

- A. [22-919](#) Department of Development Services - Monthly Technology Update, Hiring, and Residential Review  
[Will Munding, Executive in Residence, Development Services]

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

- B. [22-920](#) FY 2021-22 Mid-Year Appropriation Adjustments  
[Jack Ireland, Director, Budget and Management Services; Ivan Guel, Interim Assistant Director, Budget and Management Services]

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

- C. [22-565](#) City of Dallas Process Improvement Team - Update on Completed and Current Projects  
[Jack Ireland, Director, Budget and Management Services; Elisa Gouveia Waldrup, Performance, Strategy, and Innovation Executive, Budget and Management Services]

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

- D. [22-923](#) Sunset Review Update on Civil Service and Human Resources Project  
[Mark Swann, City Auditor]

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

#### **FYI ITEMS**

- E. [22-924](#) Budget Accountability Report (information as of February 28, 2022)

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

- F. [22-925](#) Panhandling Diversion Update

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

- G. [22-926](#) Small Business Center FY 2020-21 M/WBE Accomplishments and Performance Report

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

- H. [22-991](#) 2022 Executive Performance Management Process for City Council Appointees Discussion

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

- I. [22-1060](#) Upcoming Ratifications for Contract Price Increases Due to Inflation

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

- J. [22-927](#) Upcoming Agenda Item - April 27, 2022 - Executive and Professional Search Firms for the Department of Human Resources

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

- K. [22-928](#) Government Performance and Financial Management Committee Agenda 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, APRIL 25, 2022

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 25, 2022

Item 1:           Consideration of the March 28, 2022 Meeting Minutes

Mayor Pro Tem West moved to adopt the minutes as presented.

Motion seconded by Councilmember Atkins and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 25, 2022

BRIEFING ITEMS

Item A: Department of Development Services - Monthly Technology Update, Hiring, and Residential Review

The following individuals briefed the committee on the item:

- Will Munding, Executive in Residence, Development Services;
- T.C. Broadnax, City Manager, City Manager's Office; and
- Majed Al-Ghafry, Assistant City Manager, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 25, 2022

BRIEFING ITEMS

Item B: FY 2021-22 Mid-Year Appropriation Adjustments

The following individuals briefed the committee on the item:

- Jack Ireland, Director, Budget and Management Services;
- Ivan Guel, Interim Assistant Director, Budget and Management Services;
- Elizabeth Reich, Chief Financial Officer, City Manager's Office;
- Julia Ryan, Director, Planning & Development; and
- Carlos Evans, Director, Environmental Quality



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 25, 2022

BRIEFING ITEMS

Item C: City of Dallas Process Improvement Team - Update on Completed and Current Projects

The following individuals briefed the committee on the item:

- Jack Ireland, Director, Budget and Management Services;
- Elisa Gouveia Waldrup, Performance, Strategy, and Innovation Executive, Budget and Management Services;
- Stephen Tuscan, Performance, Strategy, and Innovation Executive, Budget and Management Services; and
- T.C. Broadnax, City Manager, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 25, 2022

BRIEFING ITEMS

Item D: Sunset Review Update on Civil Service and Human Resources Project

The following individuals briefed the committee on the item:

- Mark Swann, City Auditor; and
- T.C. Broadnax, City Manager, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 25, 2022

FYI ITEMS

- Item E: Sunset Review Update on Civil Service and Human Resources Project
- Item F: Panhandling Diversion Update
- Item G: Small Business Center FY 2020-21 M/WBE Accomplishments and Performance Report
- Items H: 2022 Executive Performance Management Process for City Council Appointees Discussion

Councilmember Bazaldua moved to forward item H to city council.

Motion seconded by Councilmember Atkins and unanimously adopted.

- Item I: Upcoming Ratifications for Contract Price Increases Due to Inflation
- Item J: Upcoming Agenda Item - April 27, 2022 - Executive and Professional Search Firms for the Department of Human Resources
- Item K: Government Performance and Financial Management Committee Agenda Forecast

The committee discussed the items.

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, APRIL 25, 2022

EXHIBIT C

# Government Performance & Financial Management Committee Meeting Record

The Government Performance & Financial Management Committee meetings are recorded. Agenda materials are available online at [www.dallascityhall.com](http://www.dallascityhall.com). Recordings may be reviewed online at <https://dallastx.swagit.com/government-performance-and-financial-management-committee>.

Note: This meeting was conducted via videoconference

**Meeting Date:** March 28, 2022

**Convened:** 1:01 PM

**Adjourned:** 3:07 PM

## Committee Members Present

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

## Committee Members Absent

## Other Council Members Present

## AGENDA

### CALL TO ORDER

#### 1. Consideration of the February 28, 2022 Meeting Minutes

**Action Taken/Committee Recommendation(s):** A motion was made to approve the minutes for the February 28, 2022 Government Performance & Financial Management Committee meeting. The motion passed unanimously.

Motion made by: Gay Donnell Willis

Motion seconded by: Adam Bazaldua

### BRIEFING

#### A. Development Services: Technology Update and Metrics Review

**Presenter(s):** Will Mundinger, Executive in Residence, Development Services

**Action Taken/Committee Recommendation(s):** Will Mundinger provided an update on Development Services' technology and metrics. Questions were asked about third party self-certification. Information only.

#### B. Communications Relating to the FY 2021 Audit

**Presenter(s):** Sara Dempsey, Partner-in-Charge, Weaver, LLP

**Action Taken/Committee Recommendation(s):** Sara Dempsey provided an overview of the FY 2021 Financial Audit. Questions were asked about OPEB liabilities and City debt. Information only.

#### C. City of Dallas Debt Overview

**Presenter(s):** Steven Johnson, Managing Director, Hilltop Securities Inc.; M. Elizabeth Reich, Chief Financial Officer

**Action Taken/Committee Recommendation(s):** Steven Johnson and Elizabeth Reich provided an overview of the City's outstanding debt. Questions were asked if any federal funding was used to pay off debt. Information only.

**D. Committee Discussion about the 2022 Executive Performance Management Process for City Council Appointees**

**Presenter(s):** Committee discussion

**Action Taken/Committee Recommendation(s):** The Committee discussed the process for performance evaluations for City Council Appointees.

**E. Committee Discussion about the Dallas City Code Regarding Construction Work on Sundays in the City of Dallas**

**Presenter(s):** Committee discussion

**Action Taken/Committee Recommendation(s):** The Committee discussed the the Dallas City Code regarding construction work on Sundays within city limits.

**FYI Items**

**F. Office of the City Auditor Briefing on the Internal Audit Reports Released Between February 19, 2022 and March 18, 2022**

**G. Ad Valorem Tax Rate Overview**

**H. Budget Accountability Report (information as of January 31, 2022)**

**I. FY 2020-21 End of Year Report**

**J. Boards and Commissions Audit – City Manager Action**

**K. May 1, 2021 General/June 5, 2021 Runoff Elections (Analysis) Cost**

**L. Panhandling Diversion Program Update**

**M. Upcoming Agenda Item – April 13, 2022 – DFW International Airport 63rd and 64th Supplemental Bond Ordinances**

**N. Upcoming Agenda Item – April 13, 2022 – Investment Advisor Services Contract**

**O. Upcoming Agenda Item – April 13, 2022 – Dallas Wwater Utilities (DWU) Bond Issuance – Waterworks and Sewer System Revenue Bonds, Series 2022A/B**

**P. Upcoming Agenda Item – April 13, 2022 – City of Dallas Store Lease Agreement**

**Q. Government Performance and Financial Management Committee Agenda Forecast**

**ADJOURN**

**APPROVED BY:**

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

**ATTESTED BY:**

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



**City of Dallas**

# **Department of Development Services: Monthly Technology Update, Hiring, and Residential Review Government Performance & Financial Management Committee April 25, 2022**

Will Munding, Executive in Residence  
Development Services  
City of Dallas

# Presentation Overview

- Technology
- Hiring Review
- Residential Permit Delays





# Technology

- **ProjectDox – Permitting Software**
  - Operating problems during the upgrade are improving.
  - User Acceptance Testing is underway. If successful it should conclude from City side next week.
  - Establishing a training regimen scheduled next week for internal and external participants.
  - Roll out late May or early June.



# Technology

- **Posse Replacement – Land Management System**
  - Retaining IT consultant Gartner to assist in negotiation and implementation of the final contract.
  - Target contract date – late May 2022



# Hiring Review

- Of the 41 positions in February 2022, 23 have been filled.

	PRIORITY 1	PRIORITY 2	PRIORITY 3	PRIORITY 4	TOTAL OPEN POSITIONS
Open positions as of: <b>FEBRUARY 17, 2022</b>	5	5	17	14	41
Open positions as of: <b>APRIL 14, 2022</b>	2	5	6	5	18
Positions Filled	3	0	11	9	23 total filled



# Residential Permit Delays

- Development Services received 290 more residential permit applications during the first Quarter of 2022 than the final Quarter of 2021.

1 <sup>ST</sup> QUARTER 2022				
SFR	Jan	Feb	Mar	Total
	181	357	217	755

DIFFERENCE OF 290



# Residential Permit Delays

- This effectively adds over a month's worth of additional permit applications into our first Quarter process.
- It will likely cause our permit approval times to increase to 10 to 12 weeks from our target of 6 to 8 weeks.







**City of Dallas**

# **Department of Development Services:**

## **Monthly Technology Update, Hiring, and Residential Review**

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

**April 25, 2022**

Will Munding, Executive in Residence  
Development Services  
City of Dallas

# **FY 2021-22 Mid-Year Budget Adjustment**

**Government Performance &  
Financial Management Committee  
April 25, 2022**

**Jack Ireland, Director  
Ivan Guel, Assistant Director (I)  
Budget & Management Services**



**City of Dallas**

# Overview

- Background
- Overview of amendments to FY 2021-22 budget ordinance
- Recommendation and next steps





# Background

- City Council adopted FY 2021-22 Operating, Grants/Trust, and Capital Budget ordinance on 9/22/21
- Amendments are required to ensure compliance with City Charter and to ensure adequate departmental appropriations are available through 9/30/22
- 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)



# Overview of Amendments

- Ordinance amendments may include:
  - Appropriation of excess or unbudgeted revenue
  - Adjustments to address forecast overruns
  - Appropriation for new programs and services
  - Grant and Trust Funds revenue and expenditure increases
  - Enterprise Funds revenue and expenditure increases
  - Capital appropriation adjustments
  - Appropriation adjustments previously approved by City Council resolution



# Amendment Overview by Fund (\$ in millions)



Fund Category	FY 2021-22 Current Budget	Appropriation Adjustment	FY 2021-22 Amended Budget
General Fund	\$1,535.2	\$24.9	\$1,560.1
Grant Funds	313.7	2.5	316.2
Trust and Other Funds	73.5	7.5	81.0
Enterprise/Internal Service/Other Funds	1,430.6	46.3	1,476.9
Capital Funds	872.9	38.6	911.5
Total	\$4,225.9	\$119.8	\$4,345.7



# General Fund Amendment Overview

- Ordinance amendment will appropriate excess or unbudgeted revenue as allowed by City Charter Chapter XI, Sec. 5
- Through 2/28/22, excess revenue net of expense over-runs is forecast to be \$21 million
  - Property tax, sales tax and Intergovernmental revenue are forecast to be better than budget while fines and forfeitures and operating transfers revenue are forecast to be less than budget (forecast better than budget = \$28.2 million)
  - Expense over-runs are forecast primarily in DPD, DFR, PKR, ATT CMO, PBW, and SEC (forecast over budget = \$7.2 million)



# General Fund Amendment Overview

- Excess revenue will be used at mid-year to support:
  - Attorney's Office/Office of Inspector General – \$0.3 million
    - (Previous Increase of \$0.2 million in December 2021)
  - Public Works transportation-related maintenance, repairs and improvement projects with Dallas County—\$4.8 million
  - FY 2020-21 election cost —\$0.2 million
  - Workday modules and positions —\$2.1 million
  - One-time ERF Pension Costs—\$2.1 million
  - Data Center—\$5.2 million
  - PNV Zoning Updates—\$2.5 million
  - Fair Park Capital Improvements—\$0.6 million
  - Increase Liability Transfer —\$5.0 million
  - Fuel overages (DFR/DPD/PKR)—\$ 2.0 million





# General Fund Amendment Overview



- Remaining excess revenue will be used at year-end to support:
  - Other costs identified throughout remainder of fiscal year
- Net Zero Transfers between departments will be used at mid-year to support:
  - Compensation Study Phase II costs —\$1.9 million
    - Truck Drivers, Judge pay, and other minimum/horizontal adjustments based on revised job grades/codes
  - Reallocation of existing resources between departments including ECO, OEI, CTS, BSD, MCC, COM, etc. —\$1.4 million



# Trusts and Other Fund Amendment Overview

- Appropriation adjustments within Grants, Trusts, and Other Funds are supported by additional revenues that have become available during the fiscal year or by available fund balance
  - Accelerate ARPA Funds —\$2.7 million
    - DPD - \$2.4 million
    - CTS - \$0.2 million
    - OEI - \$0.1 million
  - Dallas Police Department—\$1.9 million
    - Confiscated—\$1.1 million
    - Task force overtime—\$0.5 million
    - Other—\$0.4 million
  - ITS Equipment—\$2.9 million
  - Arts and Culture HOT—\$1.3 million
  - Other—\$1.0 million



# Enterprise Fund Amendment Overview

- Appropriation adjustments within Enterprise Funds are supported by increased revenues or available fund balances
  - Dallas Water Utilities —\$33.0 million
    - Supports capital construction and equipment purchases
  - Stormwater Drainage Management—\$2.5 million
    - Supports capital construction and equipment purchases
  - Sanitation Services—\$2.2 million
    - Supports expenses associated with fuel price increases
  - Equipment and Fleet Management—\$7.7 million
    - Supports increase in fuel price costs





# Enterprise Fund Amendment Overview

- Appropriation adjustments within Enterprise Funds are supported by increased revenues or available fund balances
  - Information Technology Services (Radio)—\$0.3 million
    - Supports implementation of City's P25 Radio System (consulting and engineering)
  - Information Technology Services (911)—\$0.4 million
    - Supports implementation of Next Generation 911-compliant digital network



# 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—\$9.4 million
    - Appropriations approved by the City Council since 10/1/21
  - New appropriation requests—\$38.5 million
    - Supports Dallas Water Utilities - \$33.0 million
    - Supports Stormwater Drainage Management - \$5.0 million
    - Supports Workforce Development - \$0.2 million
    - Bond Closures and Other - \$0.2 million
  - Transfers between funds—\$1.0 million
    - From Flood Control Fund to Homeless Assistance Fund for real estate purchase to provide affordable/supportive housing for homeless services - \$1.0 million (2017 Bond Funds)



## Recommendation and Next Steps

- Staff recommends amending FY 2021-22 budget appropriation ordinance
- City Council will consider ordinance amendment on 5/11/22
- 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](http://financialtransparency.dallascityhall.com)**

# **FY 2021-22 Mid-Year Budget Adjustment**

**Government Performance &  
Financial Management Committee  
April 25, 2022**

**Jack Ireland, Director  
Ivan Guel, Assistant Director (I)  
Budget & Management Services**



**City of Dallas**



# Process Improvement Team: Update on Completed and Current Projects

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



City of Dallas

# Meet the Team



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

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

## Process Improvement (PI) Team Vision:

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



One Dallas

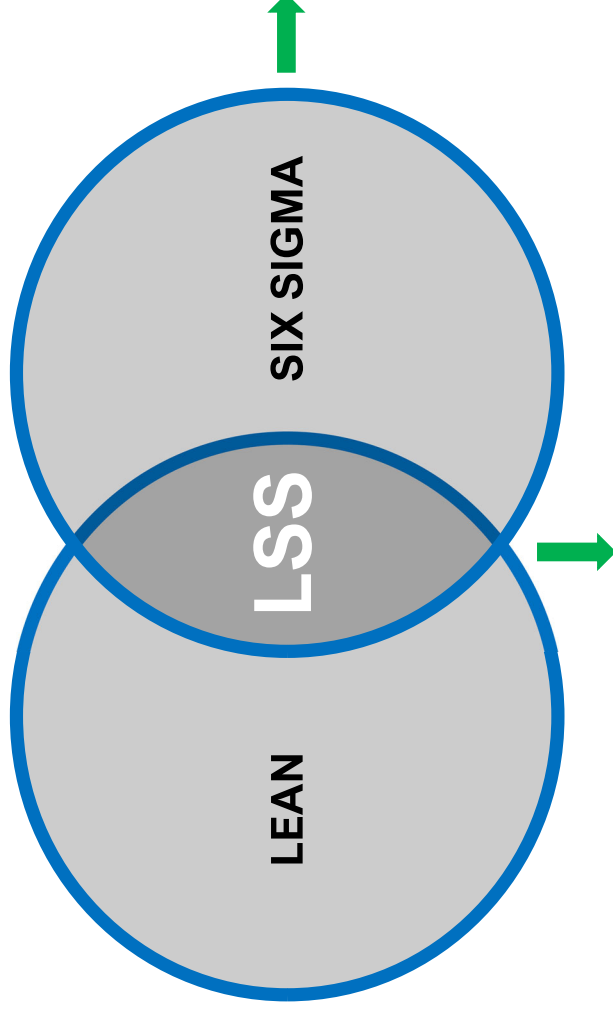


PROCESS

IMPROVEMENT

TEAM

# Our Process Improvement Approach



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

## EFFICIENCY FOCUS

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

## EFFECTIVENESS FOCUS

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



One Dallas





# Building Inspections Call Center



## Project Description

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

Partnering Department:

**DEV**

## Latest Project Update:

Project successfully increased average call handle rate by over 20 percent and empowered internal staff to continually improve their process in order to sustain the results. Following up with new supervisor in April 2022 to ensure process changes are still in place and results continue to trend upward.

Date of last council briefing: October 25, 2021

# Lew Sterrett Intake Process

## Project Description

Streamlining the central prisoner intake process at Lew Sterrett in order to increase officer availability and/or reduce overtime

## Latest Project Update

Pre-Kickoff meeting with sponsors and high-level stakeholders has been held. Team member selection is ongoing, coordination with other agencies pending, and Kick-off meeting to take place by May 2022.

Partnering Department:

**DPD**



# Water | Wastewater Permitting Process



## Project Description

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

Partnering Departments:

**DEV | DWU**

## Latest Project Update

The Water/Wastewater permit team has reduced their backlog from 45 days down to 1, (working on permits the day received). The revised application is designed to be more user-friendly and is scheduled to go live in March. It will be accompanied by FAQs, Bonded contractors list, 3-page bond agreement, and revised meter fees. Each item placed online will have embedded links to the other documents.



One Dallas



# Building Permitting Process

## Single Family Dwelling



### Project Description

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

Partnering Department:

**DEV**

### Latest Project Update

Initial observations, data assessment, and brainstorming sessions have been conducted. Though an aggressive 60-day action plan has been compiled, implementation has been delayed due to a pending software upgrade. Plan implementation will commence immediately following software upgrade by ITS (Summer 2022).

# DPD Workload Optimization



## Project Description

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

## Latest Project Update

Data assessment is ongoing; site observations to be scheduled.

Partnering Department:

**DPD**



# DFR Workload Optimization



## Project Description

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

Partnering Department:

**DFR**

## Latest Project Update

Data assessment is ongoing; additional actions to be determined upon implementation of automated scheduling system.



One Dallas



# New Employee Hiring and Onboarding Process



## Project Description

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

## Latest Project Update

Pre-kickoff meeting with sponsors and high-level stakeholders has been held. Team selection has been completed and weekly meetings are ongoing. Next steps are documenting the current state and identifying process gaps.

Partnering Departments:

**HR | CVS**

## Next Steps

- Continue current projects
- Provide monthly updates through Budget Accountability Report (BAR)
  - Add Key Performance Indicator to report for each project
- Initiate additional projects designed to improve efficiency and effectiveness





# Process Improvement Team: Update on Completed and Current Projects

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



City of Dallas

A photograph of a sunset over a body of water. The sun is a bright orange orb in the center of the frame, partially obscured by dark, silhouetted clouds. The sky is a gradient of orange and yellow, with wispy clouds catching the low light. The water in the foreground is dark and calm, reflecting the colors of the sky.

# Sunset Review Update

CIVIL SERVICE AND HUMAN RESOURCES PROJECT

APRIL 25, 2022

# Recent Assessment History

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## **City Manager and Civil Service Board**

- 2014 CPS HR Consulting issued report on hiring practices
- 2015 Hire Dallas task force established, City Council Briefing December 7, 2016
- 2019 Civil Service Board Chairman Best Practices Study (Civil Service Focused)
- 2021 CPS HR Consulting Phase I focused on Talent Acquisition Recruiting Branding, Onboarding Strategies, Enhance Candidate Experience

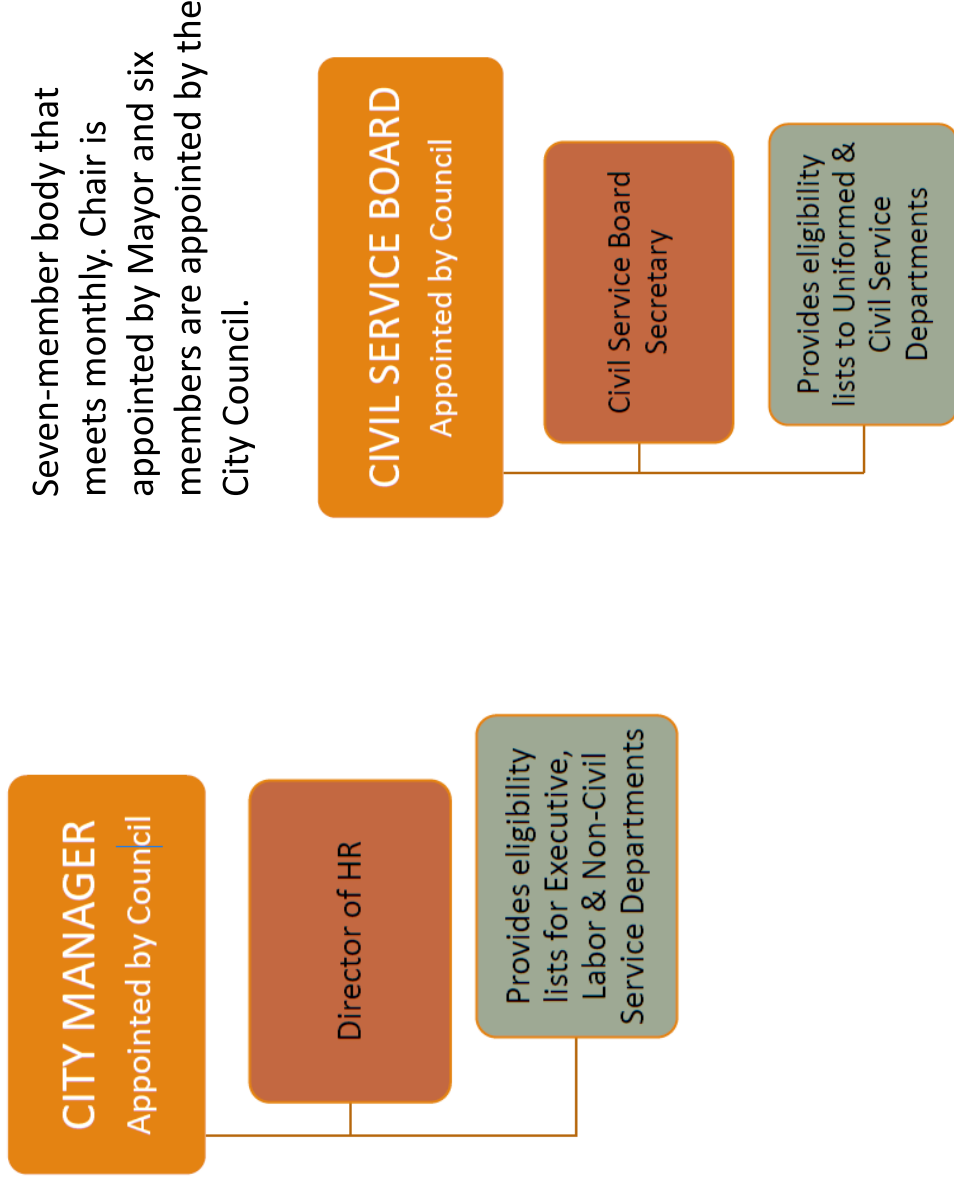
## **Office of the City Auditor**

- 2022 Baker Tilly contracted to audit Human Resources/Civil Service Talent Acquisition and Uniform (Dallas Police and Dallas Fire-Rescue) Personnel Recruitment and Candidate Selection



# Reporting Structure

- Reduced accountability (including identifying responsibilities)
- Hiring responsibilities are divided between Civil Service and Human Resources
- Overlap in hiring
  - Job classification – process for evaluating duties, responsibilities, tasks, and authority levels
  - Job titles and compensation plans – developed by HR with minimum requirements and CS independently develops them.



Seven-member body that meets monthly. Chair is appointed by Mayor and six members are appointed by the City Council.

# Description of Services

## Civil Service

- Civilian and Uniform recruitment
- Application processing and minimum qualifications
- Employment examinations and hearing procedures
- Uniform testing
- Reduction-in-Force
- Grievance and appeal hearings - Protection for the employee

## Human Resources

- Employee relations and departmental support
- Job classification and compensation
- Executive recruitment and labor hiring
- Benefits
- Training
- Meet and confer contract negotiations

# 2016 Hire Dallas Report Results

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A hiring system divided between two departments is not the most efficient way to operate.

## Options to Move Forward

1. No change to department structure – Continue to improve hiring time
2. Consolidate hiring functions into Civil Service
3. Consolidate hiring functions into Human Resources (*Recommendation in 2016 Hire Dallas Report*)
4. Consolidate all Civil Service activities into Human Resources including Civil Service Board

## Goals for Various Options

- Increase accountability
- Streamline hiring process
- Increase communication on employee hiring, onboarding, recruiting and other activities
- Allow Civil Service Board to focus on grievances and appeals

# Assessments In Action

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## **City Manager's Office**

- CPS HR Consulting working on talent acquisition, recruiting branding, onboarding strategies, enhancing the candidate experience

## **Mayor and City Council**

- Sunset Review Charge - Overlap of services between Civil Service and Human Resources
- Government Performance & Financial Management Committee - Establishing the direction of the Sunset Review

## **Office of the City Auditor - Fiscal Year 2022 Approved Audit Work Plan**

- Baker Tilly Audit of Talent Acquisition for Human Resources/Civil Service (in process)
- Baker Tilly Audits Dallas Fire-Rescue and Dallas Police Personnel Recruitment and Candidate Selection (in process)
- Civil Services Personnel Appeals process and Sanitation Department Personnel Decision-Making process (not started)

# Performance Audit compared to a Sunset Review

---

## Performance Audit

- Reasonable Assurance
- Narrow in scope
- Risk based model
- External facing – public accountability
- Independence and objectivity
- Internal controls and viability

## Sunset Review

- Program workflows and design
- End-to-end process (broader in scope)
- Change
- Internal facing - “is this working?”
- Partnership with management
- Expected outcomes



A photograph of a sunset over a body of water. The sun is a bright orange orb in the center of the frame, partially obscured by dark, silhouetted clouds. The sky is a gradient of orange and yellow, with wispy clouds catching the low light. The water in the foreground is dark and calm, reflecting the colors of the sky.

# Sunset Review Update

CIVIL SERVICE AND HUMAN RESOURCES PROJECT

APRIL 25, 2022

# BUDGET ACCOUNTABILITY REPORT

As of February 28, 2022



Prepared by Budget & Management Services

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# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	7% under budget	7% under budget
Development Services	✓	✓
Municipal Radio	19% under budget	7% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	8% under budget
Equipment and Fleet Management	14% over budget	14% over budget
Express Business Center	✓	10% under budget
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 19  
On Target

! 7  
Near Target

✗ 9  
Not on Target

#### Year-End Forecast

✓ 32  
On Target

! 1  
Near Target

✗ 2  
Not on Target

### Budget Initiative Tracker

● 1  
Complete

! 0  
At Risk

✓ 34  
On Track

✗ 0  
Canceled

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through February 28, 2022, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 22, 2021, effective October 1, 2021, through September 30, 2022. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

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

## General Fund Overview

The General Fund overview provides a summary of financial activity through February 28, 2022.

	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$272,058,286	\$272,058,286		\$287,241,830	\$15,183,544
Revenues	1,535,018,900	1,535,216,458	845,358,624	1,563,407,964	28,191,506
Expenditures	1,535,018,900	1,535,216,458	589,596,486	1,542,409,157	7,192,699
Ending Fund Balance	\$272,058,286	\$272,058,286		\$308,240,637	36,182,351

**Fund Balance.** As of February 28, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings.

**Revenues.** Through February 28, 2022, General Fund revenues are projected to be \$28,192,000 over budget. Sales tax revenue is projected to be \$31,262,000 over budget based on actual collection trends five months into the fiscal year. This is partially offset by declines in fines and forfeitures and miscellaneous traffic impact fees. Fines and forfeitures combined with miscellaneous traffic impact fees are projected to be \$5,349,000 under budget.

**Expenditures.** Through February 28, 2022, General Fund expenditures are projected to be \$7,193,000 over budget due to uniform overtime expenses, contractual services such as temporary staffing, an unanticipated increase in fuel prices, and street resurfacing projects funded through a reimbursement from Dallas County. These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments.

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

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

## FY 2021-22 Financial Forecast Report

## GENERAL FUND REVENUE

Revenue Category		FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$876,483,968	\$876,483,968	\$586,844,895	\$877,313,447	\$829,479
2	Sales Tax	344,283,066	344,283,066	156,962,561	375,544,901	31,261,835
3	Franchise and Other	117,599,602	117,599,602	29,976,179	118,975,944	1,376,342
4	Charges for Services	108,668,947	108,668,947	50,342,313	108,716,716	47,769
5	Fines and Forfeitures	26,390,716	26,390,716	8,347,594	21,548,264	(4,842,452)
6	Operating Transfers In	32,918,730	33,116,288	4,685,491	28,383,394	(4,732,894)
7	Intergovernmental	13,101,905	13,101,905	452,538	17,906,401	4,804,496
8	Miscellaneous	8,877,610	8,877,610	4,912,234	8,371,263	(506,347)
9	Licenses and Permits	5,844,356	5,844,356	2,405,544	5,797,622	(46,734)
10	Interest	850,000	850,000	429,276	850,012	12
Total Revenue		\$1,535,018,900	\$1,535,216,458	\$845,358,624	\$1,563,407,964	\$28,191,506

## 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.** Sales tax revenue is forecast to be \$31,262,000 over budget based on actual collection trends five months into the fiscal year and anticipated growth for the remainder of the fiscal year. The revised forecast is based on analysis by our contract economist considering strong wage and employment growth as well as inflation and anticipated slowing of the economy later in 2022

**5 Fines and Forfeitures.** Fines and forfeitures are projected to be \$4,842,000 under budget primarily due to declines in citations filled with the court (30 percent decline compared to the same period last year from October to January), in addition to decline in parking fine activity.

**6 Operating Transfers In.** The revenue budget for Operating Transfers In was amended on December 8, 2021 by resolution #21-2023 in the amount of \$197,558 for the establishment of the Inspector General Division. Revenues are forecast to be \$4,733,000 under budget primarily because a transfer to the General Fund from the Revenue Stabilization Fund will be deferred from FY 2021-22 to a future year. This transfer is deferred because other General Fund revenues are forecast to exceed the total budgeted amount for the current fiscal year.

**7 Intergovernmental.** Intergovernmental revenue is projected to be over budget by \$4,804,000 primarily due to an unbudgeted reimbursement from Dallas County, authorized on December 8, 2021 by resolution #21-1961. This \$4.8M reimbursement represents Dallas County's 50/50 cost participation in Public Works resurfacing projects that will mutually benefit both Dallas County and the City of Dallas.

**8 Miscellaneous.** Miscellaneous revenues are projected to be \$506,000 under budget primarily due to delay in finalizing the review process for new adopted fees for traffic impact related to transportation.

## FY 2021-22 Financial Forecast Report

## GENERAL FUND EXPENDITURES

	Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$260,333,866	\$259,616,502	\$92,699,831	\$248,556,500	(\$11,060,003)
	Non-uniform Overtime	6,826,827	6,826,827	5,149,118	10,205,440	3,378,613
	Non-uniform Pension	35,609,192	35,632,787	13,013,969	35,421,088	(211,699)
	Uniform Pay	496,243,907	497,132,747	181,009,262	479,332,110	(17,800,637)
	Uniform Overtime	35,775,121	35,775,121	26,552,517	54,270,131	18,495,010
	Uniform Pension	171,394,327	171,394,327	64,121,080	172,118,815	724,488
	Health Benefits	73,731,868	73,731,868	23,113,080	73,731,868	0
	Workers Comp	10,115,891	10,115,891	0	10,115,891	0
	Other Personnel Services	12,262,614	12,265,100	4,283,163	11,943,599	(321,501)
1	Total Personnel Services	\$1,102,293,613	\$1,102,491,171	\$409,942,021	\$1,095,695,442	(\$6,795,729)
2	Supplies	75,425,847	75,307,801	28,458,040	81,136,421	5,828,620
3	Contractual Services	433,322,701	433,564,387	158,177,524	442,727,938	9,163,551
4	Capital Outlay	11,677,806	11,554,166	4,989,542	12,778,608	1,224,442
5	Reimbursements	(87,701,067)	(87,701,067)	(11,970,640)	(89,929,252)	(2,228,185)
	Total Expenditures	\$1,535,018,900	\$1,535,216,458	\$589,596,486	\$1,542,409,157	\$7,192,699

## VARIANCE NOTES

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

**1 Personnel Services.** Personnel services are forecast to be \$6,796,000 under budget primarily due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, which are partially offset by uniform and non-uniform overtime expenses in Dallas Police Department (\$6,878,000) and Dallas Fire-Rescue (\$11,617,000), and other General Fund departments.

**2 Supplies.** Supplies are forecast to be \$5,829,000 over budget primarily due to an unanticipated increase in fuel prices, radios and other expenses related to the Real-Time Crime Center, protective equipment for Dallas Police Department, and various supplies for ambulance operations, in-house repairs, and preventive maintenance of Dallas Fire-Rescue fleet.

**3 Contractual Services.** Contractual services are forecast to be \$9,164,000 over budget largely due to an unbudgeted \$4,849,000 reimbursement from Dallas County, authorized on December 8, 2021 by resolution #21-1964, for street resurfacing projects. Other contractual service expenditures projected to be over budget include rental equipment for Public Work's in-house preservation service and temporary staffing costs across several General Fund departments.

**4 Capital Outlay.** Capital outlay is forecast to be \$1,224,000 over budget primarily due to supply chain interruptions in Park and Recreation; long wait times for materials orders have caused items ordered in the prior fiscal year to be reflected in the FY 2021-22 budget.

**VARIANCE NOTES (continued)**

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

**5 Reimbursements.** Reimbursements are forecast to be \$2,228,000 better than budget primarily due to an additional \$4,132,000 reimbursement from the Coronavirus Relief Fund for eligible Dallas Fire-Rescue salary expenses, partially offset by a reduction in anticipated reimbursements for Dallas Police Department.

## FY 2021-22 Financial Forecast Report

## GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Arts and Culture	\$21,337,590	21,337,590	\$15,207,218	\$21,203,183	(\$134,407)
2	Budget and Management Services	4,512,904	4,512,904	1,600,545	4,509,001	(3,903)
3	Building Services	24,356,319	24,356,319	9,959,622	24,213,105	(143,214)
4	City Attorney	17,814,203	18,011,761	6,955,366	18,261,245	249,484
5	City Auditor	3,048,254	3,048,254	1,194,547	3,016,937	(31,317)
6	City Controller	7,764,698	7,764,698	3,132,517	7,914,504	149,806
7	Independent Audit	745,429	745,429	0	745,429	0
8	City Manager	2,933,212	2,933,212	1,149,852	3,021,725	88,513
9	City Secretary	3,050,306	3,050,306	1,232,982	3,014,175	(36,131)
10	Elections	104,713	104,713	40,936	283,013	178,300
11	Civil Service	3,021,703	3,021,703	855,870	2,783,884	(237,819)
12	Code Compliance	35,032,924	35,032,924	12,686,302	34,827,812	(205,112)
13	Court and Detention Services	24,077,721	24,077,721	8,978,508	24,071,193	(6,528)
14	Jail Contract	9,450,527	9,450,527	(4,773,558)	9,450,527	0
15	Dallas Animal Services	16,068,520	16,068,520	5,932,300	16,068,520	0
16	Dallas Fire-Rescue	335,699,096	335,699,096	133,687,922	339,253,475	3,554,379
17	Dallas Police Department	565,934,568	565,934,568	214,136,526	566,782,495	847,927
18	Data Analytics and Business Intelligence	3,988,372	3,988,372	1,144,396	3,394,778	(593,594)
19	Economic Development	3,252,177	3,252,177	1,575,083	3,237,707	(14,470)
20	Housing and Neighborhood Revitalization	3,825,426	3,825,426	871,417	3,738,299	(87,127)
21	Human Resources	7,199,251	7,199,251	2,990,740	7,226,226	26,975
22	Judiciary	3,675,924	3,675,924	1,483,724	3,675,924	0
23	Library	32,917,306	32,917,306	12,073,982	32,273,455	(643,851)
	Management Services					
24	311 Customer Service Center	5,079,860	5,079,860	1,636,825	5,079,860	0
25	Communications, Outreach, and Marketing	2,330,867	2,330,867	683,020	2,307,058	(23,809)
26	Community Care	9,204,147	9,204,147	2,094,934	9,204,147	0
27	Community Police Oversight	630,129	630,129	154,010	558,771	(71,358)
28	Emergency Management	1,130,290	1,130,290	432,351	1,130,290	0
29	Environmental Quality and Sustainability	4,255,762	4,255,762	2,213,923	4,211,510	(44,252)
30	Equity and Inclusion	2,644,998	2,644,998	885,101	2,708,968	63,970
31	Government Affairs	914,383	914,383	319,900	865,577	(48,806)
32	Historic Preservation	755,602	755,602	241,131	755,602	0
33	Homeless Solutions	11,913,143	11,913,143	6,678,393	11,913,143	0
34	Integrated Public Safety Solutions	4,969,809	4,969,809	988,491	4,612,797	(357,012)
35	Small Business Center	2,454,801	2,454,801	489,335	2,231,349	(223,452)
36	Mayor and City Council	5,351,007	5,351,007	2,113,428	5,351,007	0
37	Non-Departmental	115,542,145	115,542,145	31,626,146	115,542,145	0
38	Park and Recreation	99,627,169	99,627,169	41,945,017	99,938,902	311,733
39	Planning and Urban Design	4,209,553	4,209,553	2,040,782	4,317,774	108,221
40	Procurement Services	3,082,909	3,082,909	1,118,951	2,907,357	(175,552)
41	Public Works	76,357,799	76,357,799	46,770,254	81,206,539	4,848,740
42	Transportation	45,249,577	45,249,577	15,047,698	45,095,943	(153,634)
	Total Departments	\$1,525,515,093	\$1,525,712,651	\$589,596,486	\$1,532,905,350	\$7,192,699
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	4,483,807	4,483,807	0	4,483,807	0
45	Salary and Benefit Stabilization	5,020,000	5,020,000	0	5,020,000	0
	Total Expenditures	\$1,535,018,900	\$1,535,216,458	\$589,596,486	\$1,542,409,157	\$7,192,699



## 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.

**4 City Attorney.** City Council increased CAO's budget by \$197,558 on December 8, 2021 by resolution #21-2023 in order to establish the Inspector General Division. CAO is projected to be \$249,000 over budget due to termination payouts for retiring employees.

**6 City Controller.** CCO is projected to be \$150,000 over budget primarily due to temporary staffing costs and overtime expenses, partially offset by salary savings associated with 17 vacant positions.

**8 City Manager.** CMO is projected to be \$89,000 over budget due to termination payouts for retiring employees, partially offset by salary savings associated with two vacant positions.

**10 Elections.** Elections is projected to be \$178,000 over budget due to a higher than anticipated contract expense with the Dallas County Elections Department for the June 5, 2021 Joint Runoff Election and advertising (\$382,000), partially offset by a refund from the May 1, 2021 Joint Election (\$203,000) due to final costs being less than the City's deposit.

**11 Civil Service.** Civil Service is projected to be \$238,000 under budget primarily due to salary savings associated with nine vacant positions.

**16 Dallas Fire-Rescue.** DFR is projected to be \$3,554,000 over budget primarily due to uniform overtime expenses (\$11,617,000) as a result of a winter surge in COVID-19 quarantines requiring backfill, higher than anticipated attrition, prolonged training timelines, and higher than anticipated injuries resulting in light duty. Operational expenses have also been impacted by increased costs to repair, maintain, and fuel apparatus, as well as to issue needed EMS supplies. This is partially offset by additional reimbursements from the Coronavirus Relief Fund and American Rescue Plan Act (ARPA) for eligible uniform salary expenses.

**17 Dallas Police Department.** DPD is projected to be \$848,000 over budget primarily due to higher than anticipated expenses related to the Real-Time Crime Center, increased uniform overtime expenses (\$6,878,000), a reduction in anticipated reimbursements, and an unanticipated increase in fuel prices (\$2,074,000), partially offset by salary savings associated with vacant uniform and non-uniform positions.

**18 Data Analytics and Business Intelligence.** DBI is projected to be \$594,000 under budget primarily due to salary savings associated with 11 vacant positions.

**21 Human Resources.** HR is projected to be \$27,000 over budget primarily due to temporary staffing costs related to Workday implementation.

**23 Library.** LIB is projected to be \$644,000 under budget primarily due to salary savings associated with 30 vacant positions, partially offset by the use of savings to replace the flooring at the Kleberg-Rylie Branch Library.

**27 Community Police Oversight.** OCPO is projected to be \$71,000 under budget primarily due to salary savings associated with two vacant positions.

**30 Equity and Inclusion.** EQU is projected to be \$64,000 over budget primarily due to personnel costs associated with organizational changes made effective in February.

**31 Government Affairs.** OGA is projected to be \$49,000 under budget primarily due to salary savings associated with three vacant positions.

**34 Integrated Public Safety Solutions.** IPSS is projected to be \$357,000 under budget primarily due to salary savings associated with four vacant positions.

## VARIANCE NOTES (continued)

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

**35 Small Business Center.** SBC is projected to be \$223,000 under budget primarily due to salary savings associated with three vacant positions.

**38 Park and Recreation.** PKR is projected to be \$312,000 over budget due to an unanticipated increase in fuel prices.

**39 Planning and Urban Design.** PUD is projected to be \$108,000 over budget primarily due to an anticipated reduction in reimbursements due to various projects not meeting the criteria for TIF reimbursement.

**40 Procurement Services.** POM is projected to be \$176,000 under budget primarily due to salary savings associated with six vacant positions.

**41 Public Works.** PBW is projected to be \$4,849,000 over budget due to an unbudgeted reimbursement from Dallas County, authorized on December 8, 2021 by resolution #21-1964, for street resurfacing projects including preventive maintenance, Smart Cities pilot projects, and in-house asphalt treatments. Appropriations will be increased on the FY 2021-22 midyear ordinance to reflect the receipt of funds.

## FY 2021-22 Financial Forecast Report

## ENTERPRISE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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**1 AVIATION**

Beginning Fund Balance	\$15,319,809	\$15,319,809		\$48,029,990	\$32,710,181
Total Revenues	142,389,852	142,389,852	71,913,448	142,389,852	0
Total Expenditures	142,389,852	142,389,852	51,255,580	142,389,852	0
Ending Fund Balance	\$15,319,809	\$15,319,809		\$48,029,989	\$32,710,181

**2 CONVENTION AND EVENT SERVICES**

Beginning Fund Balance	\$39,553,867	\$39,553,867		\$43,463,337	\$3,909,470
Total Revenues	100,819,948	100,819,948	29,966,188	93,754,444	(7,065,504)
Total Expenditures	100,819,948	100,819,948	25,043,724	93,754,444	(7,065,504)
Ending Fund Balance	\$39,553,867	\$39,553,867		\$43,463,337	\$3,909,470

**3 DEVELOPMENT SERVICES**

Beginning Fund Balance	\$48,987,040	\$48,987,040		\$49,020,764	\$33,724
Total Revenues	33,476,527	33,476,527	14,431,457	34,188,929	712,402
Total Expenditures	38,383,670	38,383,670	13,361,008	38,101,511	(282,159)
Ending Fund Balance	\$44,079,897	\$44,079,897		\$45,108,182	\$1,028,285

**4 MUNICIPAL RADIO**

Beginning Fund Balance	\$355,950	\$355,950		\$909,189	\$553,239
Total Revenues	1,861,000	1,861,000	621,794	1,500,750	(360,250)
Total Expenditures	1,815,740	1,815,740	826,436	1,685,060	(130,680)
Ending Fund Balance	\$401,210	\$401,210		\$724,879	\$323,669

**5 SANITATION SERVICES**

Beginning Fund Balance	\$16,465,593	\$16,465,593		\$18,206,255	\$1,740,662
Total Revenues	137,982,207	137,982,207	57,444,468	138,362,375	380,168
Total Expenditures	139,536,992	139,536,992	41,285,980	141,699,380	2,162,388
Ending Fund Balance	\$14,910,808	\$14,910,808		\$14,869,250	(\$41,558)

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

Beginning Fund Balance	\$10,386,150	\$10,386,150		\$18,863,503	\$8,477,353
Total Revenues	69,314,586	69,314,586	29,397,923	69,314,586	0
Total Expenditures	69,314,586	69,314,586	15,353,020	69,314,586	0
Ending Fund Balance	\$10,386,150	\$10,386,150		\$18,863,503	\$8,477,353

**7 WATER UTILITIES**

Beginning Fund Balance	\$108,890,415	\$108,890,415		\$136,997,769	\$28,107,354
Total Revenues	713,732,650	713,732,650	293,100,819	713,732,650	0
Total Expenditures	722,432,650	722,432,650	239,471,604	722,400,725	(31,925)
Ending Fund Balance	\$100,190,415	\$100,190,415		\$128,329,694	\$28,139,279

## FY 2021-22 Financial Forecast Report

## INTERNAL SERVICE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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**8 BOND AND CONSTRUCTION MANAGEMENT**

Beginning Fund Balance	(\$1,173,960)	(\$1,173,960)		(\$2,279,033)	(\$1,105,073)
Total Revenues	23,065,518	23,065,518	3,223,492	23,488,086	422,568
Total Expenditures	23,065,518	23,065,518	9,598,539	21,208,688	(1,856,830)
Ending Fund Balance	(\$1,173,960)	(\$1,173,960)		\$365	\$1,174,325

**9 EQUIPMENT AND FLEET MANAGEMENT**

Beginning Fund Balance	\$10,625,614	\$10,625,614		\$12,577,658	\$1,952,044
Total Revenues	55,306,860	55,306,860	12,763,903	63,112,959	7,806,099
Total Expenditures	56,541,723	56,541,723	27,671,869	64,284,687	7,742,964
Ending Fund Balance	\$9,390,751	\$9,390,751		\$11,405,929	\$2,015,178

**10 EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$4,666,187	\$4,666,187		\$5,029,721	\$363,534
Total Revenues	2,593,790	2,593,790	1,037,451	2,593,790	0
Total Expenditures	2,323,978	2,323,978	1,067,934	2,085,690	(238,288)
Ending Fund Balance	\$4,935,999	\$4,935,999		\$5,537,821	\$601,822

**11 INFORMATION TECHNOLOGY**

Beginning Fund Balance	\$7,697,728	\$7,697,728		\$9,307,658	\$1,609,930
Total Revenues	99,176,891	99,176,891	39,674,300	99,079,593	(97,298)
Total Expenditures	99,176,891	99,176,891	50,097,477	99,067,259	(109,632)
Ending Fund Balance	\$7,697,728	\$7,697,728		\$9,319,992	\$1,622,264

**12 RADIO SERVICES**

Beginning Fund Balance	\$517,133	\$517,133		\$1,429,013	\$911,880
Total Revenues	13,248,650	13,248,650	5,925,920	13,240,577	(8,073)
Total Expenditures	13,248,650	13,248,650	5,417,823	13,459,011	210,361
Ending Fund Balance	\$517,133	\$517,133		\$1,210,579	\$693,446

## FY 2021-22 Financial Forecast Report

## OTHER FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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**13 9-1-1 SYSTEM OPERATIONS**

Beginning Fund Balance	\$4,180,269	\$4,180,269		\$6,626,869	\$2,446,600
Total Revenues	12,017,444	12,017,444	3,958,516	12,089,109	71,665
Total Expenditures	14,341,472	14,341,472	7,272,598	14,749,726	408,254
Ending Fund Balance	\$1,856,241	\$1,856,241		\$3,966,252	\$2,110,011

**14 DEBT SERVICE**

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$69,564,897	\$2,697,200
Total Revenues	345,529,961	345,529,961	310,856,151	345,856,961	326,999
Total Expenditures	348,776,403	348,776,403	0	339,147,345	(9,629,058)
Ending Fund Balance	\$63,621,256	\$63,621,256		\$76,274,513	\$ 12,653,257

**15 EMPLOYEE BENEFITS**

City Contributions	99,503,000	99,503,000	32,622,007	99,503,000	\$0
Employee Contributions	40,959,071	40,959,071	17,842,542	40,959,071	0
Retiree	27,867,000	27,867,000	9,677,238	27,867,000	0
Other	0	0	3,783	3,783	3,783
Total Revenues	168,329,071	168,329,071	60,103,583	168,332,854	3,783
Total Expenditures	176,549,294	176,549,294	56,535,345	176,549,294	0

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

**16 RISK MANAGEMENT**

Worker's Compensation	14,085,135	14,085,135	278,152	14,085,135	\$0
Third Party Liability	11,688,742	11,688,742	4,534,409	11,688,742	0
Purchased Insurance	11,096,779	11,096,779	1,300	11,096,779	0
Interest and Other	0	0	12,990	12,990	12,990
Total Revenues	36,870,656	36,870,656	4,826,851	39,150,398	8,355
Total Expenditures	52,064,548	52,064,548	19,222,195	52,064,548	0

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

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of February 28, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

**2 Convention and Event Services.** CCT revenues are projected to be \$7,066,000 under budget due to cancellations and rescheduling of various events as a result of COVID-19. CCT expenses are also projected to be \$7,066,000 under budget primarily due to a reduction in payments to VisitDallas, Spectra Venue Management, and costs that would have been incurred for now-canceled events.

**3 Development Services.** DEV revenues are projected to be \$712,000 over budget due to higher-than-budgeted permit activity.

**4 Municipal Radio.** WRR revenues are projected to be \$360,000 under budget primarily due to declines in arts-related advertising revenues. WRR anticipates using fund balance to offset lost revenue. A request for proposal (RFP) for private management of station programming is currently being negotiated. Arts and Culture (OAC) anticipates a spring 2022 presentation to the Quality of Life, Arts, and Culture Committee in partnership with the preferred vendor.

**5 Sanitation Services.** SAN revenues are projected to be \$380,000 over budget due to stronger-than-anticipated residential collection revenues. SAN expenses are projected to be \$2,162,000 over budget due to an unanticipated increase in fuel prices. SAN anticipates using fund balance to cover the increased expense.

**8 Bond and Construction Management.** BCM expenses are projected to be \$1,857,000 under budget primarily due to salary savings associated with 46 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. BCM revenues are projected to be \$423,000 over budget due to charges to capital projects encumbered in the prior fiscal year.

**9 Equipment and Fleet Management.** EFM expenses are projected to be \$7,743,000 over budget due to an unanticipated increase in fuel prices. The FY 2021-22 budget was based on an anticipated blended fuel rate of \$2.00 per gallon. In February 2022, the actual average blended rate was \$2.71 per gallon and is anticipated to increase to \$3.50 or more per gallon. EFM revenues are projected to be \$7,806,000 over budget to reflect increased charges to customer departments.

**10 Express Business Center.** Express Business Center expenses are projected to be \$238,000 under budget primarily due to additional office supplies reimbursements and salary savings associated with three vacant positions.

**12 Radio Services.** Radio expenses are projected to be \$210,000 over budget primarily due to consulting and engineering support for the P25 Radio System Project, partially offset by salary savings associated with seven vacant positions.

**13 9-1-1 System Operations.** 911 expenses are projected to be \$408,000 over budget primarily due to costs associated with the transition of the 911 call centers from an analog network to a digital network (ESINet). 911 revenues are projected to be \$72,000 over budget due to increased collections for wireless and wireline fees. 911 anticipates using fund balance to cover the increased expense.



## FY 2021-22 Financial Forecast Report

## GENERAL OBLIGATION BONDS

## 2017 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$419,861,470	\$166,482,982	\$96,882,922	\$156,495,566
B	Park and Recreation Facilities	261,807,000	234,143,026	138,797,543	22,684,573	72,660,910
C	Fair Park	50,000,000	42,889,098	28,339,361	2,417,738	12,131,998
D	Flood Protection and Storm Drainage	48,750,000	35,546,268	8,430,040	7,604,870	19,511,359
E	Library Facilities	15,589,000	15,589,000	14,725,103	268,819	595,078
F	Cultural and Performing Arts Facilities	14,235,000	14,102,088	10,240,550	2,814,713	1,046,825
G	Public Safety Facilities	32,081,000	29,897,353	20,247,673	4,992,509	4,657,171
H	City Facilities	18,157,000	15,423,904	759,115	1,427,015	13,237,775
I	Economic Development	55,400,000	46,367,495	18,667,509	10,444,607	17,255,379
J	Homeless Assistance Facilities	20,000,000	16,978,370	3,423,424	507,090	13,047,857
Total		\$1,050,000,000	\$870,798,072	\$410,113,300	\$150,044,856	\$310,639,917

## 2012 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$265,630,488	\$251,184,443	\$9,024,237	\$5,421,808
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	221,052,132	78,228,395	27,094,472
3	Economic Development	55,000,000	55,000,000	36,667,280	6,049,484	12,283,236
Total		\$642,000,000	\$647,005,488	\$508,903,855	\$93,302,116	\$44,799,517

## 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	\$385,217,928	\$16,746,474	\$4,526,152
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	283,340,185	13,652,110	45,764,871
3	Park and Recreation Facilities	343,230,000	353,343,060	345,301,287	1,823,338	6,218,435
4	Library Facilities	46,200,000	48,318,600	47,582,970	93,988	641,641
5	Cultural Arts Facilities	60,855,000	63,821,447	63,073,089	15,367	732,991
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	30,823,778	1,707,255	3,685,444
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	41,939,230	1,153,500	1,967,324
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,310,716	264,221	11,152,514
11	Court Facilities	7,945,000	8,146,606	7,819,973	56,728	269,905
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,077,459	6,299	989,179
Total		\$1,353,520,000	\$1,401,388,107	\$1,289,544,797	\$35,519,293	\$76,324,017

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

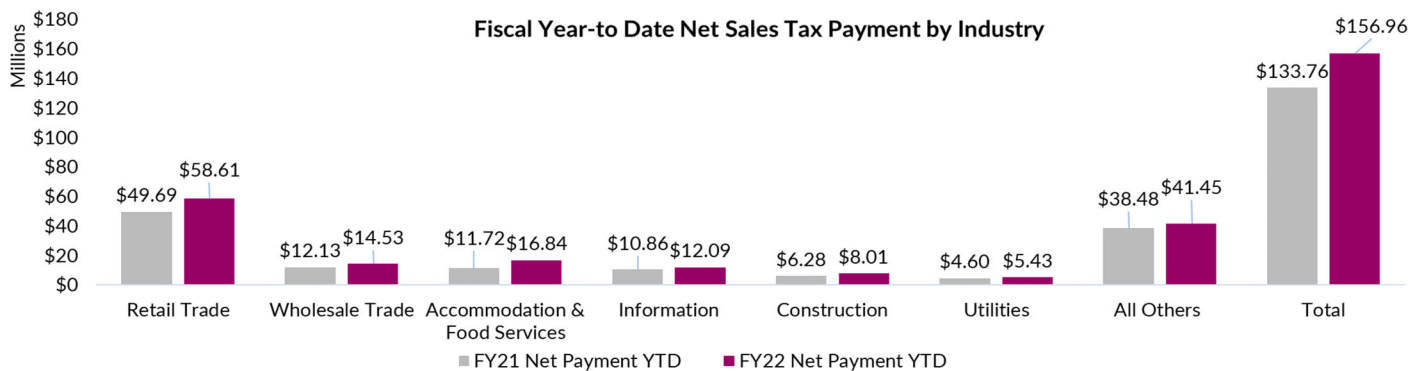
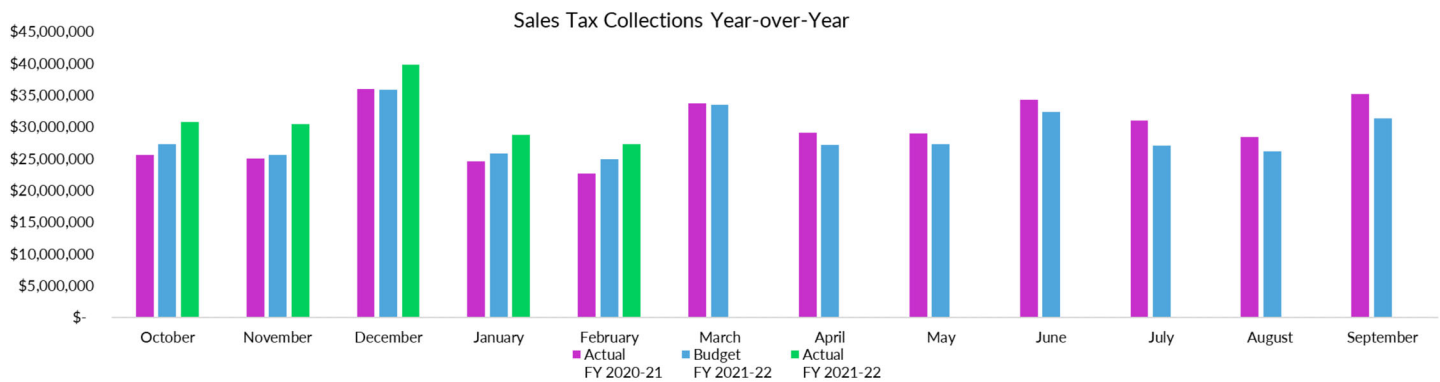
## FY 2021-22 Financial Forecast Report

## ECONOMIC INDICATORS

## Sales Tax

The current sales tax rate is 8.25 percent: 6.25 percent goes to the state, one percent to the City, and one percent to DART. In FY 2020-21, the City received \$354,287,642 in sales tax revenue. In FY 2021-22, the City budgeted \$344,283,066. As of February 28, 2022, the sales tax forecast is \$375,544,901. 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.



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



## FY 2021-22 Financial Forecast Report

## ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	February FY22 over February FY21	FYTD22 over FYTD21
Retail Trade	19%	16%
Wholesale Trade	50%	22%
Accommodation and Food Services	47%	45%
Information	28%	10%
Construction	41%	29%
Utilities	16%	17%
All Others	2%	7%
Total Collections	20%	17%

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

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

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

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

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

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

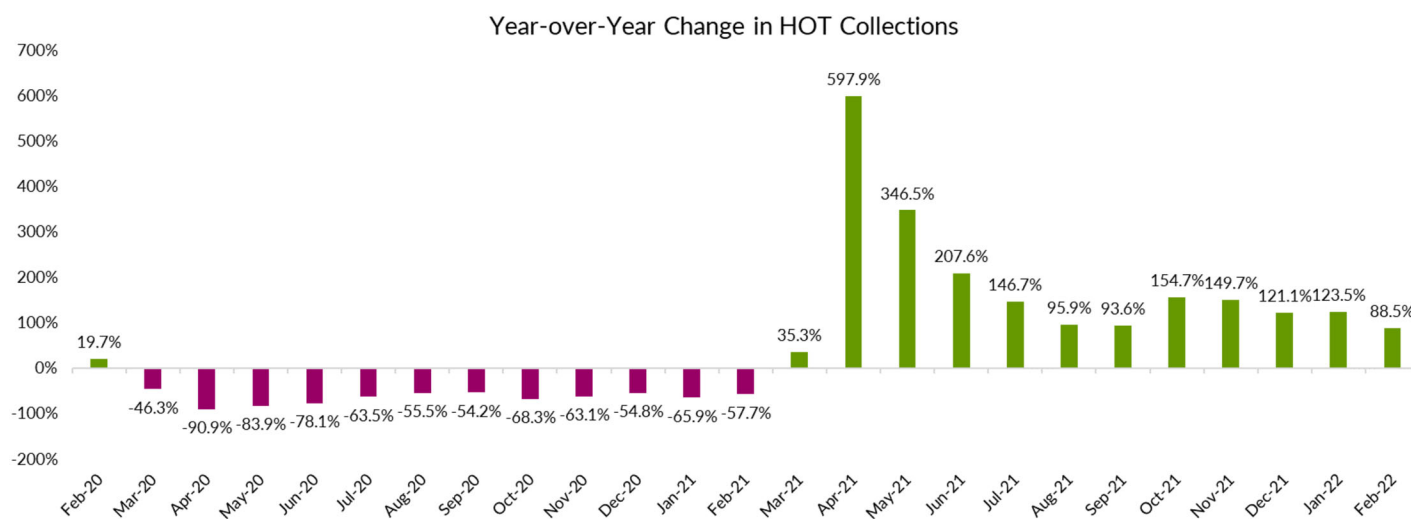
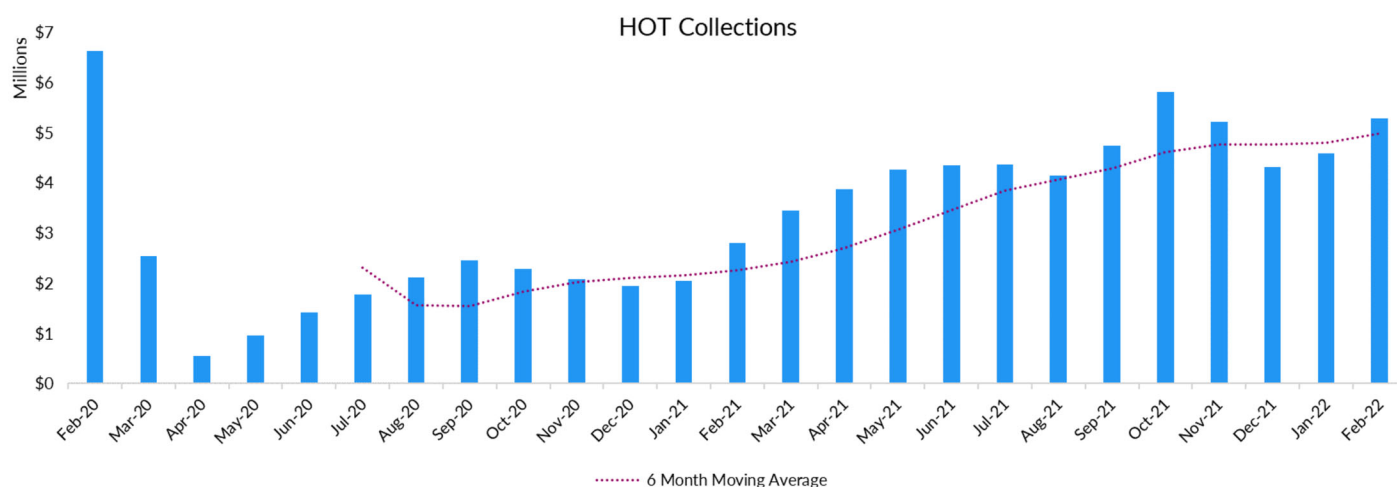
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

## FY 2021-22 Financial Forecast Report

## ECONOMIC INDICATORS

## Hotel Occupancy Tax

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



## FY 2021-22 Financial Forecast Report

## ECONOMIC INDICATORS

## Convention Center Event Bookings

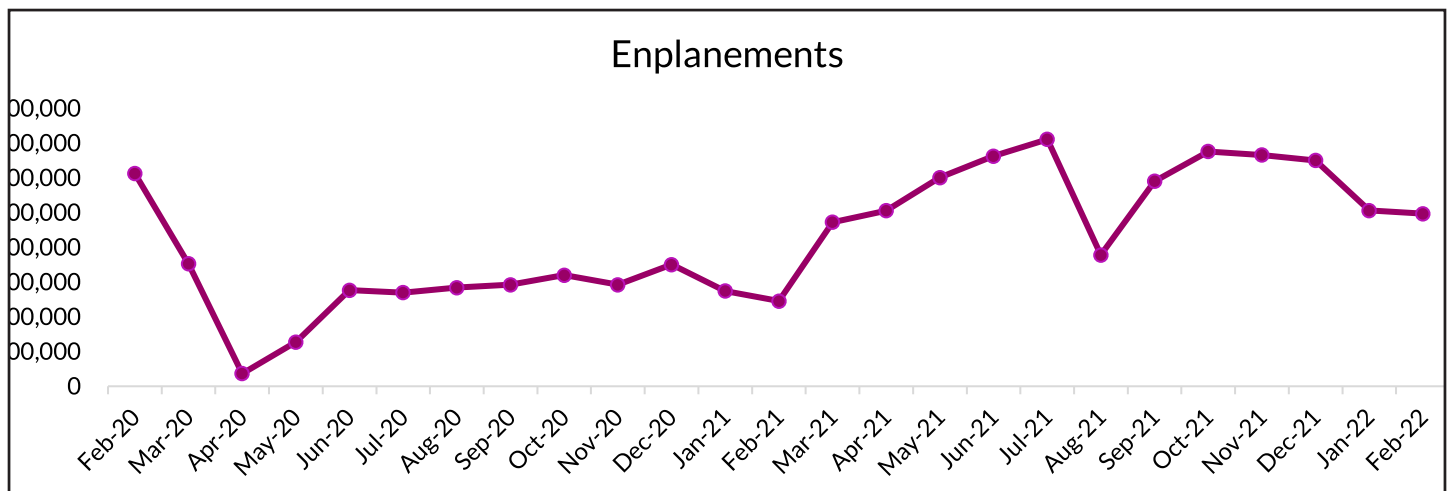
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY20 Actual	FY21 Actual	FY22 Planned	FY22 Actual/Forecast*
October	6	3	9	6
November	11	1	5	5
December	5	2	11	9
January	13	1	6	4
February	12	0	10	10
March	1	2	4	7
April	1	1	5	4
May	0	6	3	4
June	0	7	9	5
July	0	7	3	1
August	0	4	3	6
September	0	5	5	3
Total	49	39	73	64

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

## Love Field Enplanements

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

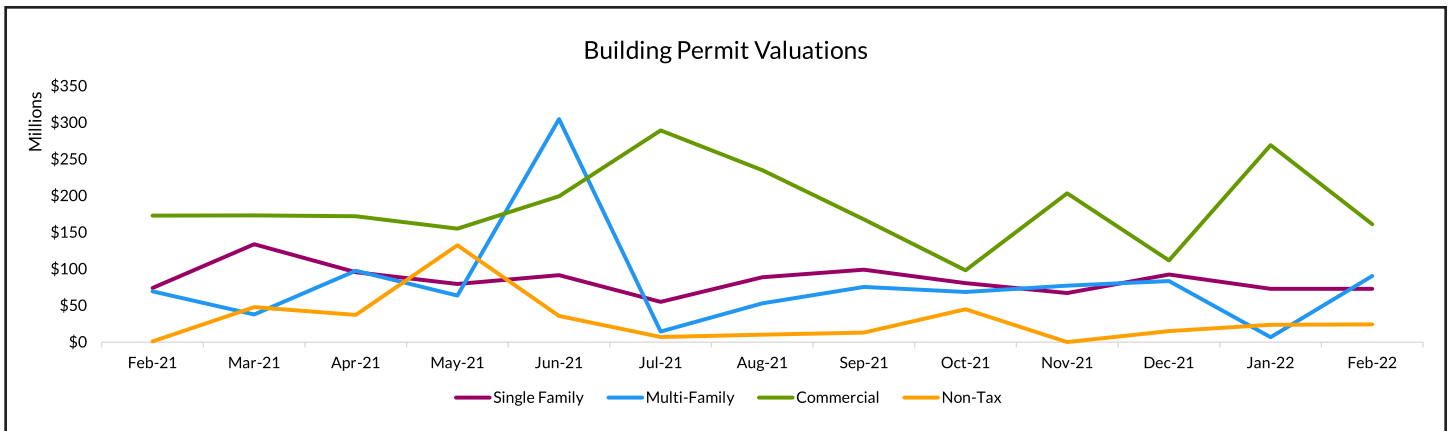
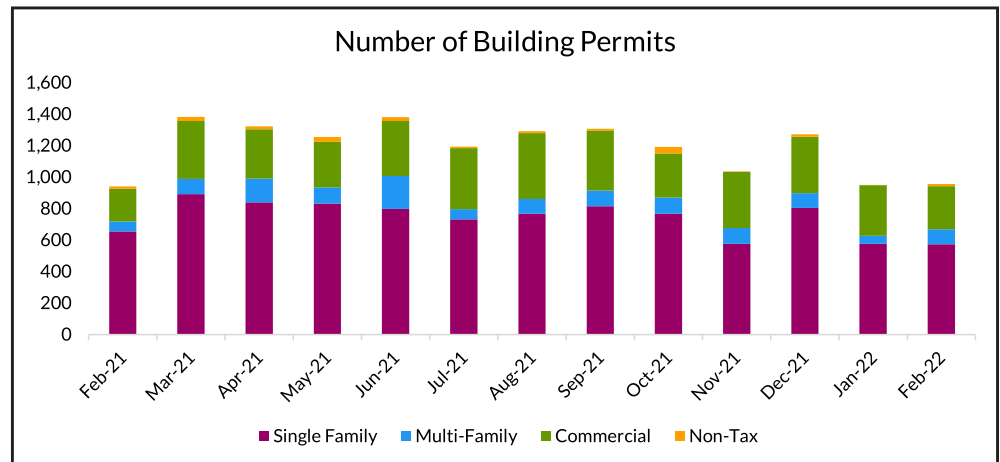


## FY 2021-22 Financial Forecast Report

# ECONOMIC INDICATORS

## Building Permits

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



# DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2020-21 data is not available, N/A is listed.

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

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



#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Economic Development</b>						
1	Percentage of inspections performed next day, as requested (Development Services)	N/A	98.0%	97.3%	98.0%	98.2%
2*	Average number of days to complete permit application prescreen (Development Services)	N/A	5	4.2	5	5
3	Percentage of City spend with vendors located in Dallas (Small Business Center)	N/A	40.0%	43.3%	40.0%	40.0%
4	Percentage of certified M/WBE spend with vendors located in Dallas (Small Business Center)	81.7%	65.0%	75.8%	65.0%	65.0%
<b>Environment &amp; Sustainability</b>						
5	Percentage of annual Comprehensive Environmental and Climate Action Plan (CECAP) milestones completed (237 of 263 milestones) (Office of Environmental Quality & Sustainability)	92.7%	14.5%	3.0%	92.0%	92.0%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	N/A	99.9%	99.9%	99.9%	99.9%
7	Residential recycling diversion rate (Sanitation Services)	18.3%	19.0%	18.6%	19.0%	19.0%

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

## FY 2021-22 Dallas 365

#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Government Performance &amp; Financial Management</b>						
8	Percentage of invoices paid within 30 days (City Controller's Office)	85.5%	89.0%	87.3%	90.0%	90.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	88.3%	85.0%	92%	85.0%	92.4%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	28.1%	75.0%	25.5%	75.0%	58.4%
11	Percentage decrease in preventable city vehicle and equipment incidents (Office of Risk Management)	N/A	-3.3%	7.6%	-3.3%	-1.0%
<b>Housing &amp; Homeless Solutions</b>						
12	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	78.0%	60.0%	61.5%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	90.8%	85.0%	92.7%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	N/A	80.0%	61.1%	80.0%	80.0%
<b>Public Safety</b>						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	89.7%	90.0%	85.6%	90.0%	90.0%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (NFPA Standard 1710) (Dallas Fire-Rescue)	83.9%	90.0%	87.6%	90.0%	90.0%
17*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	2,085.6	2,000.0	2,154.0	2,000.0	2,070.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	54.4%	60.0%	47.9%	60.0%	60.0%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	65.9%	90.0%	95.2%	90.0%	91.4%
20	Complaint resolution rate (Office of Community Police Oversight)	86.8%	70.0%	79.9%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	43.4%	57.2%	50.5%	80.0%	80.0%

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

## FY 2021-22 Dallas 365

#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Quality of Life, Arts, &amp; Culture</b>						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	74.6%	65.0%	85.5%	65.0%	83.3%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	N/A	5.0%	23.3%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	58.4%	75.0%	79.7%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	N/A	93.0%	98.8%	93.0%	93.0%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	31.2%	28.0%	26.7%	30.0%	30.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	N/A	1,604	1,615	1,604	1,604
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	11.9%	80.0%	58.4%	80.0%	80.0%
<b>Transportation &amp; Infrastructure</b>						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	88.7%	77.0%	76.2%	90.0%	90.0%
30	Planned lane miles improved (837 of 11,770 miles) (Public Works)	90.8%	20.0%	25.9%	100.0%	100.0%
31	Percentage of potholes repaired within 3 days (Public Works)	100.0%	99.0%	99.1%	98.0%	99.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	94.3%	91.0%	93.2%	91.0%	91.0%
33	Percentage of faded long line pavement marking miles improved (612 of 1,223 miles) (Transportation)	N/A	17.1%	18.9%	50.0%	50.1%
<b>Workforce, Education, &amp; Equity</b>						
34	Percentage increase in the number minutes of original multicultural and multilingual content (on public, educational, and government) compared to FY 2020-21 (Communications, Outreach, & Marketing)	57.0%	25%	-38.7%	25%	25%
35	Number of WIC clients receiving nutrition services (Office of Community Care)	N/A	62,000	64,063	62,000	62,000

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



## FY 2021-22 Dallas 365

## VARIANCE NOTES

**5** Eight of 263 CECAP milestones representing 17 different City departments are complete. As of the February 2022 report, 35 percent of the milestones are in progress. OEQ anticipates many of the milestones in progress to be completed in late FY 2021-22. Additionally, major projects that support multiple milestones like the Urban Agriculture Plan and Fleet Electrification Plan are scheduled for completion by September

**10** 311 lowered its wait time from 0:03:48 in January to 0:02:27 in February. Call center performance has improved month-over-month due to increased hiring practices and new call center monitoring software. 311 will continue to focus its efforts on filling vacancies and training staff. An ITS upgrade to activate courtesy callback software features is estimated to roll out in June 2022 to improve service.

**11** In February 2021, there were 35 preventable incidents in comparison to 29 in February 2022. In January and February 2022, there has been a decrease in preventable city vehicle and equipment incidents. However, an unusually high number of incidents during the first quarter is impacting the overall performance. ORM has identified the following primary causes of incidents: backing, turning when unsafe, and driver inattention.

**14** The 19 percent shortage is attributed to reduced staffing and sheltered guests in response to the COVID-19 Omicron surge from December 2021 - February 2022. OHS also met with management at the Bridge at this time to clarify contract language related to guest enrollment. The end of the surge and the clarification of program language yielded a positive result at the end of February, and OHS anticipates a continuation of this trend through the end of the fiscal year.

**17** Overall violent crime is down 16.76% in 2022 compared to the same period in 2021. With the focus on interrupting and disrupting violent people and places, the department strives to continue to see a reduction in crimes against persons. The department will be targeting hot spots such as apartment complexes to decrease crime. DPD is implementing the Place Network Investigations (PNI) plan as part of the ViolentCrime Plan.

**18** DPD adjusted patrol division staffing to help better answer the call volume at each division. DPD proactively recruits and hires to meet the goal of 250 officers for FY 2021-22. To date, 82 sworn officers have been hired. In February, 21 recruits graduated the academy and are currently in field training. On March 2, 2022, a new academy class began with 22 recruits.

**21** February call volumes and calls for service were negatively impacted by two weeks of inclement weather. March data reflects an improvement to the expected service delivery levels.

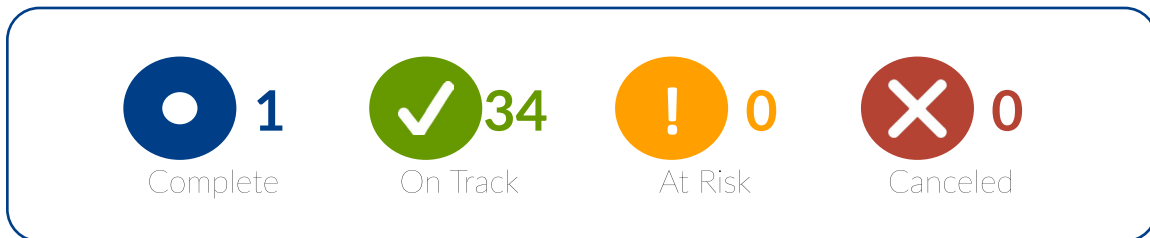
**28** Participation rates declined in response to the pandemic COVID 19 Omicron variant surge in February. Additionally, PKR reviewed site locations for improved attendance and were adapted to better meet teen programming needs. Trends indicate that the target will be met during peak season (April – September).

**34** In February 2022, there was a high increase in programming due to the regular, recurring production of Informe Una Sola Dallas, a short, weekly television series in Spanish. However, the year-to-date multicultural content remains below target, as this increase did not fully offset year-over-year declines from January 2021 to January 2022.



# BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2021-22 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on track” for completion by the end of the fiscal year (green check mark), “at risk” of not being completed by the end of the fiscal year (yellow exclamation mark), or “canceled” (red x).



## In the Spotlight

The Department of Public Works (PBW) has been paving the path to success by delivering concrete results for Dallas residents. PBW is ahead of schedule for their planned lane miles improved. Even before rolling into the busy summer season, PBW has already improved 217 of the 837 targeted miles – nearly one-fourth of the target for the season which ends in September.

This progress includes the near completion of targeted lane miles improved in areas of inequity (63 of 70 identified miles or 90% completion). This work supports the City’s longstanding commitment to protect and enhance the City’s transportation and infrastructure network while continuing to deliver innovative, safe, and equitable infrastructure solutions and moving Dallas forward with a “service first” mentality.



## FY 2021-22 Budget Initiative Tracker

## ECONOMIC DEVELOPMENT

**1 Economic Development Entity**

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

**STATUS** The Taskforce has held meetings to discuss bylaws, certificate of formation, interlocal agreement, economic development incentive policy, and the board nomination process. City Council approved creation of the Economic Development Corporation, including the certificate of formation and bylaws, on January 12, 2022. In February, the EDC certificate of formation was filed with the State of Texas. The nomination period was delayed and will take place in March 2022.

**2 Small Business Center**

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

**STATUS** SBC has hired a Director and posted jobs for two divisional managers in January 2022. Listening sessions hosted by City Council representatives for each district are in progress to analyze existing and necessary resources as requested by small businesses. SBC launched the Food Series Collaborative, a seven-week virtual presentation designed to engage food industry startups and existing small businesses. The Encanto Market & Cocina Grand Opening was held in February 2022 and is an example of the SBC's Adaptive Reuse Program.

## ENVIRONMENT &amp; SUSTAINABILITY

**3 Sanitation Collection**

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

**STATUS** SAN residential collection services have shown improvements from FY 2020-21. The number of missed garbage and recycling service calls from October 2021 through February 2022 decreased approximately 10 percent from the same months of the prior year. The on-time brush and bulky waste service has remained consistently at the 99.9 percent target since the beginning of FY 2021-22.

The pay increase for truck drivers, heavy equipment operators, and crew leaders was implemented in July 2021. In early March 2022, the Department's filled truck driver positions increased by 18.4 percent compared to last fiscal year. SAN is now approximately 4 percent short from the target of 240 truck drivers. Sanitation continues to hold weekly interviews and job offers are extended the same day for truck driver positions.

The Outreach and Enforcement Team Manager was hired in February 2022 and the hiring process for the Inspector positions is underway.

**4 Air Quality Monitors**

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

**STATUS** Bids for equipment will be received in spring 2022, with an anticipated agenda item for Council contract approval in summer 2022.

## FY 2021-22 Budget Initiative Tracker

## ENVIRONMENT &amp; SUSTAINABILITY

## 5 Solar Energy Initiative



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

**STATUS** Approximately \$1.5 million in energy efficiency and solar panel installation projects are in development and the Environmental Commission was briefed on them in February 2022. The projects are planned to be on the April 4, 2022 agenda for the Environment and Sustainability Committee in advance of City Council consideration of contracts on April 13, 2022.

## 6 Comprehensive Food &amp; Urban Agriculture Plan



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

**STATUS** OEQS staff have initiated efforts under the contract for the Comprehensive Food & Urban Agriculture Plan and have been in contact with internal/external stakeholders to identify key project priorities. External community engagement activities are planned for early March 2022. OEQS staff are also working with the City's internal Food Equity group towards identifying and working together on one or more pilot projects in spring 2022.

## 7 Branch Out Dallas



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

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

## 8 Water Distribution System



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

**STATUS** The Water Quality Group has determined the total number of schools and daycare centers that will be impacted by the new Lead and Copper Rule Revision: 389 Public and Charter Schools, 73 Private Schools and 412 Childcare and Daycare Centers.

## FY 2021-22 Budget Initiative Tracker

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## 9 Equipment and Fleet

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

**STATUS:** The FY 2021-22 fleet acquisition is currently underway for five departments including 418 vehicles on order with a replacement cost of approximately \$29 million.

## 10 Data Analytics

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

**STATUS** DBI hired two Data Science Analyst positions in February 2022 and an additional Data Science Analyst will start in March 2022. Recruitments for Data Coordinator, Data Analytics Administrator, Senior Analytics Manager, and Data Analyst positions are underway.

## 11 Total Compensation Study

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

**STATUS** OPO will schedule interviews for the Intake Specialist and Mediation Coordinator positions to take place in March 2022, with anticipated hire dates in April or May 2022.

# HOUSING & HOMELESSNESS SOLUTIONS

## 12 Addressing Homelessness

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

**STATUS** From October 2021 to February 2022, the Dallas Real Time Rapid Rehousing Initiative housed 129 households. Of this, 55 percent of the households consist of adults with children and 45 percent are adults only. OHS is partnering with Metro Dallas Homeless Alliance (MDHA) to launch the encampment decommissioning effort to offer individuals in established encampments housing solutions.

## 13 Affordable Housing Units

**INITIATIVE** Incentivize developers to build affordable housing by subsidizing \$10 million worth of water and sewer infrastructure required for up to 250 new affordable single family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY2021-22 to FY 2023-24 with new units projected in years 2 and 3 due to construction timelines. (HOU)

**STATUS** Housing is implementing this new funding along with other measures through the existing Notice of Funding Availability. On January 12, City Council approved the first project utilizing these funds, providing \$1.8 million to be used for water infrastructure related to the development of 125 for-sale single family homes. 20 percent of these homes will be reserved for families 80 percent AMI and the remaining homes will be restricted to 120 percent AMI and below.

## FY 2021-22 Budget Initiative Tracker

## HOUSING &amp; HOMELESSNESS SOLUTIONS

**14 Preservation of Affordable Housing**

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

**STATUS** In December, City Council approved the program design to use ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. Staff are currently engaged in the hiring process, as well as communications and outreach planning. Application launch is tentatively scheduled for spring 2022.

## PUBLIC SAFETY

**15 Police Response Times**

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

**STATUS** DPD readjusted staffing at all patrol divisions for optimized efficiency in order to help better answer the call volume at each division. DPD continues to proactively recruit and hire to meet the FY 2021-22 hiring goal and end the fiscal year with 3,155 officers. Year to date in FY 2021-22, 82 sworn officers have been hired. In February, 21 recruits graduated the academy and are currently in field training.

**16 911 Response**

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

**STATUS** The February service level was 99.01 percent, with an average answer time of 3 seconds. DPD currently has 110 call takers and 10 trainees, making the 911 Call Center staffed at 85 percent.

**17 RIGHT Care**

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

**STATUS** The RIGHT Care team performance continues to excel as it becomes more established. 50.5 percent of crisis intervention calls were handled by RIGHT Care team as of February 28. An additional team was added to the program in December 2021 for a total of seven teams, so that each police division within the city has a designated team. Team eight is in the final planning stages and is projected to launch in April 2022. The remaining two teams (one support team and one overnight team) are planned to be implemented in spring 2022. IPSS anticipates a continual increase in the number of calls handled by the RIGHT Care Team.

**18 Street Racing Remediation**

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

**STATUS** In February, street racing remediation measures such as raised pavement markers and ceramic buttons were completed at five additional locations for a total of twenty locations this fiscal year. Traffic calming modifications such as speed cushions have been completed at five locations and are in progress at another location with an estimated completion in March. March installations have been scheduled for six additional locations. TRN is working with the Jefferson Boulevard Task Force to create plans to incorporate a road diet via pavement markings, reducing the current configuration of six lanes down to four lanes. Design plans are scheduled to begin in March 2022 and construction is tentatively scheduled to complete by August 2022.



## FY 2021-22 Budget Initiative Tracker

## PUBLIC SAFETY

**19 Non-Emergency Enforcement** ✓

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

**STATUS** An Operation Manager position and three Supervisor positions have all been filled, and the Senior Officer and Parking Enforcement Officer positions have been posted. HR Compensation is finalizing the position description for the Manager-Parking Enforcement position and TRN expects to be able to post the position in March 2022. TRN continues to work with Real Estate on additional facility options to accommodate remaining staff, service vehicles, and guest parking. One site was reviewed in January and two additional site visits are scheduled for March. In the meantime, the Courts Adjudication Team will be relocating in March and their current facility and furniture will be available for TRN non-emergency enforcement use. TRN non-emergency enforcement has enough vehicles available for use to operate the 24hr shift. TRN is currently working on obtaining more parking spaces at OCMC to accommodate the vehicles. TRN continues to work on a training strategy with DPD and will meet again in March to schedule training dates. Both departments anticipate a transition date of late July 2022.

**21 Tornado Warning Sirens** ✓

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

**STATUS** The ten new potential siren locations have been identified and the process to get the sites approved by OnCor and the Department of Public Works is expected to complete by spring 2022. Once the sites are approved for installation, materials will be ordered, and the vendor can begin work. The sites are expected to operational by summer 2022.

**20 Single-Role Paramedic Program** ✓

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

**STATUS** DFR has identified the rescue vehicles for the pilot program and solicited volunteers from current paramedics. The pilot program will be implemented in spring 2022.

**22 Emergency Preparedness** ✓

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

**STATUS** City Council approved the purchase of the eight generators in September 2021 and seven have been delivered. The last generator is anticipated to arrive by the end of March. The January 12 City Council agenda included a contract for electrical upgrades, site work, and installation of the generators at the eight facilities. BSD anticipates installations to be completed before the end of June 2022.

All of the components for the six power packs will be delivered to OEM by March 2022. Equipment numbers and registration will also be completed in March 2022 and all six power packs will be fully operational.

**23 City Facility Security Assessment** ✓

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

**STATUS** Projects began in February 2022 at locations including City Hall, Municipal Courts and the Oak Cliff Municipal Center. Encumbrances totaling \$710,000 have been made and delivery orders issued. Administrative Actions totaling \$1.3 million are in the process for approval for security surveillance and door badge access projects.

## FY 2021-22 Budget Initiative Tracker

## QUALITY OF LIFE, ARTS, &amp; CULTURE

**24 Trail Program**

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

STATUS Through February, PBW has completed cleanup of 709 of 1,365 alleys.

**26 White Rock Lake**

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

STATUS The White Rock Lake Dredging Feasibility Study was completed in September 2020. PKR is currently discussing the dredging design with DWU.

**25 Library Master Plan**

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

STATUS Revisions to a new RFP (Request for Proposal) are in process to allow for and attract more consultant proposal submissions. A new schedule for posting and proposal submission deadline will be provided by Office of Procurement Services. The Friends of the Dallas Public Library are prepared to issue payment of matching funds directly to the vendor upon contract execution.

**27 Wi-Fi at Park Facilities**

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

STATUS PKR and ITS are actively working to complete the WiFi expansion project design and business requirements.

## FY 2021-22 Budget Initiative Tracker

## TRANSPORTATION &amp; INFRASTRUCTURE

**28 Sidewalk Master Plan** ✓

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

**STATUS** PBW is on track to complete approximately 20.4 miles of sidewalk improvements by September 2022. Construction on seven of the 28 projects has been completed and six projects are under construction.

**30 Crosswalks** ✓

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

**STATUS** As of February, 230.83 lane miles have been restriped and 297 crosswalks have been painted.

**32 Bike Lanes** ✓

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

**STATUS** The Union Bikeway project will be bid for construction in February 2022, and a consultant is now under contract to update the Dallas Bike Plan. City Council approved the engineering contracts to design shared use paths along Ross Avenue between Greenville and I-345 and along Elam Road between Pemberton Hill Road/At&T Trail and Jim Miller Road.

**29 Traffic Signals** ✓

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

**STATUS** TRN is currently waiting to receive the match fund agreements for signal projects from other entities (TxDOT, Dallas County, and NCTCOG) in order to begin design contracts and RFPs.

**31 School Zone Flashing Beacons** ✓

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

**STATUS** A comprehensive plan for the deployment of the school zone flashing beacons is in progress and the first delivery order was issued in February.



## FY 2021-22 Budget Initiative Tracker

# WORKFORCE, EDUCATION, & EQUITY

## 33 Language Access



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

**STATUS** Four Spanish-speaking customer service agents were hired in January 2022 and completed training in February 2022. EQU's Language Access Coordinator position posting closed on February 28 and the department is now waiting for the qualifying candidate list to begin interviews. The Language Skill Assignment Pay audit was published on February 25, 2022. COM and EQU will work in conjunction with HR to review the policy and implement recommendations.

## 34 Accessibility



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

**STATUS** EQU is working with ITS representatives to research and explore different software solutions that will be compatible with the City's systems and requirements. EQU received approval from the IT Governance Board in February 2022 regarding the compliance recording capabilities of their software system demonstration, but further discussion is needed to assess COD system compatibility. The EQU team has scheduled another demonstration for March 2022 and anticipates a contract in spring 2022.

## 35 Water/Wastewater Service



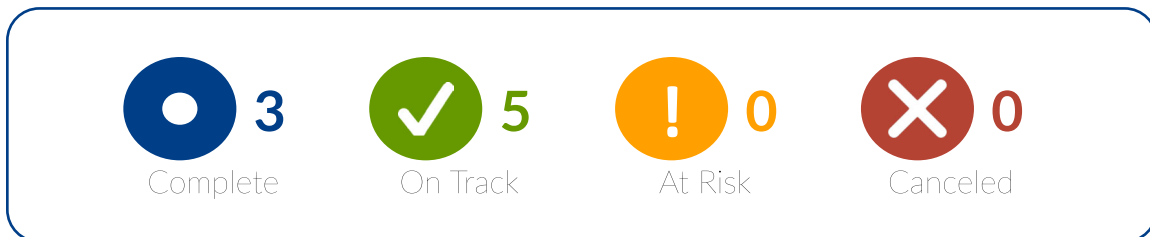
**INITIATIVE** Accelerate the extension of water and sewer services to all 47 occupied and unserved areas of the City. In FY 2021-22, DWU will award approximately \$9.5 million for the design of 211,219 feet and construction of 9,960 feet of new pipelines in the Mesquite Heights, Killough Blvd & Wasco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

**STATUS** The Mesquite Heights, Killough Blvd & Wasco Lane, and Gooch Street areas have been surveyed, are currently under design, and are planned to be awarded for construction in summer 2022. For the remaining occupied and unserved areas, engineering firms have been selected and the design contract awards are planned for City Council approval in February 2022. Upon completion of design, these projects will be packaged and awarded for construction beginning in FY 2022-23.

## Budget Initiative Tracker

## MULTI-YEAR INITIATIVES

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



## FY 2018-19

**7 P-25 Radio System**

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

**STATUS** The project is moving forward with a Public Safety "Go Live" date of June 2022. Of the 33 planned sites, 22 are complete, and the remaining 11 are more than 75 percent complete. The City has signed an interlocal agreement (ILA) with the City of Irving, City of Fort Worth, City of DeSoto, City of Sachse and City of Mesquite to share premises, facilities, and/or equipment. Training is about to commence with an emphasis on dispatch and radio use.

Oncor has advised the project team about potential significant delays in providing meters and meter equipment at seven of the radio sites. Alternative meter sources for two of the seven sites have been identified, and executive leadership continues to work with Oncor to develop solutions..

**23 Historic Resource Survey**

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

**STATUS** OHP Staff and Preservation Dallas provided HHM (consultant) with comments on the draft survey and context statements document in January 2022. A final draft survey from HHM (consultant) will be submitted to OHP staff in April 2022, presented to the Landmark Commission and CPC in May 2022, and presented to City Council in June 2022.

## FY 2019-20

**29 Juanita J. Craft Civil Rights House**

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

**STATUS** The Mayor proclaimed February 9, 2022 as Juanita Craft Day and City Council accepted \$176,481 in private donations for the Craft House from the Junior League of Dallas and other community stakeholders with the total private donations to this project at \$403,000. An executed contract and approval for all building permits have been issued and construction is now underway.

**39 Ethics Training**

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

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

## Budget Initiative Tracker

## MULTI-YEAR INITIATIVES

## FY 2020-21

## 4 Brush and Bulky Trash Collection

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

**STATUS** SAN is working with the GIS vendor Route Smart Technologies to optimize and streamline collection routes. From October 2021 to December 2021, SAN averaged 11.5 total miles driven per tons of bulk and brush collected.

## 11 Police Mediation

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

**STATUS** OPO will schedule interviews for the Intake Specialist and Mediation Coordinator positions to take place in March 2022, with anticipated hire dates in April or May 2022.

## 5 Language Equity

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

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

## 25 Facility Accessibility

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

**STATUS** ADA compliance assessment will be conducted on 26 city buildings during FY 2021-22; 11 building reviews have been completed since October 2021. ADA compliance improvements are scheduled for 4th and 6th floor City Hall restrooms in March 2022. Training for ITS on website accessibility was completed in January 2022, and the ITS Team will work with EQU to develop an ADA web training for all City departments with an anticipated completion in late FY 2021-22.

# PROCESS IMPROVEMENT

The process improvement team strives to transform the culture at the City of Dallas so that continuous improvement is an intrinsic part of daily operations, data insights drive leadership decision-making, and reliability and high performance are a part of the organizational DNA.

The focus for FY 2021-22 is to build awareness, establish a structured approach to the way process improvement is done at City of Dallas, and expand the knowledge base across all functions.

For each process improvement project, the below table includes Phase and Status. Project phase will be reported as Initiation, Planning, Execution, or Closure. Project status will be reported as Not Started, On-Track, Delayed, or Completed. Additional projects will be added to the list throughout the course of the fiscal year.



	Project Title	Dept	Description	Phase	Status	Start Date	End Date
1	Building Inspection Call Center	DEV	Increasing customer satisfaction at the BI Call Center by eliminating common issues, increasing number of satisfactorily resolved calls, and reducing overall calls	Closure	Completed	May 2021	Oct 2021
Notes: Project successfully increased average call handle rate by over 20 percent and empowered internal staff to continually improve their process in order to sustain the results. Following up with new supervisor in April 2022 to ensure process changes are still in place and results continue to trend upward.							
2	Low Sterrett Prisoner Intake	DPD	Streamlining the central prisoner intake process at Low Sterrett in order to increase officer availability and/or reduce overtime	Planning	On Track	Mar 2022	Aug 2022
Notes: Pre-Kickoff meeting with sponsors and high-level stakeholders has been held. Team member selection is ongoing and Kick-off meeting to take place by May 2022.							
3	Water / Wastewater Permit Process	DEV/ DWU	Reducing cycle time of Water / Wastewater permit application process, in order to decrease overall building permit lead time	Execution	On Track	Nov 2021	Mar 2022
Notes: The Water/Wastewater permit team has reduced their backlog from 45 days down to 0, (working on permits the day received). The revised application is designed to be more user-friendly and is scheduled to go live in March. It will be accompanied by FAQs, Bonded contractors list, 3-page bond agreement and revised meter fees. Each item placed online will have embedded links to the other documents.							
4	SFD Building Permit Process	DEV	Decreasing building permits issuance lead time for single-family residential developments requested at the City of Dallas and stopping the loss in revenue and ongoing customer dissatisfaction.	Execution	Delayed	TBD	May 2022
Notes: Initial observations, data assessment, and brainstorming sessions have been conducted. Though an aggressive 60-day action plan has been compiled, implementation has been delayed due to a pending software upgrade. Plan implementation will commence immediately following software upgrade by ITS.							
5	DPD Workload Optimization	DPD	Assessing current operational demands and identifying opportunities for improving and optimizing workload management processes.	Planning	On Track	Jan 2022	Jul 2022
Notes: Data assessment is ongoing; site observations to be scheduled.							

# PROCESS IMPROVEMENT

	Project Title	Dept	Description	Phase	Status	Start Date	End Date
6	DFR Workload Optimization	DFR	Assessing current operational demands and identifying opportunities for improving and optimizing workload management processes, while supporting the transition to an automated scheduling system.	Planning	On Track	Jan 2022	Jul 2022
	Notes: Data assessment is ongoing; additional actions to be determined upon implementation of automated scheduling system.						
7	New Employee Hiring & Onboarding	HR/ CVS	Reducing lead time for onboarding new employees in order to maximize throughput and increase internal customer satisfaction.	Execution	On Track	Mar 2022	Aug 2022
	Notes: Pre-kickoff meeting has with sponsors and high-level stakeholders has been held. Team selection has been completed and weekly meetings are ongoing. Next steps are documenting the current state and identifying process gaps						



# Memorandum



DATE April 25, 2022

CITY OF DALLAS

TO Honorable Chair Mendelsohn and Members of the Government Performance and Finance Committee

SUBJECT **Update – Office of Homeless Solutions Panhandling Diversion**

The following memorandum is an update on the Office of Homeless Solutions' (OHS) holistic strategy to address homelessness equitably as One Dallas through Panhandling Diversion. The details of progress made on this initiative are outlined below:

- A progress report on areas engaged by the Initiative is attached.
  - OHS outreach – 23 engagements
  - Marshals V Citations – 10 citations given
  - Right care outreach – 7 engagements
  - Community Courts/Adjudications – No Adjudications in Community Courts needed as of April 18, 2022.
  - A comparative analysis of 311 and 911 reports for panhandling prior to the Initiative vs the month of March 2022 will be done and sent out prior to the next meeting on May 23, 2022.
- The Transportation Department briefed the Transportation and Infrastructure Committee on April 18, 2022, regarding proposed amendments to Dallas City Code, Chapter 28, to prohibit standing or walking in a median measuring six feet or less, in areas where no median exists for roadways designated as divided roadways, or in an area designated as a clear zone. Attached is a draft of the amendment for your reference.
  - The Committee had some questions and requested additional information. The Transportation Department will work with the City Attorney's Office to provide the requested information and will be placing the Chapter 28 amendments on the May 11, 2022, City Council agenda.
- The City Attorney's Office is also working with the Marshal's Office on the amendments to Dallas City Code, Chapter 13, to provide the Marshal's Office authority to enforce Section 28-61.1 (standing and walking in certain areas prohibited) and 28-63.3 (solicitations to occupants of vehicles on public roadways prohibited) and will be placing the Chapter 13 amendments on the May 11, 2022, City Council agenda. Attached is a draft of the amendment for your reference.
- Maintenance of the Forest and 75 site continues. OHS is communicating with medical providers in the area to help ameliorate the issue.
- The next two locations are being planned now, with 3 weeks of engagement at each:
  - South Polk St. and Highway 67
  - Bonnie View Rd. and Simpson Stuart Rd.
- The cost for signage is \$4,000 per 25 signs, which includes fabrication and installation.
- The Office of Homeless Solutions continues to educate and partner with external organizations focused on charitable giving with the larger Continuum of Care (CoC), shelter providers. As a result of OHS' outreach to these organizations, an event is

DATE

April 25, 2022

SUBJECT

**Update – Office of Homeless Solutions Panhandling Diversion**

being planned for early Summer to fully engage all interested, street-based charitable giving organizations with area partners and the local CoC.

Should you have any questions or need additional information, please contact Christine Crossley, Director of the Office of Homeless Solutions.

*Christine Crossley*

Christine Crossley  
Director  
Office of Homeless Solutions

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
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Carl Simpson, Interim Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors





**City of Dallas**

## **Panhandling Deflection Survey**

Christine Crossley, Office of Homeless Solutions  
Ayele Power, City Attorneys Office  
David Pughes, Office of Integrated Public Safety  
Solutions  
Dianne Gibson, Marshal's Office  
Brita Andercheck, Data Analytics and Business Intelligence

# Overview



Panhandling Deflection Effort Internal Database

Council Districts

Clear Selection

Homeless Data

Clear

Total Field Reports

44

Marshalls

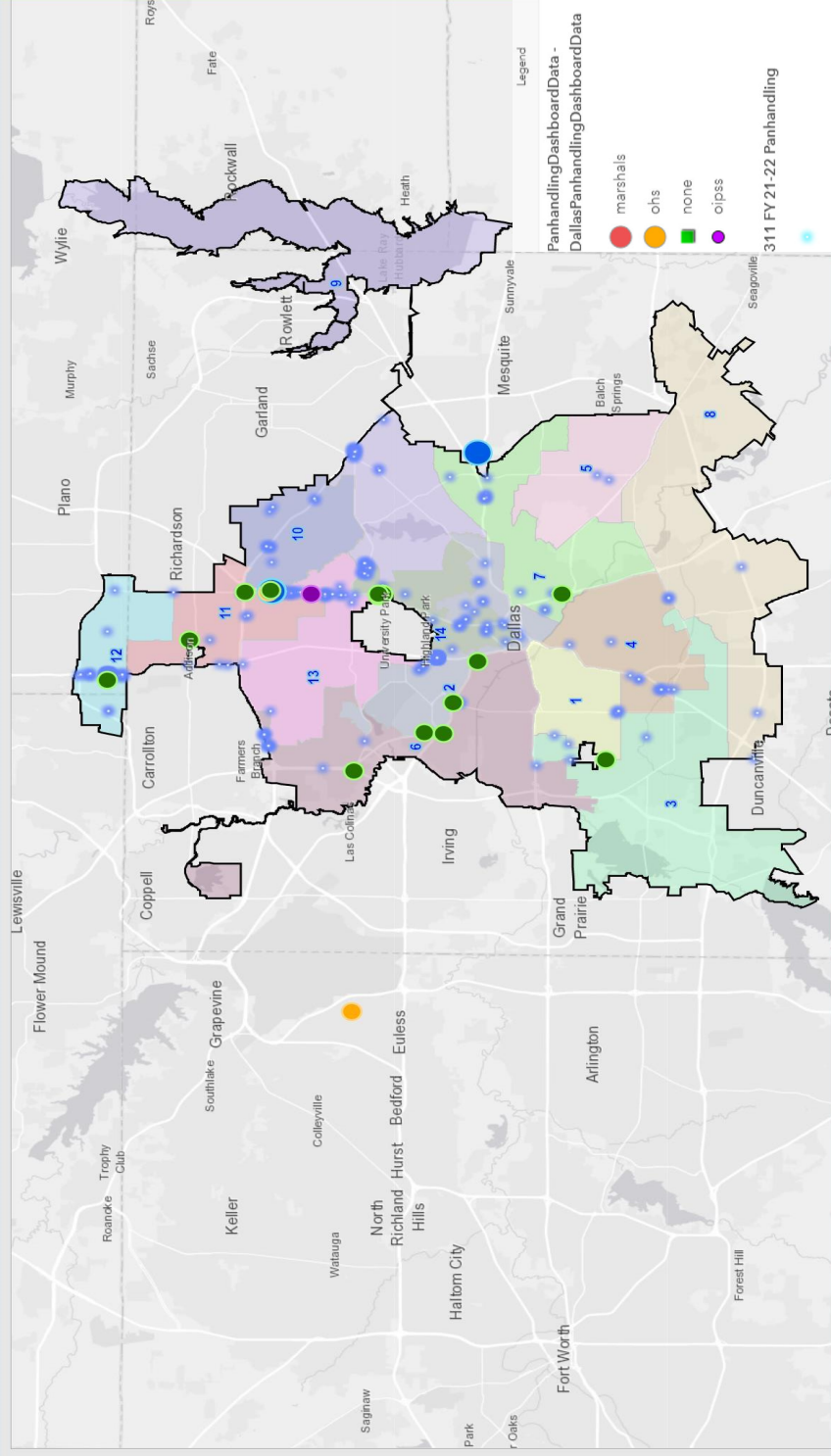
10

Office of Homeless Solutions

23

OIPSS

7



# Quick Stats



## Out of a Total of 44 Field Reports:

- OHS outreach: 23 engagements
- Right care outreach: 7 engagements
- Marshalls V Citations: 10 citations given
- Adjudications: 0

Four entries are tagged as none and are blank.

One entry by OHS cites two individuals.

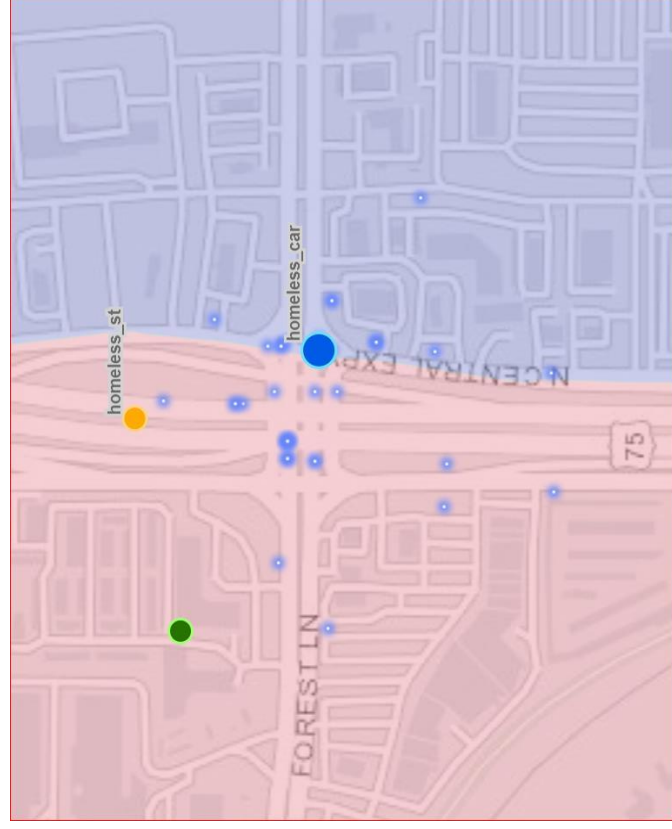




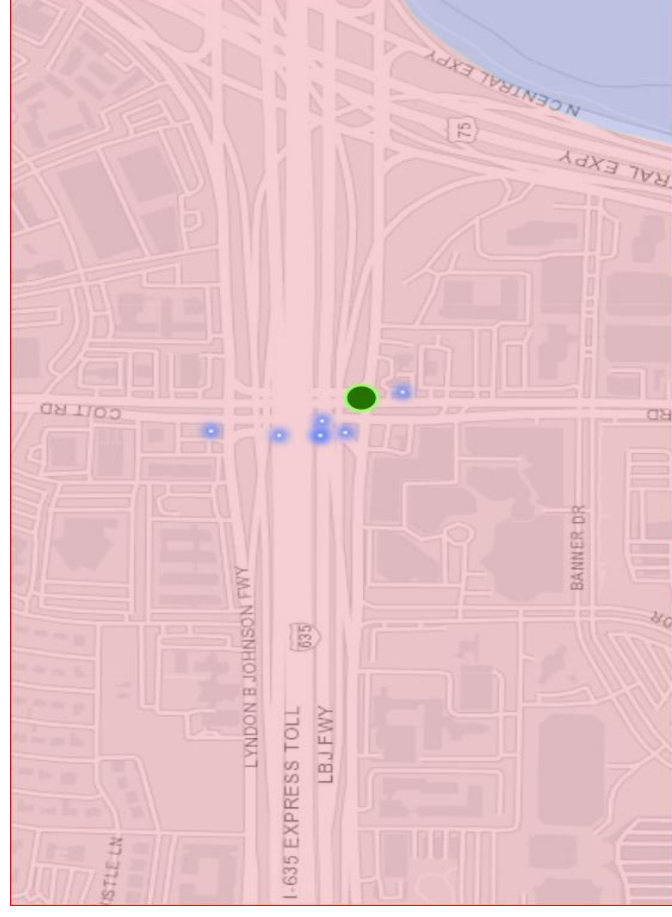
# Areas with High Density of SR's



Frankford Road and Dallas North Tollway



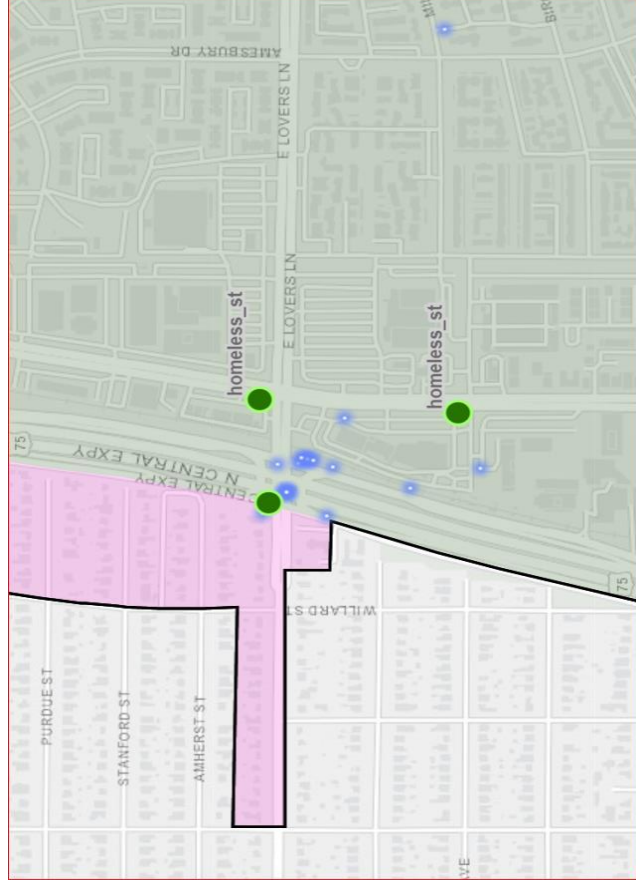
Lyndon B Johnson and Coit Road



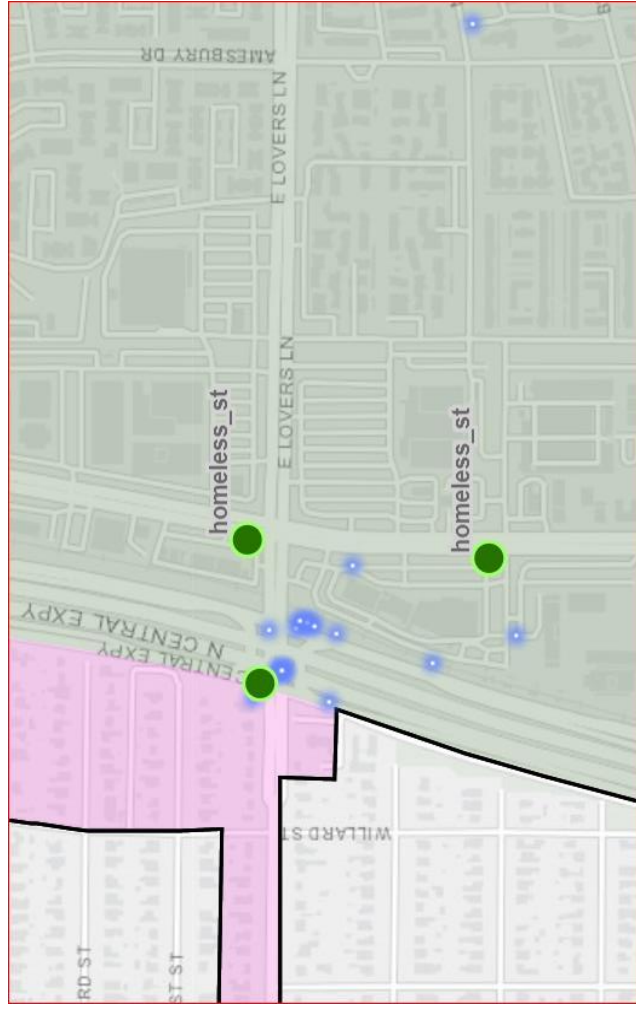
# Areas with High Density of SR's



Forest Lane and North Central Expressway



Lovers Lane and George W Bush Expressway



# Previous, Ongoing, and Next Steps



## Previous

- Data Analytics and Business Intelligence built a secured database for all three teams to use collaboratively.
- All teams could enter data and locations of panhandlers through a secure field data collection mobile application.
- The team provided 4 training sessions and user guide documentation.

## Ongoing

- Monitoring of SR's and citations of individuals panhandling

## Upcoming

- Proposed amendments to Dallas City Code, Chapter 28
- Proposed amendments to Dallas City Code, Chapter 13
- A comparative analysis of 311 and 911 reports for panhandling prior to the Initiative vs the month of March 2022 will be done and sent out prior to the next meeting.







**City of Dallas**

# **Panhandling Deflection Survey**

Christine Crossley, Office of Homeless Solutions  
Ayele Power, City Attorneys Office  
David Pughes, Office of Integrated Public Safety Solutions  
Dianne Gibson, Marshal's Office  
Brita Andercheck, Data Analytics and Business Intelligence



ORDINANCE NO. \_\_\_\_\_

An ordinance amending Chapter 28, “Motor Vehicles and Traffic,” of the Dallas City Code by adding Section 28-61.1; prohibiting standing and walking on medians measuring six feet or less in width, where no medians exist, or in an area designated as a clear zone; providing a penalty not to exceed \$500; providing a saving clause; providing a severability clause; and providing an effective date.

WHEREAS, a study of pedestrian fatalities in the City of Dallas found that the vast majority of pedestrian fatalities occur when the pedestrian enters the roadway at a point that is not designated for crossing or standing;

WHEREAS, traffic studies have found that medians under six feet in width, areas with no medians, or areas designated as clear zones are not safe pedestrian refuges;

WHEREAS, the U.S. Department of Transportation, American Association of State Highway Transportation Officials, National Association of City Transportation Officials, and Section 4.3.5 of the City of Dallas Street Design Manual recommend a minimum median width of six feet for a median to be used as a pedestrian refuge;

WHEREAS, the Texas Department of Transportation recommends an area of four feet from the face of the curb for curbed roadways, or 10 feet from the edge of a travel lane for non-curbed roadways, to be free from obstructions to provide a way for recovery of errant vehicles;

WHEREAS, prohibiting pedestrians from standing in a roadway median, on a divided roadway where no median exists, or in a clear zone will protect the health and safety of both pedestrians and motorists; and

WHEREAS, the city council finds that it in the best interest of the public health and safety to prohibit pedestrians from standing in a roadway median, where no median exists, or in a clear zone, subject to certain exceptions; Now, Therefore,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DALLAS:

SECTION 1. That Article VIII, “Pedestrians’ Rights and Duties,” of Chapter 28, “Motor Vehicles and Traffic,” of the Dallas City Code is amended by adding a new Section 28.61.1, “Standing and Walking on Medians Prohibited,” to read as follows:

**“SEC. 28-61.1.                      STANDING AND WALKING IN CERTAIN AREAS PROHIBITED.**

(a) A person commits an offense if the person stands or walks on a median that measures six feet or less, in areas where no median exists for roadways designated as divided roadways, or in an area designated as a clear zone.

(b) For purposes of this section,

(1) CLEAR ZONE means the unobstructed, traversable area provided beyond the edge of the through travelled way for the recovery of errant vehicles. On a curbed street, the clear zone is the area four feet from the face of the curb. On an uncurbed street, the clear zone is 10 feet from the edge of the travel lane. A clear zone includes shoulders, bicycle lanes, and auxiliary lanes, except auxiliary lanes that function like through lanes.

(2) MEDIAN means the intervening space, physical barrier, or clearly indicated dividing section between the two roadways of opposing traffic on a public divided roadway.

(c) This section does not apply if the person:

- (1) is crossing a divided roadway in the most direct route possible;
- (2) is the victim of or rendering aid in an emergency situation;
- (3) is performing work in the right-of-way in accordance with a permit issued under Chapter 43 of this code;
- (4) is erecting or dismantling a barricade in the right-of-way in accordance with a permit issued under Chapter 52 of this code; or
- (5) has prior authorization from the city.”

SECTION 2. That a person violating a provision of this ordinance, upon conviction, is punishable by a fine not to exceed \$500.

SECTION 3. That Chapter 28 of the Dallas City Code shall remain in full force and effect, save and except as amended by this ordinance.

SECTION 4. That any act done or right vested or accrued, or any proceeding, suit, or prosecution had or commenced in any action before the amendment or repeal of any ordinance, or part thereof, shall not be affected or impaired by amendment or repeal of any ordinance, or part thereof, and shall be treated as still remaining in full force and effect for all intents and purposes as if the amended or repealed ordinance, or part thereof, had remained in force.

SECTION 5. That the terms and provisions of this ordinance are severable and are governed by Section 1-4 of Chapter 1 of the Dallas City Code, as amended.

SECTION 6. That this ordinance shall take effect immediately from and after its passage and publication in accordance with the provisions of the Charter of the City of Dallas, and it is accordingly so ordained.

APPROVED AS TO FORM:

CHRISTOPHER J. CASO, City Attorney

By \_\_\_\_\_  
Assistant City Attorney

Passed \_\_\_\_\_

## ORDINANCE NO. \_\_\_\_\_

An ordinance amending Chapter 13, “Courts, Fines and Imprisonments,” of the Dallas City Code, by amending Section 13-10; authorizing the city marshal and his or her deputies to enforce the city’s provisions regarding standing or walking on medians contained in Section 28-61.1 of the Dallas City Code and the city’s solicitation provisions contained in Section 28-63.3 of the Dallas City Code; providing a saving clause; providing a severability clause; and providing an effective date.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DALLAS:

SECTION 1. That Section 13-10, “Duties of the City Marshal,” of Article II, “Municipal Court of Record,” of Chapter 13, “Courts, Fines and Imprisonment,” of the Dallas City Code, is amended to read as follows:

**“SEC. 13-10. DUTIES OF THE CITY MARSHAL.**

The city marshal and his or her deputies, acting under the direction of the municipal clerk, shall perform the following duties:

- (1) execute warrants of arrest, subpoenas, and other legal process issuing out of the municipal court of record; ~~[and]~~
- (2) execute other warrants of arrest, subpoenas, and legal process as determined by the municipal clerk; and
- (3) enforce Sections 28-61.1 and 28-63.3 of the Dallas City Code.”

SECTION 2. That Chapter 13 of the Dallas City Code shall remain in full force and effect, save and except as amended by this ordinance.

SECTION 3 That any act done or right vested or accrued, or any proceeding, suit, or prosecution had or commenced in any action before the amendment or repeal of any ordinance, or part thereof, shall not be affected or impaired by amendment or repeal of any ordinance, or part thereof, and shall be treated as still remaining in full force and effect for all intents and purposes as if the amended or repealed ordinance, or part thereof, had remained in force.

SECTION 4. That the terms and provisions of this ordinance are severable and are governed by Section 1-4 of Chapter 1 of the Dallas City Code, as amended.

SECTION 5. That this ordinance shall take effect immediately from and after its passage and publication in accordance with the provisions of the Charter of the City of Dallas, and it is accordingly so ordained.

APPROVED AS TO FORM:

CHRISTOPHER J. CASO, City Attorney

By \_\_\_\_\_  
Assistant City Attorney

Passed \_\_\_\_\_

# Memorandum



DATE April 22, 2022

CITY OF DALLAS

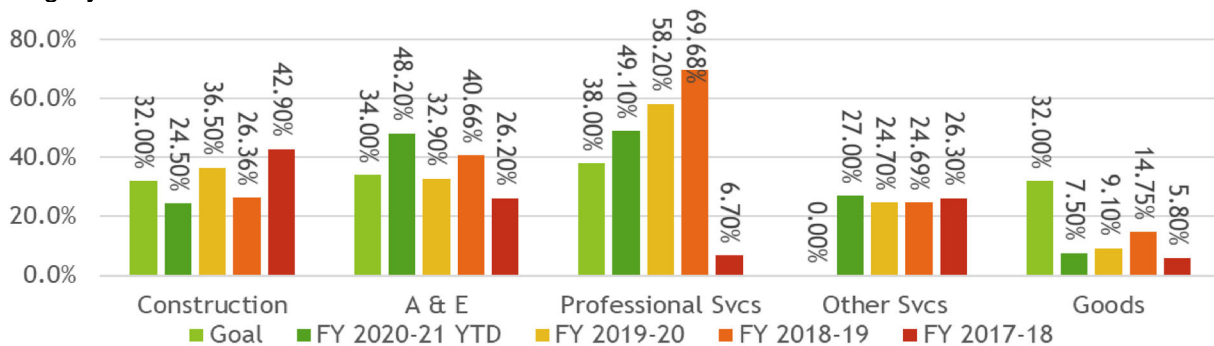
Honorable Members of the Government Performance and Financial Management Committee: Cara Mendelsohn (Chair), Gay Donnell Willis (Vice Chair), Tennell Atkins, Adam Bazaldua, Adam McGough, Paul Ridley, Chad West

SUBJECT **Small Business Center FY 2020-21 M/WBE Accomplishments and Performance Report**

The policy of the City of Dallas is to involve certified Minority and Women-owned Business Enterprises (M/WBEs) to the greatest extent feasible on the City's architecture & engineering, construction, goods, other services, and professional services contracts. To accomplish this, the City has adopted the City's Business Inclusion and Development (BID) Policy. The BID Policy is overseen by the Small Business Center, which is providing this summary of M/WBE participation for FY 2020-21. The adopted M/WBE goals are provided below:

Architecture & Engineering	Construction	Professional Services	Other Services	Goods
34.00%	32.00%	38.00%	N/A	32.00%

The chart below highlights M/WBE spend for FY 2017-18 through FY 2020-21 by procurement category:



- Construction did not meet the established M/WBE goal primarily attributed to an \$84.9M Department of Aviation contract which has a Disadvantaged Business Enterprise goal of 28.6% and no M/WBE participation goal.
- Architecture & Engineering exceeded the established 34.00% M/WBE goal by 14.2%.
- Professional Services exceeded the established 38.00% M/WBE goal by 11.1%.
- Other Services procurement category does not have an established M/WBE goal based upon the result of the Availability and Disparity Study, however ended FY 2020-21 with 27.00% M/WBE participation.
- Goods did not meet the established 32% M/WBE goal due to the specialized nature of many goods contracts resulting in less opportunities for M/WBE participation.

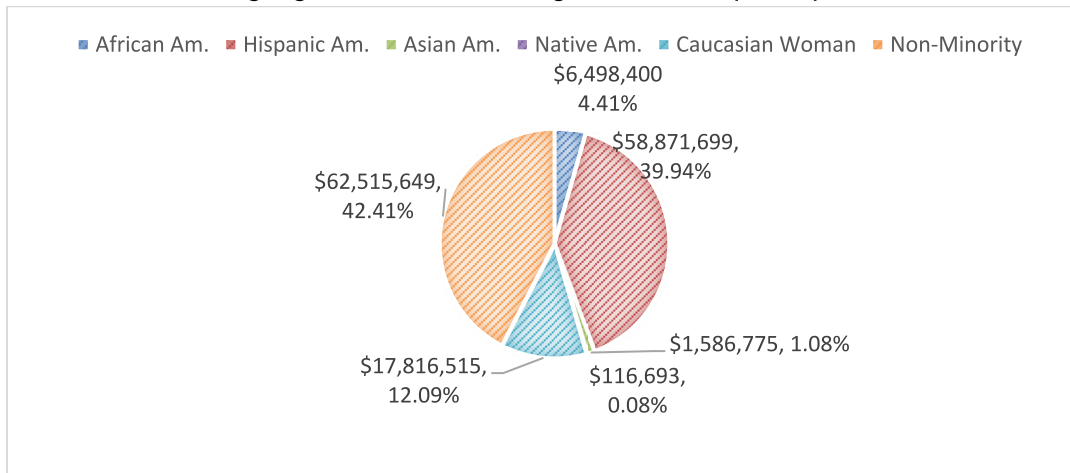
## 2017 Bond Program – FY 2020-21 M/WBE Participation

The FY 2020-21 Participation Highlights are below:

DATE April 22, 2022  
SUBJECT **Small Business Center FY 2020-21 M/WBE Accomplishments and Performance Report**

The Small Business Center continues to work diligently with the Bond Program Office to ensure, not only that the M/WBE goals are met, but to also include diverse teams on bond program projects. In FY 2020-21, the Small Business Center reviewed 89 bond program projects worth \$150.4M for M/WBE inclusion.

The chart below highlights 2017 Bond Program M/WBE participation in FY 2020-21:



In summary:

- M/WBE participation increased from 46.44% in FY20 to 58.44% in FY21.
- \$87.9M M/WBE participation; 58.44% overall M/WBE participation
- 23 projects totaling \$41.9M include 100.00% M/WBE participation

### Dallas 365 Performance Metrics

The Small Business Center's commitment to the City's service first initiative is measured by tracking "Prime M/WBE spend with local versus non-local businesses" with an established target of 65%.

- \$181.8M spend with M/WBEs that are prime contractors
- 81.12% or \$147.4M spend with local M/WBE prime contractors
- Outcome - When the City contracts with prime M/WBE businesses, more than 80% of those dollars are spent with local businesses.

Kimberly Bizzor Tolbert  
Deputy City Manager

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
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M. Elizabeth Reich, Chief Financial Officer  
Genesis Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



# Memorandum



CITY OF DALLAS

DATE April 24, 2022

TO Members of the Government Performance and Financial Management Committee

SUBJECT **Direct Report Performance Review Process Memorandum**

At the March 2022 GPFM Committee meeting, there was an agenda item and discussion about the framework for performance evaluations of our direct reports.

There was unanimous consent to move forward with a 3-part hybrid evaluation that includes:

1. Continued qualitative input utilizing a consultant to interview each city councilmember about their observations and analysis of each direct report, synthesizing that information and reporting it back to the full body in executive session, to then be communicated to the direct reports.
2. A written survey completed by each councilmember that documents their rating and allows for direct comments that will be part of the employees file.
3. Three to five specific goals with measurements, to be decided by the full council.

At the meeting, I noted Austin's 2015 special report produced by their auditor that provided a comprehensive overview of this issue as particularly helpful. Here is a link to the report:

[https://www.austintexas.gov/sites/default/files/files/Auditor/Audit\\_Reports/Peer\\_City\\_Performance\\_Evaluation\\_for\\_Council\\_Appointees\\_August\\_2015\\_.pdf](https://www.austintexas.gov/sites/default/files/files/Auditor/Audit_Reports/Peer_City_Performance_Evaluation_for_Council_Appointees_August_2015_.pdf)

Based on the special report, Austin developed an evaluation form that I propose we utilize this year for our direct reports. The form would be slightly modified for us to use with the City Attorney, City Auditor, and City Secretary positions. Job specific areas not covered by the survey for non-City Manager roles would be addressed in the fill in the blank section. Here is a link to the evaluation form:

<https://www.austintexas.gov/edims/document.cfm?id=197504>

In researching this topic, some cities have developed full evaluation process programs and handbooks, which may be helpful for Dallas in the future. I recommend we proceed with the 3-part hybrid evaluation process for May/June 2022 and consider the creation of a handbook to outline the process in a more formal way in August 2022 if the committee desires. Here are links to two cities with handbooks formalizing their process:

<http://battlecreekmi.gov/DocumentCenter/View/2397/City-Manager-Evaluation-Process?bidId=>

<https://www.dover.nh.gov/Assets/government/city-operations/2document/executive/city-manager/evaluation-process/Handbook%20for%20Evaluating%20the%20City%20Manager.pdf>

DATE April 24, 2022  
SUBJECT **Direct Report Performance Review Process Memorandum**

Thank you for your participation in this discussion as we strive to ensure clear communication of expectations and performance with our direct reports and helping ensure excellence for the City of Dallas residents.

Sincerely,



Cara Mendelsohn  
Chair, Government Performance and Financial Management Committee

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
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Robert Perez, Interim Assistant City Manager  
Carl Simpson, Interim Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Genesis Gavino, Chief of Staff/Office of Resilience  
Directors and Assistant Directors

# Memorandum



CITY OF DALLAS

DATE April 22, 2022

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

SUBJECT **Office of Procurement Services (OPS) Upcoming Ratifications for Master Agreement Unit Price Increases**

Due to the COVID-19 pandemic, global inflation, and supply chain disruptions, various City vendors are requesting unit price increases for goods under existing Master Agreements. We did not include the requested price increase percentages in the initial solicitations and specifications, nor are these permitted within the terms and conditions of the contract agreed to by the awarded vendor. Because these goods were required to be competitively bid pursuant to state law, the City code, and applicable internal City procedures, we cannot retroactively amend or negotiate the specifications, including any escalation provisions, to meet the vendors' requests. Therefore, the Office of Procurement Services (OPS) will need to re-procure the goods with updated specifications, terms, and conditions that will allow for pricing escalation flexibility, while ensuring the best deal for the City. Additionally, OPS will be assisting City departments process emergency ratifications to ensure they have the materials needed to continue operating safely and efficiently during the re-procurements. If needed, the departments will take the ratifications to the City Council for approval.

We appreciate your understanding of this situation and support of these items. Please let me know if you have any questions.

  
M. Elizabeth Reich  
Chief Financial Officer

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

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Directors and Assistant Directors

# Memorandum



CITY OF DALLAS

DATE April 22, 2022

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

SUBJECT **Upcoming Agenda Item: Executive Search Firms – Human Resources Department**

The April 27, 2022, City Council Agenda includes an item to consider five (5) search firms to support recruitment activities for the Human Resources Department (HR). These firms are being selected to assist HR in the identification, screening, and selection of candidates for vacant executive and professional positions. This initiative will create a staffing partnership between the City of Dallas and each specialized firm as we seek top talent in a competitive market for multiple industries. Engaging in this type of arrangement with niche agencies allows our staffing efforts to reach a wider scope of potential candidates, utilizing the agencies' specialized network and national service range.

## **The Solicitation Process**

A total of 19 firms responded to the formal Request for Proposal (RFP). The recommended five (5) firms listed below will be engaged based upon the needs of the City; and, in accordance with their self-declared area of industry specialty. The initial contract term is three (3) years with one two-year renewal. The following firms at the listed not to exceed amounts have been recommended for approval:

- Polihire Strategy Corporation not to exceed \$690,000
- Confidential Search Solutions LLC not to exceed \$72,000
- Sensa Solutions Inc. dba Korn Ferry Government Consulting Services not to exceed \$249,200
- vTech Solution, Inc. not to exceed \$120,000
- Lincoln Leadership Advisors LLC not to exceed \$113,000

The total estimated amount for the initial three-year contract term is \$2,364,832.

## **Selection Process**

From a talent acquisition perspective, this will be a new experience for Departments with professional and executive level vacancies. The HR Talent and Acquisition Team will have the option to engage a search firm with an expertise in multiple areas of specialties. All searches will be closely monitored by HR. Additionally, each firm will be evaluated annually to ensure they are meeting the goals and objectives of the City and the requesting Department.

DATE April 22, 2022  
SUBJECT **Upcoming Agenda Item: Executive Search Firms – Human Resources Department**

For executive and professional level positions requiring search firm services, the HR Talent and Acquisition Team will assess the scope of the position; and recommend the appropriate recruitment firm from the approved vendor list. If the primary recommended firm for that area of specialty is not available, another approved firm will be considered.

Staff will be available to respond to questions during the GFPM meeting. Please reach out to me or Nina Arias, Director, Human Resources at [Nina.Arias@DallasCityHall.com](mailto:Nina.Arias@DallasCityHall.com) with any questions or if you need additional information.



Kimberly Bizzor Tolbert  
Deputy City Manager

c: Honorable Mayor and Members of City Council  
T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
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Directors and Assistant Directors

## May 23, 2022 Government Performance and Financial Management Committee Forecast

	<b>Title</b>	<b>Presenter(s)</b>
<b>Briefing Items</b>	Development Services – Monthly Technology Update and Metrics Review	Will Munding, Executive in Residence, Development Services
	FMPC Review	Jack Ireland, Director, Budget and Management Services
	Office of the City Auditor Briefing on Internal Audit Reports Released Between April 16, 2022 and May 13, 2022	Mark Swann, City Auditor
	Office of the City Auditor FY 2022-23 Recommended Budget	Mark Swann, City Auditor
	Atmos Annual Rate Review	Nikoalus Fehrenbach, Manager of Regulatory Affairs & Utility Franchise, Budget and Management Services
	Oncor Rate Review	Nikoalus Fehrenbach, Manager of Regulatory Affairs & Utility Franchise, Budget and Management Services
<b>FYI Items</b>	Budget Accountability Report (Information as of March 31, 2022)	
	Panhandling Diversion Update	



**City of Dallas**

# **Update on the Permitting Issues for Development Services**

**Dallas City Council  
May 18, 2022**

T.C. Broadnax, City Manager  
Majed A. Al-Ghafry, P.E., Assistant City Manager  
Andrew Espinoza, Director of Development Services  
Will Munding, Executive in Residence of  
Development Services



# Progress Highlights



1. Hired vacant leadership positions:
  - Director/Chief Building Official
  - Deputy Chief Building Official
2. Permit center fully opened and staffed.
3. Residential permit wait times and processes are down.
4. Improved internal and external communications.
5. Intentional improvements on customer service.



# Presentation Overview



- Background
- Current Status
- Comparison with other Cities' Metrics
- What has changed?/What remains to be done?
  1. Human Resources Activities
  2. Customer Service
  3. Communication
  4. Data Metrics and Webpage
  5. Technology Assessment
- Permitting and Third-Party Reviewers
- Implementation of Efficiency Study
- Next Steps



# Background



- The Development Services Department (DEV) presented a department update to the Economic Development Committee (EDC) on October 4, 2021.
  - Identified several needed enhancements.
- DEV has been updating the Government Performance and Financial Management Committee relating to residential permits.
- DEV has also been meeting with the Development Advisory Committee on a consistent basis (Except March and April 2022).
- DEV presented permitting updates to the EDC on May 2, 2022.



## Background (Cont.)



- Completed enhancements included:
  - Proposed Chapter 52 Amendments (Approved by City Council on May 11, 2022).
  - Leadership recruitment.
- Enhancements in progress/under design include:
  - Permitting software update.
  - Performance metrics.
  - Call center re-organization and training.
  - Self-Certification pilot program.



# Current Status



- DEV continues to improve in processing the increased volume of Residential and Commercial permits submitted.
- However, challenges still exist:
  1. Departure of staff members in key technical positions.
  2. Integration of new permitting software that needed comprehensive troubleshooting and training.
  3. Permit overload. Transitioned from 8-hours/5-days a week permit submittal to 24-hours/365-days submittals.
  4. Incomplete submittals are automatically queued in ProjectDox without the ability to control permit intakes.



# Human Resources Activities



## What has changed?

- Hired vacant leadership positions:
  - Director/Chief Building Official
  - Deputy Chief Building Official
- To date, 80% of DEV critical vacant positions have been filled or are pending the onboarding process. Only 9 out of 41 positions remain on the list.
- Management scheduled weekly hiring status updates with HR to streamline recruitment process.



# Human Resources Activities (Cont.)



## Current Essential Vacant Positions:

Division Organization	PM0	Job Code	Job Profile Name	Next action item
Building Inspection District Office Northwest	PM018385	31030	Inspector III - Development(Zoning)	Interviewing candidates 5/11-5/13/22 Should fall off this week
Development Services	PM019063	31238	Manager - Development	interviews on 5/31
Development Services	PM001623	00706	Assistant Director - Development Services Engineering	waiting for candidate list
Consultations	PM001605	16404	Senior Plans Examiner-Permit Center	waiting for candidate list
Building, Health	PM001531	31015	Senior Plans Examiner - Building Inspection	waiting for candidate list
Administration	PM018208	32403	Administrative Specialist I	Pending interviews
Residential Team, Multi-Discipline Plan Review Permit Center	PM018168	16404	Senior Plan Examiner	waiting for candidate list
Residential Team, Multi-Discipline Plan Review	PM018162 2 vacancies	36619	Supervisor - Development	waiting for candidate list





# Human Resources Activities (Cont.)



## What remains to be done?

1. Initiate the compensation study indicative of governmental market pay for skilled staff (June 2022).
2. Reclassify two vacant positions to Zoning Plan Reviewers (Vacant Administrative Specialist and Temporary Hire).
3. Staffing enhancements (Summer 2022):
  - Add a call center supervisor.
  - Add additional call center support staff.
  - Add IT and Project Management support positions.



# Customer Service



## What has changed?

1. The permit center is currently open and fully staffed.
2. Drop-off of applications has been replaced with in-person handling of plans and documents.
3. Revamped the project requirements checklist. Now available on the department's webpage.
4. Management and team members are increasing engagement with OCMC customers.
  - Schedule internal customer service training to start the week of May 23.
5. Procure a third-party reviewer to continue augment staff for permitting activities (May 2022).



# Customer Service (Cont.)



## What remains to be done? (Summer 2022)

1. Revamping pre-submittal consultation services.
2. Cross training of front-line staff to handle multiple functions (Permit Clerks, Cashiers, Call Center, and ProjectDox facilitators).
3. Share and publish employee directory and department organization chart.
4. Cross train Building and Zoning Plan Reviewers with Field Inspectors.
5. Create clear paths of escalation points and conflict resolution.



## Customer Service (Cont.)



6. Reconfigure an intake station to engage customers as they enter the permit service center.
7. Install applicant computer stations allowing staff to provide hands on assistance (October 2022).
8. Train staff to provide permit status related to ProjectDox submittals in the call center.
9. Seek opportunities to engage with customers through community outreach.
10. Re-brand the Permit Center to provide for a friendlier environment with an emphasis on customer service.



# Communication



- DEV is committed to sharing regular and meaningful communication with the general public and the development community that promotes transparency and strengthens public trust.
- The Sr. Public Information Officer created a communication plan that includes:
  - Sending weekly and monthly updates, not limited to:
    1. Permit data and metrics including future schedules,
    2. Technology improvements, and
    3. Service issues.



# Communication (Cont.)



- DEV will also institute the following:
  1. Weekly internal meetings with designated groups to identify potential issues, share solutions, and examine ways to better share processes with the public.
  2. Bi-weekly memos to the City Manager's Office and the Mayor/City Council regarding permit intake, processing, permitting issues, staffing levels, service interruptions, and other relevant information.
  3. Create an online platform for constant communication with external customers.
- Status: Beginning May 20, 2022.



## Communication (Cont.)



- Updates for external users will be distributed utilizing several methods of communication:
  1. Press releases and bulletins,
  2. Monthly newsletters,
  3. Email and/or texts,
  4. Website updates, and
  5. Social media (Facebook, Instagram, Twitter, and Tik-Tok).





# Data Metrics and Webpage



## What has changed?

- Survey assessment conducted in comparison with other large Texas cities (8).
- Findings include:
  - Industry standard practice is to report the time of the first review cycle completed.
  - Dallas is the only city that reports pre-screening times, other cities are stricter on intake requirements and do not consider pre-screening as part of their review times.
  - Dallas breaks down their reports for each specific category while other cities lump all permits in one category.
  - Other cities do not report averages but rather goals and they do it in business days.
  - The times that the City of Dallas reports are current average times and reported in calendar days.



# Data Metrics and Webpage (Cont.)



The table below shows the following:

- Number of residential new construction and addition permit applications submitted, issued, completed prescreen, building code, and zoning reviews.
- The permits issued each month do not necessarily come from the same pool of permit applications received that month.
- Building code and zoning reviews were reported together until February 2022.

Monthly Intake & Output - Residential (FY 21-22)								
	OCT	NOV	DEC	JAN	FEB	MAR	APR	YTD Average
Applications	329	256	332	321	327	311	350	318
Prescreen Reviews	423	461	567	636	673	687	268	531
Building Code Reviews	625	413	542	499	675	488	262	511
Zoning Reviews	-	-	-	-	378	233	100	237
Total Reviews	1,048	874	1,109	1,135	1,784	1,408	648	1,144
Permits Issued	237	174	275	192	146	378	270	239



# Data Metrics and Webpage (Cont.)



## What remains to be done? (By December 2022)

- DEV is partnering with ITS to develop a user-friendly website to include:
  - Monthly Reporting,
  - Top ten Developer delays/FAQs,
  - Updating all permitting forms,
  - Residential planning update, and
  - Dashboard.
- Establish clear performance goals for all divisions:
  - Plan Review Intake,
  - Building Reviews,
  - Zoning Reviews,
  - Water/Wastewater Reviews, and
  - Inspections.
- Track permit turnaround times.



# Technology Assessment



## What has changed?

1. Updating to ProjectDox 9.2 version, which is DEV's plan review software.
  - Expectation is for full roll-out in July 2022 with training for internal and external stakeholders over a three-month period.
  - Outcome is expected to be glitch-free, error-free, and an easy-to-use product.
2. Replacing the current POSSE land use software with a new platform. Contract evaluation is on-going.



# Technology Assessment (Cont.)



## What remains to be done?

1. Establishing a hands-on team made up of the consultant, DEV, and ITS to address issues and training.
  - Team has been identified within DEV and will initiate this effort by end of May 2022.
2. Ongoing evaluation of the preferred vendor to replace the current POSSE land use system.
3. Create a communication plan to update parties internally and externally (in progress).



# Permitting & Third-Party Reviewers



- Continue to conduct weekly meetings with third-party reviewers to gauge and adjust where they are with their capacity of workflow.
- Continue to dedicate additional staff (2 FTE's) to work on zoning reviews (total of 5 FTE's).
- Adding one additional (3 total) third party reviewer (May 2022).





# Implementation of Efficiency Study



- Matrix Consulting Group was awarded a Workflow Evaluation for the department and Staffing Study in early 2021.
- The Consultant has completed a draft study and staff is nearing review completion.
- Highlighted findings include:
  1. Create position of Land Management Software System Administrator.
  2. Redesign department webpages to create a one-stop development portal.
  3. Create dashboard to present performance data for department.





# Implementation of Efficiency Study (Cont.)



4. Establish target processing times for permit application reviews.
5. Re-organize structure to create dedicated residential and commercial teams, move subdivision team to engineering, and create a pre-submittal team to Strategic Business Unit.
6. Fill recommended positions as outlined in report.
7. Develop training protocol/ materials for staff with a focus on both technical training required and implementation of overall customer service training for all staff.
8. Conduct market compensation study for key positions in department.



# Next Steps



- Review, finalize, and implement selected priority tasks by the Matrix Consulting Group.
- This summer:
  - User friendly technology improvements.
  - Implement training and cross training programs.
  - Improvements to the intake and website.
  - Continue to recruit and fill all vacancies.
  - Establish and publish department performance goals.
- By the end of the year:
  - Determination and recommendation of next land use platform.
  - Explore the option to add one additional Q-Team (express plan review services).
- Refine draft action plan and share with stakeholders.
- Update the EDC in August 2022.





**City of Dallas**

# **Update on the Permitting Issues for Development Services**

**Dallas City Council  
May 18, 2022**

T.C. Broadnax, City Manager  
Majed A. Al-Ghafry, P.E., Assistant City Manager  
Andrew Espinoza, Director of Development Services  
Will Munding, Executive in Residence of  
Development Services

# Appendix: Assigned Project Leads



Identified in the table below are key enhancements identified in the May 2, 2022 EDC meeting and the team members responsible for their delivery (Adjusted here as a result of the new recent organizational changes):

Responsible Project Leads	Key Initiative
Irma Hayes and Javier Ramon with oversight from Will Munding	Technology Assessment (ProjectDox, POSSE, New Land Use Software) and Training
Will Munding and Natasha Wade	Human Resources and Hiring
Andrew Espinoza, Kevin Delgado, and Victor Cadungog	Data Metrics and Webpage
Andrew Espinoza, Will Munding, and Willie Franklin	Permitting and Third-Party Reviewers
Vernon Young, Harim Perez, Carolina Yumet, and Daniel Nigo	Customer Service, Call Center, and Training
Andrew Espinoza and Robyn Gerard	Communication and Outreach



# Appendix: Comparison with Other Cities



Dallas Metrics Reporting vs Neighboring & Similar Municipalities										
City		Fort Worth <sup>^</sup>	Arlington	Plano	Irving	Grand Prairie	Houston	Austin	San Antonio	Dallas
Website Links		<a href="#">Fort Worth</a>	<a href="#">Arlington</a>	<a href="#">Plano</a>	<a href="#">Irving</a>	<a href="#">Grand Prairie</a>	<a href="#">Houston</a>	<a href="#">Austin</a>	<a href="#">San Antonio</a>	<a href="#">Dallas</a>
Prescreen Review Times*	Residential New/Addition	-	-	-	-	-	-	-	-	11
	Residential Remodel	-	-	-	-	-	-	-	-	3
	Commercial New/Addition	-	-	-	-	-	-	-	-	3
	Commercial Remodel	-	-	-	-	-	-	-	-	4
Target Processing Times** (1st Review Cycle Completion, Business Days)	Residential (All)	6	12	3	3-5	10	-	-	3	-
	Residential New/Addition	-	-	-	-	-	10	18-20	-	23
	Residential Remodel	-	-	-	-	-	1-15	5	-	7
	Commercial (All)	11	-	10	7	10	15	17-27	3-14	-
	Commercial New/Addition	-	12	-	-	-	-	-	-	18
	Commercial Remodel	-	5	-	-	-	-	-	-	15
Permit Volume	Avg. RES Intake (Monthly)	-	394	142	552	368	3647	497	469	195
	Avg. COM Intake (Monthly)	-	187	180	265	81	4085	268	195	457
Staffing Levels	# of Plan Review FTEs	-	11	6	4	4	60	38	77	29
NOTES:										
* - Dallas is only city that reports Prescreen Review times, other cities researched are stricter on intake requirements and do not consider prescreen part of their review times.										
** - Times shown for other cities are their stated goals in business days, they do not report averages; Dallas times are current averages in calendar days.										
<sup>^</sup> - Data taken from City website; other city data was received directly from Building Official staff.										





# Appendix: Survey



A survey was sent out on May 6, 2022, to development stakeholders.

- Feedback included:
  - Complicated software (Work is in progress).
  - Permitting process delays.
  - Staff inefficiencies.
  - Performance metrics and improved communication.
  - Mixed feedback on third party reviewers.
  - Customer service needs to be improved.
  - Improve department culture to one of customer advocacy.



# Appendix: Draft Action Plan



Action	Timing	Responsibility	Additional Resources	Status/Notes
<b>Return to Office</b>				
Develop & implement return-to-work plan for DS employees, including confirming and documenting work schedule and location for all employees.	4/30/2022	Natasha Wade/Department Heads	None	Developing a program for the proper mix of in office and at home deployment.
<b>Organization/Staffing Needs</b>				
Listing of open positions with timelines for hiring. Continue focus on staffing for open positions and timelines for implementation	List is complete	Natasha Wade	None	Complete
Increase hiring levels - engineering, zoning and planning reviewers.	Summer	Department Heads - Nina Arias, Carmel Fritz	None	In Process
Increase space allocation at OCMC for staff growth	Summer	Robert Perez and Natasha Wade	None	We are generally out of space
Compare staffing levels with consultant recommendations.	Summer	Natasha Wade, Department Heads, Consultant	Matrix	Begin in May
Commence compensation study.	June	Consultant	Matrix	Focus on representative department roles. Elevated salaries for new hires will create pressure on compensation for existing employees.
Progressive employee growth plan	July	Matrix, HR and Department Heads	Matrix	Develop title, responsibility and compensation growth
Skill training, customer service training and management training for leadership positions	Summer	Matrix and in house training (Leif Sandberg)	Matrix	Proposal Stage Involves all departments and operating units.





# Appendix: Draft Action Plan



## Technology

### ProjectDox

Action	Timing	Responsibility	Additional Resources	Status/Notes
Continue UAT process Increase Avolve engagement	May/June	Avolve, Misty Nelson, ITS	None anticipated	In Process Avolve Representation scheduled for working session with staff - May 23, 2022
Develop and implement training for internal and external users.	Summer	Roderick Palmer, Misty Nelson, Irma Hayes and Avolve	None	In Process Scheduling for late May - Early June
Go Live	Early July	Avolve, Misty Nelson, ITS	None	In Process



# Appendix: Draft Action Plan



## Technology

### Posse Replacement

Action	Timing	Responsibility	Additional Resources	Status/Notes
Retain Gartner Consulting	May 2022	Will Munding, Legal and ITS	Gartner	Documents being drafted Gartner will assist in matching workflow and process with SOW. Assist in negotiation with SOW
Kick off meeting with Gartner Establishment in house team	May 11, 2022	Will Munding and Gartner Rep.	Gartner	Follow up including strategy and schedule implementation set for May 19, 2022.
Complete vendor contract and seek City Council approval	Summer	Will Munding, Legal and ITS	Gartner	Developing strategy and path of negotiation.
Process/contract implementation Process mapping, data migration and training	Fall	House team, vendor and IT	Gartner and vendor	Process scheduled to begin August/September of 2022



# Appendix: Draft Action Plan



## Process Improvement

Action	Timing	Responsibility	Additional Resources	Status/Notes
Test Six Sigma single family process	Summer	Elisa Waltrop, James McKey	None	Must follow DOX rollout
Establish productivity timelines for single family and commercial.	Summer	James McKey, David Sessions and Megan Wimer	None	In Process
Six Sigma review on commercial permits	Fall	Elisa Waltrop, Tony Rader	None	Program provided valuable insight into residential process - hope to duplicate in commercial
Evaluate Q team and pre-development teams for additional resources or structure for enhanced service.	Fall	Jim Shelton, Megan Wimer, Will Munding, Vernon Young, Caroline Yumet.	None	Both of these programs are productive and in high demand. We should review improvements and possible expansion. Professional staffing will be an issue.
General intake improvement strategy - includes process checklists, website instructions, room 118 and call center Part of enhanced customer service.	Summer	Vernon Young, Carolina Yumet, Will Munding and David Sessions	None	This will be an interdepartmental effort to improve the quality of initial submissions. It will involve Room 118, improved checklists, instructions both in person and website, coaching and follow up.
Formalize special services group to focus on responsibility for priority areas such as DISD, affordable housing and high-profile projects. Part of enhanced customer service.	Summer	Andrew Espinoza, Vernon Young, William Munding, Majid Al-Ghafry	None	This initiative will revive and organize the needs and issues of these impactful projects. Focus on accelerated guidance and service



# Appendix: Draft Action Plan



## Data and Reporting

Action	Timing	Responsibility	Additional Resources	Status/Notes
Review current database to review information for publication and use for process management	Summer	Brita Andercheck and Victor Cadungog	None	Cooperating on a data initiative program with Brita
Website and dashboard development - Create Permit News while website is under development.	TBD	Matrix, Brita Andercheck, Andrew Espinoza, Victor Cadungog, Vernon Young and William Munding	Matrix	Waiting for a proposal

## Third-Party Plan Review

Review third-party performance and activities with focus on capacity and additional services.	TBD	Andrew Espinoza, William Munding, Willie Franklin, James Mckee and Bryant Thompson	None	Current roles include plan and code review with a small experiment on Zoning Review. Onboard an additional firm to replace one of the original 3 firms for unsatisfactory performance. Review expansion into commercial and specialty projects.
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## Policy Review

Establish an industry review team to examine codes, ordinances and policies for improving and simplifying the permit process.	TBD	Advisory council	none	Industry participants have had suggestions to eliminate policies which add little value to the permit process.
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# Appendix: Self-Certification



## Self-Certification:

- The Self-Certification Program allows a registered professional to take responsibility for and certify a project's compliance with building code, standards and ordinances.
- Examples of eligible permits can include multi-story buildings, landscape and parking lot plans by landscape architects, and grading and drainage and parking lot plans by civil engineers.
- Staff will explore this program further as other cities are utilizing this model with success.
- Timeline: Late Fall 2022.







**City of Dallas**

# **Ad Valorem Tax Relief for Over-65 or Disabled Homeowners**

**Government Performance & Financial  
Management Committee  
May 23, 2022**

**M. Elizabeth Reich  
Chief Financial Officer**

**Jack Ireland, Director  
Budget & Management Services**

**Ivan Guel, Assistant Director (i)  
Budget & Management Services**

# Overview



- Review background
- Discuss current property tax exemptions
- Consider options to change age-65/over or disabled exemption in compliance with FMPC #23
- Review recommendation and next steps





# Property Tax Overview



- Ad valorem (property) taxes are single largest revenue source for City at nearly \$1.2B
  - General Fund: \$876.5M or 73% of revenue
  - Debt Service: \$321.3M or 27% of revenue
- Ad valorem taxes are based on:
  - Property values determined by appraisal districts
  - Exemptions set by City Council
  - Tax rate set by City Council



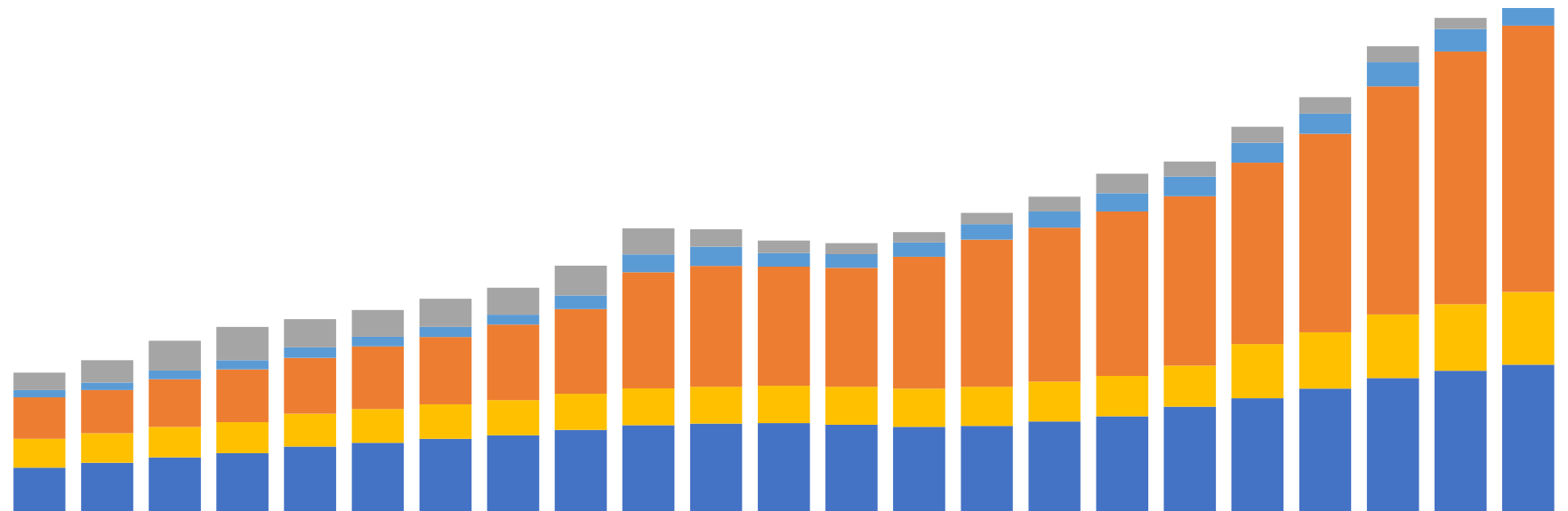
# Property Tax Overview



- Property values in Dallas total \$155.9B for FY 2021-22 and are categorized by property use/purpose
  - 45% – Residential (single-family homes and home-site land)
  - 55% – Non-residential (commercial and business personal property)
- Taxable property values represent market value (determined by appraisal districts) net of exemptions
- \$46.8B value is exempt from taxation in FY 2021-22 resulting in \$360.9M revenue forgone
- Exemptions authorized by City Council include:
  - 20% homestead exemption (maximum allowed by state law)
  - \$107,000 age-65/over or disabled exemption



# Historical Value of Exemptions (\$ in billions)



	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Total	\$12.5	\$13.6	\$15.3	\$16.6	\$17.3	\$18.1	\$19.1	\$20.1	\$22.0	\$25.4	\$25.3	\$24.3	\$24.1	\$25.0	\$26.7	\$28.2	\$30.3	\$31.3	\$34.5	\$37.1	\$41.6	\$44.2	\$46.8
■ Other	\$1.6	\$2.0	\$2.7	\$3.0	\$2.5	\$2.4	\$2.5	\$2.4	\$2.7	\$2.3	\$1.6	\$1.1	\$1.0	\$0.9	\$1.0	\$1.3	\$1.7	\$1.3	\$1.4	\$1.5	\$1.4	\$1.0	\$1.4
■ Freeport	\$0.6	\$0.7	\$0.8	\$0.8	\$0.9	\$0.9	\$0.9	\$0.9	\$1.2	\$1.6	\$1.7	\$1.2	\$1.2	\$1.3	\$1.4	\$1.4	\$1.6	\$1.8	\$1.8	\$1.8	\$2.2	\$2.0	\$2.0
■ Totally Exempt	\$3.7	\$3.9	\$4.3	\$4.7	\$5.0	\$5.6	\$6.0	\$6.8	\$7.6	\$10.4	\$10.8	\$10.6	\$10.6	\$11.8	\$13.1	\$13.8	\$14.7	\$15.1	\$16.2	\$17.7	\$20.4	\$22.6	\$23.8
■ Over-65/Disabled	\$2.6	\$2.6	\$2.7	\$2.8	\$2.9	\$3.0	\$3.1	\$3.1	\$3.2	\$3.3	\$3.3	\$3.3	\$3.4	\$3.4	\$3.5	\$3.6	\$3.6	\$3.7	\$4.8	\$5.0	\$5.7	\$6.0	\$6.5
■ Homestead	\$4.0	\$4.4	\$4.9	\$5.3	\$5.9	\$6.2	\$6.6	\$6.9	\$7.4	\$7.8	\$7.9	\$8.0	\$7.8	\$7.6	\$7.7	\$8.1	\$8.6	\$9.4	\$10.2	\$11.1	\$12.0	\$12.6	\$13.2

■ Homestead ■ Over-65/Disabled ■ Totally Exempt ■ Freeport ■ Other



## Tax Exemptions – Homestead



- City Council authorized 20% homestead exemption for owner-occupied residential property, the maximum allowed by state law (4/13/88)
- Offers across-the-board tax relief for all homeowners
- Removes part of home's value from taxation
- Homestead exemptions account for \$13.2B value being exempt from taxes and \$102M revenue forgone



# Tax Exemptions – Age-65/over or Disabled



- City Council authorized owner-occupied residential property exemptions for homeowners age-65/over or disabled
    - Established at \$50,000 (4/23/86)
    - Increased to \$64,000 (9/17/86)
    - Increased to \$90,000 (6/28/17)
    - Increased to \$100,000 (6/12/19)
    - Increased to \$107,000 (6/9/21)
- Increased 3 times for total 67% since 2016
- Offers additional tax relief for homeowners who are age-65/over or disabled
  - Set dollar amount that reduces home's taxable value and homeowner's tax bill



Note: Over-65/disabled exemption can be changed after enacted

# Tax Exemptions – Age-65/over or Disabled



- Eligible homeowners pay no City taxes if market value is \$133,750 or less
  - 20% homestead + \$107,000 age-65/over or disabled exemptions
- Age-65/over or disabled exemptions account for \$6.5B value being exempt from taxes and \$50.3M revenue forgone

Tax Year & Fiscal Year	Approved Exemption	Value of Exemption (in Billions)	Revenue Foregone (In Millions)	Average SFH Market Value
2016 (FY17)	\$64,000	\$3.7B	\$25.7M	\$229,627
2017 (FY18)	\$90,000	\$4.8B	\$37.8M	\$248,772
2019 (FY20)	\$100,000	\$5.7B	\$43.7M	\$303,601
2021 (FY22)	\$107,000	\$6.5B	\$50.3M	\$328,453



# Tax Exemptions – Age-65/over or Disabled



- \$64,000 (since 9/17/86)

- \$64,000 to \$90,000 (6/28/17)

- \$90,000 to \$100,000 (6/12/19)

- \$100,000 to \$107,000 (6/9/21)

Age-65/over or Disabled Exemption Historical Revenue Foregone  
(in Million Dollars)





## Financial Management Performance Criteria #23



- Required to annually compare current exemption for individuals age-65/over or disabled to whichever is greater of the following:
  - A. Most recent annual Consumer Price Index - Elderly (CPI-E)
  - B. Year-over-year change in average residential market value
- Required to provide analysis to City Council prior to June 30 for possible increase
- Must provide changes to property tax exemptions to appraisal districts no later than June 30



# Financial Management Performance Criteria #23



## Over-65/Disabled Exemption Analysis

	Current Exemption \$107,000	<u>Scenario A</u> (CPI-E Apr 2021 to Apr 2022) \$115,154	<u>Scenario B</u> (Annual Growth Tax Year 2020 to 2021) \$108,498
Percent Change in Exemption	N/A	7.62%	1.40%
Change in Exemption	No Change	\$8,154	\$1,498
# of 65/over or Disabled Accounts	74,527	74,527	74,527
Value of exemption	\$6.5B	+\$607.7M	+\$111.6M
Total revenue foregone	\$50.3M	+\$4.7M	+\$0.8M
City tax bill*	\$1,204.51	\$1,141.46	\$1,192.93
Change in City tax bill	-	(\$63.05)	(\$11.58)

\*Assumes average value of \$328,453 and 20% homestead exemption plus age-65/over or disabled exemption

**Recommend increase from \$107,000 to \$115,500**



# Other Tax Relief Options



- Other protections and options for age-65/over or disabled home-owners
  - Quarterly payments without penalty and interest
    - Taxpayer with fixed income may request to pay property taxes in four equal payments
    - Must submit initial payment and request by January 31
  - File tax “deferral” if unable to pay
    - Deferral allowed on residence homestead until taxpayer no longer owns or occupies the home
    - Protects property from being sold for back taxes during ownership
    - Property taxes continue to accrue during deferral period and interest will be assessed at the rate of 5% per year
    - Once deferral ends, all accrued taxes, penalty, and interest are due within 180 days



## Recommendation and Next Steps



- Recommend increasing age-65 and older or disabled exemption from \$107,000 to **\$115,500**
- Receive GPFM feedback
- City Council consider change to exemption at agenda meeting on 6/8/22
- Submit changes to appraisal districts no later than 6/30/22 to implement with tax year 2022 (FY 2022-23)





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

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**City of Dallas**

# **Ad Valorem Tax Relief for Over-65 or Disabled Homeowners**

**Government Performance & Financial  
Management Committee  
May 23, 2022**

**M. Elizabeth Reich  
Chief Financial Officer**

**Jack Ireland, Director  
Budget & Management Services**

**Ivan Guel, Assistant Director (i)  
Budget & Management Services**



# Office of the City Auditor

Preliminary Fiscal Year 2022-2023  
Budget Proposal



May 23, 2022  
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee





# Preliminary Budget Proposal – City Charter

## Proposition 5 (11-04-2014) Amended Chapter XI, Section 2

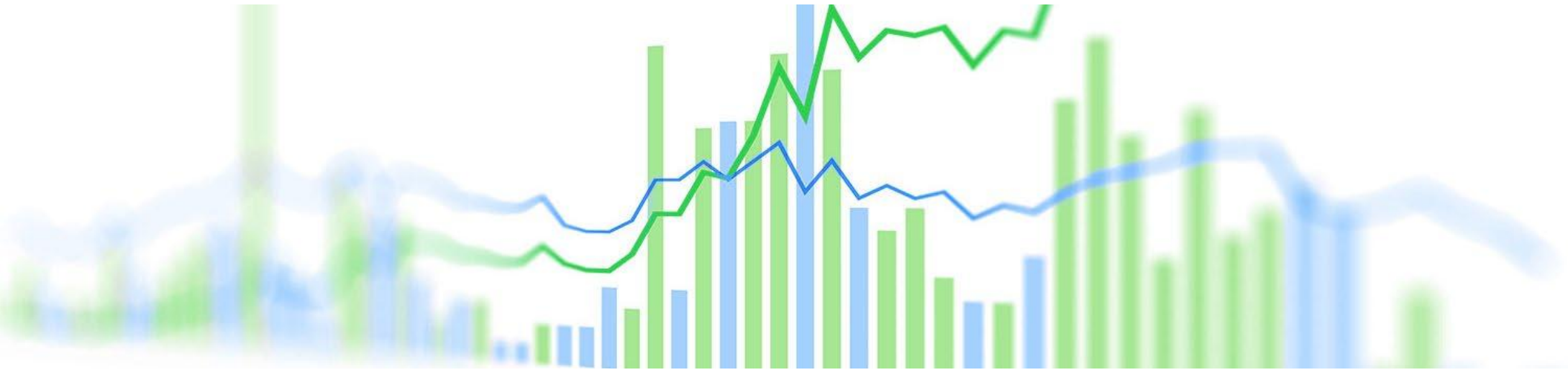
*“The city auditor shall furnish a detailed budget estimate of the needs and requirements of the Office of the City Auditor for the coming year directly to the city council, to be approved by the city council, and then consolidated with the city manager’s annual budget estimate.”*

(Amend. Of 11-08-05, Prop. No. 13; Amend. Of 11-04-14, Prop. No. 5).

# Preliminary Budget Proposal

	FY 2021 – 2022 Budget	FY 2022 – 2023 Recommended Budget	Vacancy Savings	FY 2022-2023 Target
Personnel Services	\$2,351,391	\$2,516,279	-\$62,232	\$2,454,047
Professional Services	416,432	416,432		416,432
Contractual - Other Services	271,301	279,006		279,006
Supplies - Material	24,991	24,991		24,991
<b>Total Expenses</b>	<b>\$3,064,115</b>	<b>\$3,236,708</b>	<b>-\$62,232</b>	<b>\$3,174,476</b>

# Preliminary Budget Proposal – Notable Items



**\$62,232**

Personnel vacancy savings

**21 FTEs (will stay the same)**

**Impact: Recognition of Historic Trend**

**\$416,432**

Professional Services – External auditing/consulting services to augment staff skills.

**Impact: 3-4 Audit Engagements**

# Preliminary Budget Proposal - Budget History

For Year Ending September 30,	Total Budget	Co-Sourcing	Percent Co- Sourcing	FTEs
2018	\$3,160,043	\$7,235	0%	26
2019	3,352,314	18,953	1%	26
2020	3,486,827	220,730	6%	24
2021	3,123,860	360,267	12%	21
2022	3,004,204	360,267	12%	21
2023 (Recommendation)	3,174,476	416,432	13%	21

# Preliminary Budget Proposal – Final Adjustments Needed

## ➤ Decision on:

- Pension costs
- Healthcare costs
- Worker's Compensation rates
- Property, casualty, and public liability insurance
- Department of Information and Technology Services' chargebacks



# Preliminary Budget Proposal – Revenue Impact

- Audits provide oversight of controls supporting operational responsibilities of revenue collections.
- Office of the City Auditor administers outsourced audit of sales/use tax compliance contract.
- Office of the City Auditor administers outsourced audit of utility franchise fees.

# Preliminary Budget Proposal – Performance Measures As of May 13, 2022

	FY 2020 – 2021 Target	FY 2020 – 2021 Actual	FY 2021 – 2022 Target	FY 2021 – 2022 YTD Actual
<b>Outputs</b>				
Number of Audit Deliverables	19	18	19	5
Percentage of Initial Response for Fraud, Waste, and Abuse Alerts within Three Workdays	95%	100%	95%	98%
<b>Efficiency</b>				
Percentage of Available Hours on Direct Projects	82%	80%	82%	78%



# Preliminary Budget Proposal – Outcomes

## As of May 13, 2022

City management's implementation of Office of the City Auditor's recommendations improves City operations and Delivery of City services.

	FY 2020 – 2021 Target	FY 2020 – 2021 Actual	FY 2021 – 2022 Target	FY 2021 – 2022 YTD Actual
<b>Outcome Measures include:</b>				
Percentage of recommendations Management agrees to implement	90%	80%	90%	80%

# Next Steps



- Recommendation to Council from Government Performance and Financial Management Committee for approval of the Office of the City Auditor's proposed preliminary budget estimate of \$3,236,708\* to be included in the City Manager's annual budget estimate for FY 2022 – 2023.
- City Council Agenda item for Wednesday, June 8, 2022

\*Subject to final citywide adjustments, such as staff benefits, insurance, Department of Information Technology Services' chargebacks, and other items that may affect all City departmental budgets.

# Office of the City Auditor

Preliminary Fiscal Year 2021-2022  
Budget Proposal



May 23, 2022  
Mark S. Swann, City Auditor

Government Performance & Financial Management Committee





**City of Dallas**

# **Atmos Dallas Annual Rate Review Filing**

**Government Performance  
and Financial Management  
May 23, 2022**

**Nick Fehrenbach  
Manager of Regulatory Affairs  
Budget and Management Services**

# Overview

- Update the Committee on Atmos Energy Corporation's (Atmos) Dallas Annual Rate Review (DARR) filing
- Review proposed settlement agreement
- Discuss options
- Provide City Manager's recommendation
- Next steps





## 2022 DARR Filing



- Atmos filed its 2022 DARR rate case on January 14, 2022\*
- Requested annual rate increase of \$15.3 million from within the City of Dallas
  - Average residential bill to increase by \$4.51/month or 6.33% with gas costs
  - Average commercial bill to increase by \$14.90/month



*\*2022 DARR filed on January 14 due to January 15 being Saturday*

## 2022 DARR Filing



- City retained Garrett Group LLC (Garrett) in 2017 to review gas rate cases such as the current DARR filing
- After reviewing the filing and supplemental information requested from Atmos, Garrett provided a draft report and preliminary findings, including recommendations for several adjustments to filing
- Staff shared Garrett's preliminary findings with Atmos
- Staff (assisted by Garrett and outside legal counsel) met with Atmos on multiple occasions via virtual conference and telephone to negotiate a settlement
  - Reached proposed settlement on May 10, 2022





## 2022 DARR Proposed Settlement



- Atmos to increase rates in Dallas by \$13.3 million annually
- Rates to become effective September 1, 2022
- Average residential bill will increase by \$4.17 per month
- Average commercial bill will increase by \$10.33 per month
- Atmos will reimburse City's rate case expense
  - Amount determined after adoption of settlement



# Options



- 1) Adopt proposed settlement agreement
  - Atmos to increase rates by \$13.3 million annually
  - Rates to become effective September 1, 2022
  - Atmos to reimburse City for rate case expense
- 2) Adopt rates at some amount less than the proposed settlement
  - Atmos could appeal rates to RCT
  - Atmos could implement requested increase of \$15.3M in rates subject to refund while appeal was pending
- 3) Deny rate request, keeping current rates in effect
  - Atmos could appeal rates to RCT
  - Atmos could implement requested rates subject to refund while appeal was pending



# City Manager's Recommendation



- Adopt proposed settlement agreement as negotiated by staff (Option 1)
  - Saves residents \$2.0 million off of requested rates
  - Atmos to pay City's rate case expenses
  - Rates to become effective September 1, 2022
  - Avoids uncertainty of litigating an appeal at RCT
  - Avoids additional rate case expense which would be passed on to customers



## Next Steps

- May 25, 2022, agenda item to set rates to be charged by Atmos
- Deadline to set rates is August 27, 2022





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**City of Dallas**

# **Atmos Dallas Annual Rate Review Filing**

**Government Performance  
and Financial Management  
May 23, 2022**

**Nick Fehrenbach  
Manager of Regulatory Affairs  
Budget and Management Services**



# Appendix

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## 2021 DARR Filing



- Atmos filed its 2021 DARR rate case on January 15, 2021
- Requested annual rate increase of \$17.04 million from within the City of Dallas
  - Average residential bill to increase by \$5.09/month or 8.16% with gas costs
- Atmos amended DARR filing on March 17, 2021, lowering the requested increase to \$9.2 million
  - Rates are effective September 1, 2021 (extended due to emergency declaration related to COVID-19)



# 2021 DARR Settlement Agreement



- Atmos increased rates by \$1.9 million annually
  - \$9.2 million to \$1.9 million change due to black box settlement agreement by Atmos and City of Dallas
  - Rates became effective September 1, 2021
- Average residential bill increased by \$0.61 per month  
0.98% with gas costs
- Average commercial bill increased by \$1.48 per month  
0.47% with gas costs
- Authorized Rider CEE - Conservation and Energy Efficiency – offers assistance to customers to encourage lower energy consumption and lower bills
  - Surcharge on residential bills is \$0.05 per month
  - Surcharge on commercial bills is \$0.02 per month



## Franchise History



- Original franchise granted to The Dallas Gas Company in 1905
- Purchased by Lone Star Gas in 1927
- Acquired by TXU Gas in 1996
- Merged with Atmos in 2004
- Current franchise approved January 13, 2010, by ordinance #27793 authorizes Atmos to provide natural gas utility service in city
  - Initial term of 15 years



# Jurisdiction to Set Rates

- Texas Utilities Code indicates jurisdictional responsibility for regulation of natural gas in state
- City has original jurisdiction to set local distribution rates within city boundaries
- Railroad Commission of Texas (RCT) has appellate jurisdiction over local distribution rates and original jurisdiction over pipeline rates



# Utility Bill Breakdown



- Customer's gas utility bill has two primary components:
  - Local distribution rates
    - Approved by City Council (RCT has appellate jurisdiction)
    - Charges for distribution from city limits to customers' premises
    - Includes costs for meter reading, billing, and customer service
    - Distribution charges split between monthly customer charge and consumption charge
  - Pipeline rates (appear on bill as Rider GCR-Gas Cost Recovery)
    - Approved by RCT
    - Costs from producer and pipeline company to city limits
    - Includes pass-through of actual cost of gas
    - Typically comprise 60% of residential charges and 70% of commercial charges



# Billing Classes



- Gas utility customers are divided into four billing classes:
  - Residential
  - Commercial
    - Businesses and apartments with gas for common use
  - Industrial
    - Contract for minimum of 125 Mcf per month
    - Service may be interrupted in extreme conditions
  - Transport
    - Fee charged to transport gas between two other parties



# Litigation History



- Last fully litigated case to set Dallas rates:
  - 11/5/08 – Atmos requested a rate increase of \$9.1 million
  - 3/25/09 – City denied increase and set rates below Atmos existing rates
    - Atmos appealed this rate decision to RCT
  - 1/23/10 – RCT granted Atmos a rate increase of \$1.6 million





# Gas Reliability Infrastructure Program (GRIP)



- Enacted by 78th Legislature (2003) as incentive for gas utilities to invest in new infrastructure
- Rates adjusted annually to account for changes in net investment
- 2/25/11 – Filed with City of Dallas
  - Atmos requested increase of \$20.2 million (systemwide)
  - Settled for increase of \$11.0 million (systemwide)
  - City authorized DARR tariff as part of settlement



# DARR Filing History



Year of DARR Filing	Atmos Request	Settlement
2012	\$2.5 million increase	\$0.4 million decrease
2013	\$4.0 million increase	\$1.8 million increase
2014	\$8.7 million increase	\$6.3 million increase
2015	\$7.4 million increase	\$4.7 million increase
2016	\$7.4 million increase	\$5.3 million increase
2017	\$10.7 million increase	\$9.9 million increase By RCT on appeal
2018	No DARR filing	
2019	\$10.1 million increase	\$8.5 million increase Settled on appeal
2020	\$18.3 million increase	\$15.8 million increase
2021	\$17.04 million increase	\$1.9 million increase
2022	\$15.3 million increase	\$13.3 million increase* (proposed)





**City of Dallas**

# **Application of Oncor Electric Delivery Company LLC for Authority to Change Rates**

**Government Performance and  
Financial Management  
May 23, 2022**

**Nick Fehrenbach  
Manager of Regulatory Affairs  
Budget and Management Services**

# Overview

- Update the City Council committee on the application of Oncor Electric Delivery Company LLC for authority to change rates
- Discuss next steps



## Current Filing



- On May 13, 2022, Oncor Electric Delivery Company LLC (Oncor) filed an application for authority to change rates with the City of Dallas
- Requested an annual increase in rates of \$251 million system wide
  - See Appendix for map of service area
- Rates to become effective June 17, 2022
- Average residential customer using 1,300 kWh of electricity would see a monthly increase of \$6.02 (11.2 Percent increase)
- Streetlighting rates to increase by 1.6 Percent
- Oncor filed the request with all cities in their service area and the Public Utility Commission of Texas (PUC)



## Current Filing



- Pursuant to the Texas Public Utilities Act, a regulatory authority such as the City of Dallas has 35 days to take action on a request to change rates
- If no action is taken within 35 days the rates are deemed administratively approved as filed
- Rates to become effective June 17, 2022
- City may suspend the effective date for an additional 90 days from the requested effective date
- Provides additional time to review the filing and determine if the requested rates are justified
- Deadline to set rates would become September 15, 2022





# Oncor Cities Steering Committee



- City of Dallas is a member of the Oncor Cities Steering Committee (OCSC)
  - Executive committee member of OCSC
  - Coalition of 169 cities in the Oncor service area
  - Represents cities in rate cases and legislative matters pertaining to electricity since the early 1990s
  - Funded by a per capita assessment on member cities
  - City's reasonable rate case expenses are reimbursable by Oncor
- City of Dallas annual membership cost is \$134,505
  - Allows cities to coordinate review efforts
  - Reduces duplication of effort by various cities
  - Limits number of qualified consultants to assist on this complex of a case within the statutory deadlines





## Next Steps



- May 25, 2022 agenda item to adopt resolution suspending Oncor's requested rates for 90 days
- Deadline for City action is June 17, 2022
- After suspension, effective date for new rates will be September 15, 2022
- Continue work with OCSC and return to City Council to take action prior to September 15, 2022





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**City of Dallas**

# **Application of Oncor Electric Delivery Company LLC for Authority to Change Rates**

**Government Performance and  
Financial Management  
May 23, 2022**

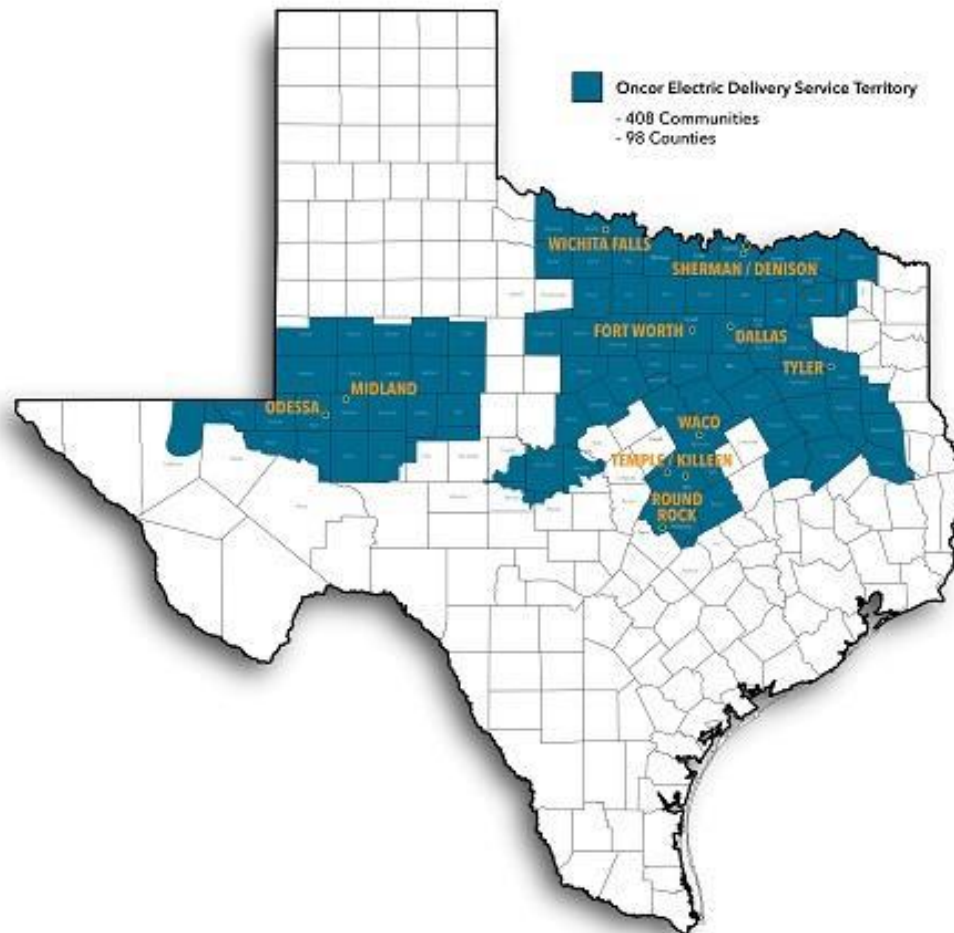
**Nick Fehrenbach  
Manager of Regulatory Affairs  
Budget and Management Services**



# Appendix

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# Service Area Map





# BUDGET ACCOUNTABILITY REPORT

As of March 31, 2022



Prepared by Budget & Management Services

1500 Marilla Street, 4FN  
Dallas, TX 75201

214-670-3659  
[financialtransparency.dallascityhall.com](http://financialtransparency.dallascityhall.com)

# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	7% under budget	7% under budget
Development Services	7% over budget	✓
Municipal Radio	19% under budget	7% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	8% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	5% over budget	10% under budget
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 20  
On Target

! 7  
Near Target

✗ 8  
Not on Target

#### Year-End Forecast

✓ 25  
On Target

! 5  
Near Target

✗ 5  
Not on Target

### Budget Initiative Tracker

● 2  
Complete

! 0  
At Risk

✓ 33  
On Track

✗ 0  
Canceled



# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through March 31, 2022, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 22, 2021, effective October 1, 2021, through September 30, 2022. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

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

## General Fund Overview

The General Fund overview provides a summary of financial activity through March 31, 2022.

	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$272,058,286	\$272,058,286		\$287,241,830	\$15,183,544
Revenues	1,535,018,900	1,560,076,196	1,189,300,301	1,563,154,292	3,078,096
Expenditures	1,535,018,900	1,560,076,196	726,313,829	1,562,279,799	2,203,604
Ending Fund Balance	\$272,058,286	\$272,058,286		\$288,116,323	\$16,058,036

**Fund Balance.** As of March 31, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings.

**Revenues.** Through March 31, 2022, General Fund revenues are projected to be \$3,078,000 over budget. After increasing sales tax revenue budget at mid-year, sales tax revenue is still forecast to exceed the budget by \$11,251,000. This is partially offset by declines in fines and forfeitures and miscellaneous traffic impact fees. Fines and forfeitures combined with miscellaneous traffic impact fees are projected to be \$6,223,000 under budget.

**Expenditures.** Through March 31, 2022, General Fund expenditures are projected to be \$2,204,000 over budget due to uniform overtime expenses and contractual services such as temporary staffing. These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments.

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

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

## FY 2021-22 Financial Forecast Report

## GENERAL FUND REVENUE

Revenue Category		FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$876,483,968	\$876,483,968	\$865,751,469	\$877,313,447	\$829,479
2	Sales Tax	344,283,066	364,294,064	196,794,705	375,544,901	11,250,837
3	Franchise and Other	117,599,602	117,599,602	44,189,544	118,966,331	1,366,729
4	Charges for Services	108,668,947	108,668,947	56,495,390	109,101,044	432,097
5	Fines and Forfeitures	26,390,716	26,390,716	10,403,004	21,460,025	(4,930,691)
6	Operating Transfers In	32,918,730	33,116,288	4,685,491	28,383,394	(4,732,894)
7	Intergovernmental	13,101,905	17,950,645	1,067,643	17,868,711	(81,934)
8	Miscellaneous	8,877,610	8,877,610	6,148,183	7,585,660	(1,291,950)
9	Licenses and Permits	5,844,356	5,844,356	2,962,687	5,774,950	(69,406)
10	Interest	850,000	850,000	802,186	1,155,830	305,830
Total Revenue		\$1,535,018,900	\$1,560,076,196	\$1,189,300,301	\$1,563,154,292	\$3,078,096

## VARIANCE NOTES

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

**2 Sales Tax.** City Council increased the sales tax budget to \$364,294,064 on May 11 as part of the mid-year appropriations adjustment process. Revenues are forecast to be \$11,251,000 over budget based on actual collection trends six months into the fiscal year. The revised forecast is based on analysis by our contract economist considering strong wage and employment growth as well as inflation and anticipated slowing of the economy later in 2022.

**5 Fines and Forfeitures.** Fines and forfeitures are projected to be \$4,931,000 under budget primarily due to declines in citations filled with the court (25.8 percent decline compared to the same period last year from October to February), in addition to decline in parking fine activity.

**6 Operating Transfers In.** The revenue budget for Operating Transfers In was amended on December 8, 2021 by resolution #21-2023 in the amount of \$197,558 for the establishment of the Inspector General Division. Revenues are forecast to be \$4,733,000 under budget primarily because a transfer to the General Fund from the Revenue Stabilization Fund will be deferred from FY 2021-22 to a future year. This transfer is deferred because other General Fund revenues are forecast to exceed the total budgeted amount for the current fiscal year.

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

**8 Miscellaneous.** Miscellaneous revenues are projected to be \$1,292,000 under budget primarily due to delay in finalizing the review process for new adopted fees for traffic impact related to transportation.

## **VARIANCE NOTES (continued)**

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

**9 Interest.** Interest revenue is projected to be \$306,000 over budget primarily due to improved market conditions and anticipated interest rate hikes.

## FY 2021-22 Financial Forecast Report

## GENERAL FUND EXPENDITURES

	Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$260,333,866	\$261,617,489	\$110,175,971	\$247,650,516	(\$13,966,973)
	Non-uniform Overtime	6,826,827	6,826,827	6,229,409	10,585,851	3,759,024
	Non-uniform Pension	35,609,192	37,966,293	15,568,004	37,222,084	(744,209)
	Uniform Pay	496,243,907	497,132,747	235,879,665	478,042,537	(19,090,210)
	Uniform Overtime	35,775,121	35,775,121	35,094,893	61,487,287	25,712,166
	Uniform Pension	171,394,327	171,394,327	82,963,444	172,188,300	793,973
	Health Benefits	73,731,868	73,673,423	27,494,226	73,673,382	(41)
	Workers Comp	10,115,891	10,115,891	0	10,115,891	0
	Other Personnel Services	12,262,614	12,294,116	5,447,222	12,286,234	(7,882)
1	Total Personnel Services	\$1,102,293,613	\$1,106,796,235	\$518,852,834	\$1,103,252,082	(\$3,544,152)
2	Supplies	75,425,847	76,908,658	39,327,696	79,229,570	2,320,912
3	Contractual Services	433,322,701	451,418,204	179,124,104	458,385,193	6,966,989
4	Capital Outlay	11,677,806	12,654,166	7,209,210	14,352,801	1,698,635
5	Reimbursements	(87,701,067)	(87,701,067)	(18,200,015)	(92,939,847)	(5,238,780)
	Total Expenditures	\$1,535,018,900	\$1,560,076,196	\$726,313,829	\$1,562,279,799	\$2,203,604

## VARIANCE NOTES

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

**1 Personnel Services.** Personnel services are forecast to be \$3,544,000 under budget primarily due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, which are partially offset by uniform overtime expenses in Dallas Police Department (\$6,878,000) and Dallas Fire-Rescue (\$18,834,000).

**2 Supplies.** Supplies are forecast to be \$2,321,000 over budget primarily due to radios and other expenses related to the Real-Time Crime Center, protective equipment for Dallas Police Department, and various supplies for ambulance operations, in-house repairs, and preventive maintenance of Dallas Fire-Rescue fleet.

**3 Contractual Services.** Contractual services are forecast to be \$6,967,000 over budget primarily due to rental equipment for Public Work's in-house preservation service, various contractor service fees in Public Works, and temporary staffing costs across several General Fund departments.

**4 Capital Outlay.** Capital outlay is forecast to be \$1,699,000 over budget primarily due to Public Works equipment and supply chain interruptions in Park and Recreation; long wait times for materials orders have caused items ordered in the prior fiscal year to be reflected in the FY 2021-22 budget.

**VARIANCE NOTES (continued)**

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

**5 Reimbursements.** Reimbursements are forecast to be \$5,239,000 better than budget primarily due to additional reimbursements from the Coronavirus Relief Fund and American Rescue Plan Act (ARPA) for eligible Dallas Fire-Rescue salary expenses, partially offset by a reduction in anticipated reimbursements for Dallas Police Department.

## FY 2021-22 Financial Forecast Report

## GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Arts and Culture	\$21,337,590	21,377,336	\$16,644,371	21,242,980	(\$134,356)
2	Budget and Management Services	4,512,904	4,541,156	1,900,723	4,357,672	(183,484)
3	Building Services	24,356,319	24,338,775	12,342,734	24,479,683	140,908
4	City Attorney	17,814,203	18,565,088	8,310,114	18,814,572	249,484
5	City Auditor	3,048,254	3,064,115	1,462,922	3,027,856	(36,259)
6	City Controller	7,764,698	7,804,952	3,733,753	7,829,947	24,995
7	Independent Audit	745,429	745,429	0	745,429	0
8	City Manager	2,933,212	2,987,300	1,480,254	3,189,114	201,814
9	City Secretary	3,050,306	3,068,256	1,438,773	3,032,591	(35,665)
10	Elections	104,713	283,013	48,952	283,013	0
11	Civil Service	3,021,703	3,037,119	957,109	2,727,491	(309,628)
12	Code Compliance	35,032,924	35,314,022	14,780,281	34,737,068	(576,954)
13	Court and Detention Services	24,077,721	24,005,239	11,174,166	23,690,864	(314,375)
14	Jail Contract	9,450,527	9,450,527	(4,773,558)	9,450,527	0
15	Dallas Animal Services	16,068,520	16,173,829	7,337,559	16,243,496	69,667
16	Dallas Fire-Rescue	335,699,096	336,663,887	168,102,589	342,101,411	5,437,524
17	Dallas Police Department	565,934,568	566,879,714	272,709,042	566,948,338	68,624
18	Data Analytics and Business Intelligence	3,988,372	4,058,538	1,361,146	3,450,266	(608,272)
19	Economic Development	3,252,177	3,541,806	1,864,288	3,527,261	(14,545)
20	Housing and Neighborhood Revitalization	3,825,426	3,815,087	1,096,786	3,628,702	(186,385)
21	Human Resources	7,199,251	7,387,253	3,322,035	7,387,253	0
22	Judiciary	3,675,924	3,850,484	1,782,163	3,850,484	0
23	Library	32,917,306	33,155,563	14,350,710	32,556,132	(599,431)
	Management Services					
24	311 Customer Service Center	5,079,860	5,130,513	2,237,173	5,130,513	0
25	Communications, Outreach, and Marketing	2,330,867	2,416,584	815,191	2,416,584	0
26	Community Care	9,204,147	9,242,978	2,472,900	9,255,927	12,949
27	Community Police Oversight	630,129	632,951	182,814	558,994	(73,957)
28	Emergency Management	1,130,290	1,135,003	556,501	1,135,003	0
29	Environmental Quality and Sustainability	4,255,762	4,319,929	2,275,267	4,083,859	(236,070)
30	Equity and Inclusion	2,644,998	2,898,879	1,007,041	2,898,879	0
31	Government Affairs	914,383	919,693	374,814	849,085	(70,608)
32	Historic Preservation	755,602	760,575	291,804	745,891	(14,684)
33	Homeless Solutions	11,913,143	11,987,770	6,846,760	11,987,770	0
34	Integrated Public Safety Solutions	4,969,809	4,984,006	1,202,584	4,787,503	(196,503)
35	Small Business Center	2,454,801	2,509,055	589,204	2,251,470	(257,585)
36	Mayor and City Council	5,351,007	5,432,068	2,523,294	5,499,831	67,763
37	Non-Departmental	115,542,145	122,818,281	33,519,296	122,818,281	0
38	Park and Recreation	99,627,169	101,068,491	52,478,846	101,068,491	0
39	Planning and Urban Design	4,209,553	6,752,112	2,390,246	6,804,731	52,619
40	Procurement Services	3,082,909	3,103,102	1,336,825	2,909,567	(193,535)
41	Public Works	76,357,799	81,871,019	52,157,471	81,871,020	0
42	Transportation	45,249,577	45,298,648	21,628,887	45,218,199	(80,449)
	<b>Total Departments</b>	<b>\$1,525,515,093</b>	<b>\$1,547,390,145</b>	<b>\$726,313,829</b>	<b>\$1,549,593,748</b>	<b>\$2,203,604</b>
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	4,483,807	9,483,807	0	9,483,807	0
45	Salary and Benefit Stabilization	5,020,000	3,202,244	0	3,202,244	0
	<b>Total Expenditures</b>	<b>\$1,535,018,900</b>	<b>\$1,560,076,196</b>	<b>\$726,313,829</b>	<b>\$1,562,279,799</b>	<b>\$2,203,604</b>

## VARIANCE NOTES

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

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

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

**3 Building Services.** City Council decreased BSD's budget by \$18,000 on May 11 by ordinance #32193 to reallocate existing resources between various City departments, partially offset by an increase for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. BSD is projecting to be \$141,000 over budget primarily due to an anticipated reduction in reimbursable work orders.

**4 City Attorney.** City Council increased CAO's budget by \$197,558 on December 8 by resolution #21-2023 and by \$553,000 on May 11 by ordinance #32193 for the establishment of the Inspector General Division, one-time Employee Retirement Fund (ERF) pension costs, and the Compensation Study Phase II implementation. CAO is projected to be \$249,000 over budget due to termination payouts for retiring employees.

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

**6 City Controller.** City Council increased CCO's budget by \$40,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation, partially offset by a decrease to reallocate existing resources between various City departments. CCO is projected to be \$25,000 over budget primarily due to temporary staffing costs and overtime expenses, partially offset by salary savings associated with 17 vacant positions.

**8 City Manager.** City Council increased CMO's budget by \$54,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. CMO is projected to be \$202,000 over budget due to termination payouts for retiring employees and personnel costs associated with organizational changes made effective in February.

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

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

**11 Civil Service.** City Council increased CVS's budget by \$15,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. Civil Service is projected to be \$310,000 under budget primarily due to salary savings associated with nine vacant positions.



## VARIANCE NOTES (continued)

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

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

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

**15 Dallas Animal Services.** City Council increased DAS's budget by \$33,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. DAS is projected to be \$70,000 over budget primarily due to temporary staffing costs.

**16 Dallas Fire-Rescue.** City Council increased DFR's budget by \$965,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and the increase in fuel prices. DFR is projected to be \$5,438,000 over budget primarily due to uniform overtime expenses (\$18,834,000) as a result of a winter surge in COVID-19 quarantines requiring backfill, higher than anticipated attrition, prolonged training timelines, and higher than anticipated injuries resulting in light duty. Operational expenses have also been impacted by increased costs to repair, maintain, and fuel apparatus, as well as to issue needed EMS supplies. This is partially offset by additional reimbursements from the Coronavirus Relief Fund and American Rescue Plan Act (ARPA) for eligible uniform salary expenses.

**17 Dallas Police Department.** City Council increased DPD's budget by \$945,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and the increase in fuel prices, partially offset by a decrease to reallocate existing resources between various City departments. DPD is projected to be \$69,000 over budget primarily due to higher than anticipated expenses related to the Real-Time Crime Center, increased uniform overtime expenses (\$6,878,000), a reduction in anticipated reimbursements, and an unanticipated increase in fuel prices (\$2,074,000), partially offset by salary savings associated with vacant uniform and non-uniform positions.

**18 Data Analytics and Business Intelligence.** City Council increased DBI's budget by \$70,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. DBI is projected to be \$608,000 under budget primarily due to salary savings associated with 11 vacant positions.

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

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

## VARIANCE NOTES (continued)

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

**21 Human Resources.** City Council increased HR's budget by \$188,000 on May 11 by resolution ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and temporary staffing costs related to Workday implementation.

**22 Judiciary.** City Council increased CTJ's budget by \$175,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

**23 Library.** City Council increased LIB's budget by \$238,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. LIB is projected to be \$599,000 under budget primarily due to salary savings associated with 30 vacant positions, partially offset by the use of savings to replace the flooring at the Kleberg-Rylie Branch Library.

**24 311 Customer Service Center.** City Council increased 311's budget by \$51,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

**25 Communications, Outreach, and Marketing.** City Council increased COM's budget by \$86,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments.

**26 Community Care.** City Council increased OCC's budget by \$39,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. OCC is projected to be \$13,000 over budget primarily due to termination payouts for retiring employees.

**27 Community Police Oversight.** City Council increased OCPO's budget by \$3,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. OCPO is projected to be \$74,000 under budget primarily due to salary savings associated with two vacant positions.

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

**29 Environmental Quality and Sustainability.** City Council increased OEQS's budget by \$64,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation.

**30 Equity and Inclusion.** City Council increased OEI's budget by \$254,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments.

**31 Government Affairs.** City Council increased OGA's budget by \$5,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. OGA is projected to be \$71,000 under budget primarily due to salary savings associated with three vacant positions.

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

## VARIANCE NOTES (continued)

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

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

**34 Integrated Public Safety Solutions.** City Council increased IPSS's budget by \$14,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. IPSS is projected to be \$197,000 under budget primarily due to salary savings associated with four vacant positions.

**35 Small Business Center.** City Council increased SBC's budget by \$54,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. SBC is projected to be \$258,000 under budget primarily due to salary savings associated with three vacant positions.

**36 Mayor and City Council.** City Council increased MCC's budget by \$81,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. MCC is projected to be \$68,000 over budget primarily due to temporary staffing costs, partially offset by salary savings associated with two vacant positions.

**37 Non-Departmental.** City Council increased Non-D's budget by \$7,276,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, HRIS module implementation (\$1,939,000), and expenses associated with a new data center (\$5,200,000).

**38 Park and Recreation.** City Council increased PKR's budget by \$1,441,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, the increase in fuel prices, and partial design costs (\$600,000) for future capital improvements at Fair Park.

**39 Planning and Urban Design.** City Council increased PUD's budget by \$2,543,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and zoning updates. PUD is projected to be \$53,000 over budget primarily due to an anticipated reduction in reimbursements due to various projects not meeting the criteria for TIF reimbursement.

**40 Procurement Services.** City Council increased POM's budget by \$20,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. POM is projected to be \$194,000 under budget primarily due to salary savings associated with six vacant positions.

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

**VARIANCE NOTES (continued)**

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

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

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

**45 Salary and Benefit Stabilization.** The FY 2021-22 Ordinance authorizes the City Manager to transfer appropriations from S&B to any department as allowed by City Charter Chapter XI (Sec. 3), of which, \$1,874,000 was transferred to all General Fund departments.

## FY 2021-22 Financial Forecast Report

## ENTERPRISE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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**1 AVIATION**

Beginning Fund Balance	\$15,319,809	\$15,319,809		\$48,029,990	\$32,710,181
Total Revenues	142,389,852	142,389,852	85,065,809	142,389,852	0
Total Expenditures	142,389,852	142,389,852	62,541,165	142,389,852	0
Ending Fund Balance	\$15,319,809	\$15,319,809		\$48,029,989	\$32,710,181

**2 CONVENTION AND EVENT SERVICES**

Beginning Fund Balance	\$39,553,867	\$39,553,867		\$43,463,337	\$3,909,470
Total Revenues	100,819,948	100,819,948	38,233,613	93,502,763	(7,317,185)
Total Expenditures	100,819,948	100,819,948	29,548,546	93,502,763	(7,317,185)
Ending Fund Balance	\$39,553,867	\$39,553,867		\$43,463,337	\$3,909,470

**3 DEVELOPMENT SERVICES**

Beginning Fund Balance	\$48,987,040	\$48,987,040		\$49,020,764	\$33,724
Total Revenues	33,476,527	33,476,527	19,050,665	35,394,009	1,917,482
Total Expenditures	38,383,670	38,383,670	16,215,417	38,323,591	(60,079)
Ending Fund Balance	\$44,079,897	\$44,079,897		\$46,091,182	\$2,011,285

**4 MUNICIPAL RADIO**

Beginning Fund Balance	\$355,950	\$355,950		\$909,189	\$553,239
Total Revenues	1,861,000	1,861,000	752,180	1,500,750	(360,250)
Total Expenditures	1,815,740	1,815,740	968,787	1,685,094	(130,646)
Ending Fund Balance	\$401,210	\$401,210		\$724,845	\$323,635

**5 SANITATION SERVICES**

Beginning Fund Balance	\$16,465,593	\$16,465,593		\$18,206,255	\$1,740,662
Total Revenues	137,982,207	137,982,207	70,892,817	139,101,536	1,119,329
Total Expenditures	139,536,992	141,699,380	46,634,563	141,699,380	0
Ending Fund Balance	\$14,910,808	\$12,748,420		\$15,608,411	\$2,859,991

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

Beginning Fund Balance	\$10,386,150	\$10,386,150		\$18,863,503	\$8,477,353
Total Revenues	69,314,586	69,314,586	36,380,883	69,314,586	0
Total Expenditures	69,314,586	71,814,586	18,900,876	71,813,472	(1,114)
Ending Fund Balance	\$10,386,150	\$7,886,150		\$16,364,617	\$8,478,467

**7 WATER UTILITIES**

Beginning Fund Balance	\$108,890,415	\$108,890,415		\$136,997,769	\$28,107,354
Total Revenues	713,732,650	713,732,650	350,440,997	713,732,650	0
Total Expenditures	722,432,650	755,468,335	311,985,123	755,468,335	0
Ending Fund Balance	\$100,190,415	\$67,154,730		\$95,262,084	\$28,107,354

## FY 2021-22 Financial Forecast Report

## INTERNAL SERVICE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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**8 BOND AND CONSTRUCTION MANAGEMENT**

Beginning Fund Balance	(\$1,173,960)	(\$1,173,960)		(\$2,279,033)	(\$1,105,073)
Total Revenues	23,065,518	23,065,518	3,874,027	23,388,378	322,860
Total Expenditures	23,065,518	23,065,518	10,508,210	21,108,758	(1,956,760)
Ending Fund Balance	(\$1,173,960)	(\$1,173,960)		\$586	\$1,174,546

**9 EQUIPMENT AND FLEET MANAGEMENT**

Beginning Fund Balance	\$10,625,614	\$10,625,614		\$12,577,658	\$1,952,044
Total Revenues	55,306,860	63,049,824	12,763,440	63,112,718	62,894
Total Expenditures	56,541,723	64,284,687	33,486,014	64,284,687	0
Ending Fund Balance	\$9,390,751	\$9,390,751		\$11,405,689	\$2,014,938

**10 EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$4,666,187	\$4,666,187		\$5,029,721	\$363,534
Total Revenues	2,593,790	2,593,790	1,334,464	2,724,576	130,786
Total Expenditures	2,323,978	2,323,978	1,360,449	2,084,943	(239,035)
Ending Fund Balance	\$4,935,999	\$4,935,999		\$5,669,353	\$733,354

**11 INFORMATION TECHNOLOGY**

Beginning Fund Balance	\$7,697,728	\$7,697,728		\$9,307,658	\$1,609,930
Total Revenues	99,176,891	99,176,891	47,877,937	99,086,822	(90,069)
Total Expenditures	99,176,891	99,176,891	54,621,175	98,507,300	(669,591)
Ending Fund Balance	\$7,697,728	\$7,697,728		\$9,887,180	\$2,189,452

**12 RADIO SERVICES**

Beginning Fund Balance	\$517,133	\$517,133		\$1,429,013	\$911,880
Total Revenues	13,248,650	13,248,650	6,860,800	13,241,826	(6,824)
Total Expenditures	13,248,650	13,629,450	5,728,661	13,421,417	(208,033)
Ending Fund Balance	\$517,133	\$136,333		\$1,249,422	\$1,113,089

## FY 2021-22 Financial Forecast Report

## OTHER FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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**13 9-1-1 SYSTEM OPERATIONS**

Beginning Fund Balance	\$4,180,269	\$4,180,269		\$6,626,869	\$2,446,600
Total Revenues	12,017,444	12,017,444	5,786,617	12,466,050	448,606
Total Expenditures	14,341,472	14,808,520	8,058,176	15,435,580	627,060
Ending Fund Balance	\$1,856,241	\$1,389,193		\$3,657,339	\$2,268,146

**14 DEBT SERVICE**

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$69,564,897	\$2,697,200
Total Revenues	345,529,961	345,529,962	317,046,334	345,856,961	326,999
Total Expenditures	348,776,403	348,776,403	249,653,363	339,147,345	(9,629,058)
Ending Fund Balance	\$63,621,256	\$63,621,256		\$76,274,514	\$12,653,258

**15 EMPLOYEE BENEFITS**

City Contributions	99,503,000	99,503,000	38,544,740	99,503,000	\$0
Employee Contributions	40,959,071	40,959,071	21,400,330	45,993,747	5,034,676
Retiree	27,867,000	27,867,000	9,677,238	25,403,000	(2,464,000)
Other	0	0	3,783	3,783	3,783
Total Revenues	168,329,071	168,329,071	69,626,091	170,903,530	2,574,459
Total Expenditures	176,549,294	176,549,294	58,257,016	175,465,799	(1,083,495)

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

**16 RISK MANAGEMENT**

Worker's Compensation	14,085,135	14,085,135	287,092	14,085,135	\$0
Third Party Liability	11,688,742	11,688,742	4,545,500	11,688,742	(0)
Purchased Insurance	11,096,779	11,096,779	1,469	11,096,779	0
Interest and Other	0	0	4,760	4,760	4,760
Total Revenues	36,870,656	36,870,656	4,838,821	36,875,416	4,760
Total Expenditures	52,064,548	52,064,548	19,278,890	35,520,379	(16,544,169)

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



## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of March 31, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

**2 Convention and Event Services.** CCT revenues are projected to be \$7,317,000 under budget due to cancellations and rescheduling of various events as a result of COVID-19. CCT expenses are also projected to be \$7,317,000 under budget primarily due to a reduction in payments to VisitDallas, Spectra Venue Management, and costs that would have been incurred for now-canceled events.

**3 Development Services.** DEV revenues are projected to be \$1,917,000 over budget due to higher-than-budgeted permit activity.

**4 Municipal Radio.** WRR revenues are projected to be \$360,000 under budget primarily due to declines in arts-related advertising revenues. WRR anticipates using fund balance to offset lost revenue. A request for proposal (RFP) for private management of station programming is currently being negotiated. Arts and Culture (OAC) anticipates a spring 2022 presentation to the Quality of Life, Arts, and Culture Committee in partnership with the preferred vendor.

**5 Sanitation Services.** City Council increased SAN's budget by \$2,162,000 on May 11 by ordinance #32193 due to the increase in fuel prices. SAN revenues are projected to be \$1,119,000 over budget due to stronger-than-anticipated residential collection revenues.

**6 Storm Drainage Management - Dallas Water Utilities.** City Council increased SDM's budget by \$2,500,000 on May 11 by ordinance #32193 to support capital construction and equipment purchases.

**7 Water Utilites.** City Council increased DWU's budget by \$33,036,000 on May 11 by resolution ordinance #31293 to support capital construction and equipment purchases.

**8 Bond and Construction Management.** BCM expenses are projected to be \$1,957,000 under budget primarily due to salary savings associated with 47 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project. BCM revenues are projected to be \$323,000 over budget due to charges to capital projects encumbered in the prior fiscal year.

**9 Equipment and Fleet Management.** City Council increased EFM's budget by \$7,743,000 on May 11 by ordinance #32193 due to the increase in fuel prices. The original FY 2021-22 budget was based on an anticipated blended fuel rate of \$2.00 per gallon. In March 2022, the actual average blended rate was \$2.71 per gallon and is anticipated to increase to \$3.50 or more per gallon.

**10 Express Business Center.** Express Business Center expenses are projected to be \$239,000 under budget primarily due to additional office supplies reimbursements and salary savings associated with three vacant positions.

**12 Radio Services.** City Council increased Radio Services' budget by \$381,000 on May 11 by ordinance #32193 for consulting and engineering support for the P25 Radio System Project. Radio expenses are projected to be \$208,000 under budget primarily due to salary savings associated with seven vacant positions.

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of March 31, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 audited unassigned ending fund balance and includes FY 2020-21 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

**13 9-1-1 System Operations.** City Council increased 911's budget by \$467,000 on May 11 by ordinance #31293 for costs associated with the transition of 911 call centers from an analog network to a digital network (ESINet). 911 expenses are projected to be \$627,000 over budget primarily due to equipment purchased for the 911 Next Generation project. 911 revenues are projected to be \$449,000 over budget due to increased collections for wireless and wireline fees. 911 anticipates using fund balance to cover the increased expense.

**14 Debt Service.** Debt Service expenses are projected to be \$9,629,000 under budget due to interest savings realized in the November 2021 bond sale.

**16 Risk Management.** Risk Management expenses are projected to be \$16,544,000 under budget primarily due to a delay in anticipated claims expenses and lower-than-expected payout in FY 2021-22 resulting in some claims to be moved over to FY 2022-23.

## FY 2021-22 Financial Forecast Report

## GENERAL OBLIGATION BONDS

## 2017 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$419,861,470	\$171,332,057	\$94,217,569	\$154,311,844
B	Park and Recreation Facilities	261,807,000	234,143,026	140,778,712	21,147,463	72,216,851
C	Fair Park	50,000,000	42,889,098	28,665,797	2,983,148	11,240,153
D	Flood Protection and Storm Drainage	48,750,000	35,546,268	8,655,353	7,379,557	19,511,359
E	Library Facilities	15,589,000	15,589,000	14,744,158	278,725	566,117
F	Cultural and Performing Arts Facilities	14,235,000	14,102,088	10,340,101	2,715,162	1,046,825
G	Public Safety Facilities	32,081,000	29,897,353	20,798,052	4,823,346	4,275,955
H	City Facilities	18,157,000	15,423,904	808,215	1,460,481	13,155,208
I	Economic Development	55,400,000	46,367,495	18,667,509	10,444,607	17,255,379
J	Homeless Assistance Facilities	20,000,000	16,978,370	3,423,424	506,398	13,048,548
Total		\$1,050,000,000	\$870,798,072	\$418,213,377	\$145,956,456	\$306,628,239

## 2012 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$265,630,488	\$251,619,137	\$8,575,535	\$5,435,816
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	223,664,642	75,693,611	27,016,747
3	Economic Development	55,000,000	55,000,000	36,667,280	6,049,484	12,283,236
Total		\$642,000,000	\$647,005,488	\$511,951,058	\$90,318,630	\$44,735,800

## 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	\$387,123,552	\$14,843,444	\$4,523,557
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	283,841,192	13,151,359	45,764,616
3	Park and Recreation Facilities	343,230,000	353,343,060	345,437,305	1,667,602	6,238,153
4	Library Facilities	46,200,000	48,318,600	47,582,970	93,988	641,641
5	Cultural Arts Facilities	60,855,000	63,821,447	63,073,089	74,803	673,555
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	30,826,305	205,186	5,184,987
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	41,939,230	1,153,500	1,967,324
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,311,866	303,608	11,111,977
11	Court Facilities	7,945,000	8,146,606	7,826,118	50,582	269,905
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,077,459	6,299	989,179
Total		\$1,353,520,000	\$1,401,388,107	\$1,292,097,269	\$31,550,384	\$77,740,453

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

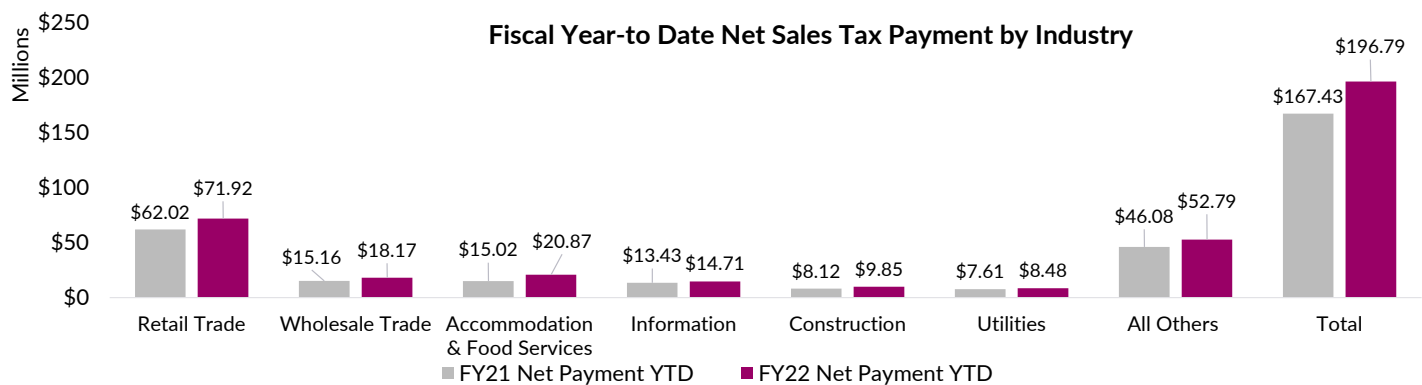
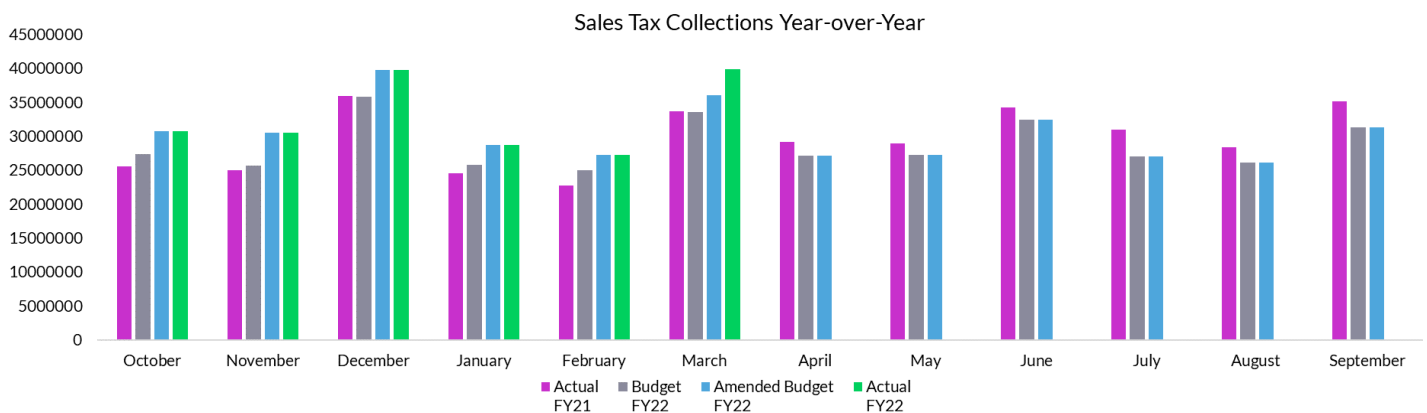
## FY 2021-22 Financial Forecast Report

# ECONOMIC INDICATORS

## Sales Tax

The current sales tax rate is 8.25 percent: 6.25 percent goes to the state, one percent to the City, and one percent to DART. In FY 2020-21, the City received \$354,287,642 in sales tax revenue. In FY 2021-22, the City budgeted \$344,283,066, which was increased to \$364,294,064 as part of the mid-year budget ordinance #32193 approved by the City Council on May 11. As of March 31, 2022, the sales tax forecast is \$375,544,901. 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.



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

## FY 2021-22 Financial Forecast Report

## ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	March FY22 over March FY21	FYTD22 over FYTD21
Retail Trade	8%	16%
Wholesale Trade	20%	20%
Accommodation and Food Services	22%	39%
Information	2%	10%
Construction	0%	21%
Utilities	2%	12%
All Others	49%	15%
Total Collections	18%	18%

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

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

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

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

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

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

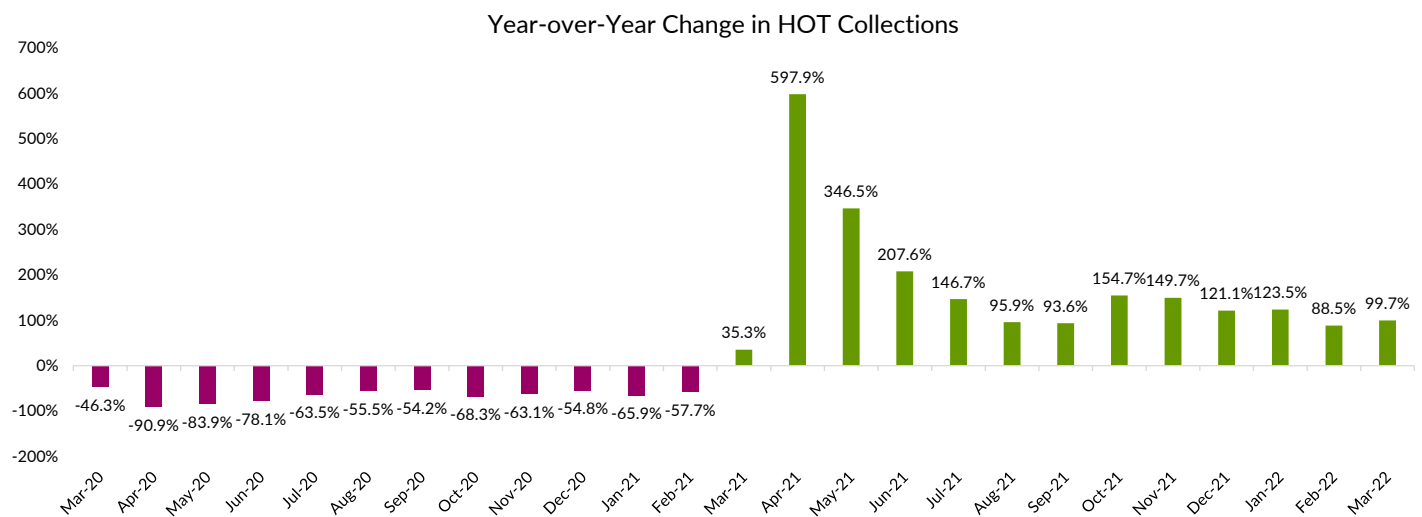
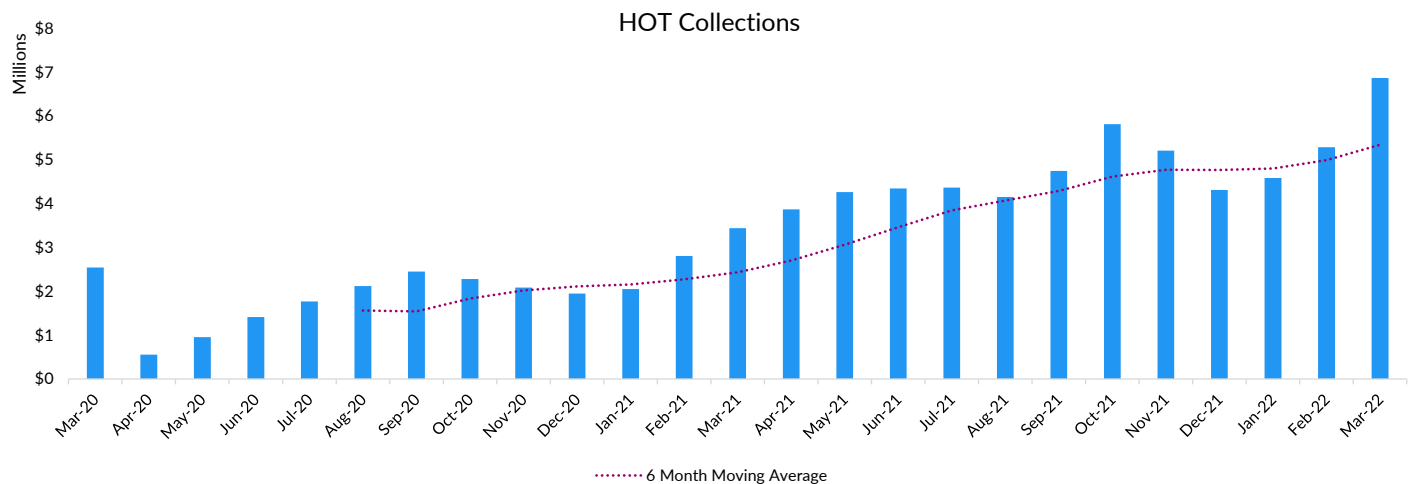
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

## FY 2021-22 Financial Forecast Report

## ECONOMIC INDICATORS

## Hotel Occupancy Tax

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



## FY 2021-22 Financial Forecast Report

## ECONOMIC INDICATORS

## Convention Center Event Bookings

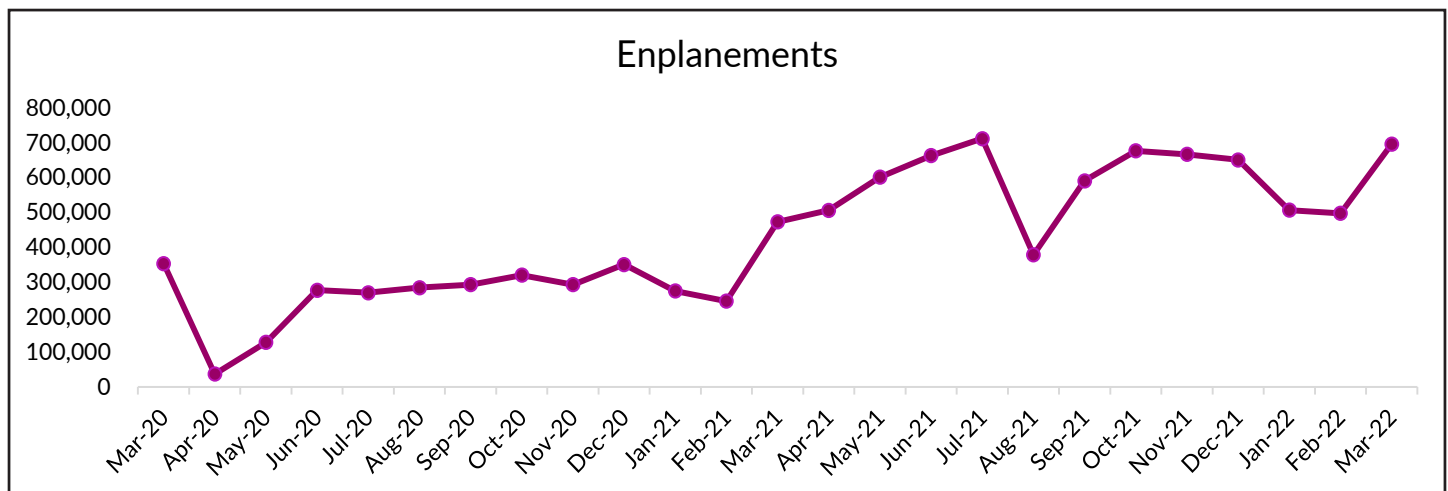
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY20 Actual	FY21 Actual	FY22 Planned	FY22 Actual/Forecast*
October	6	3	9	6
November	11	1	5	5
December	5	2	11	9
January	13	1	6	4
February	12	0	10	10
March	1	2	4	13
April	1	1	5	4
May	0	6	3	4
June	0	7	9	5
July	0	7	3	1
August	0	4	3	6
September	0	5	5	3
Total	49	39	73	70

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

## Love Field Enplanements

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



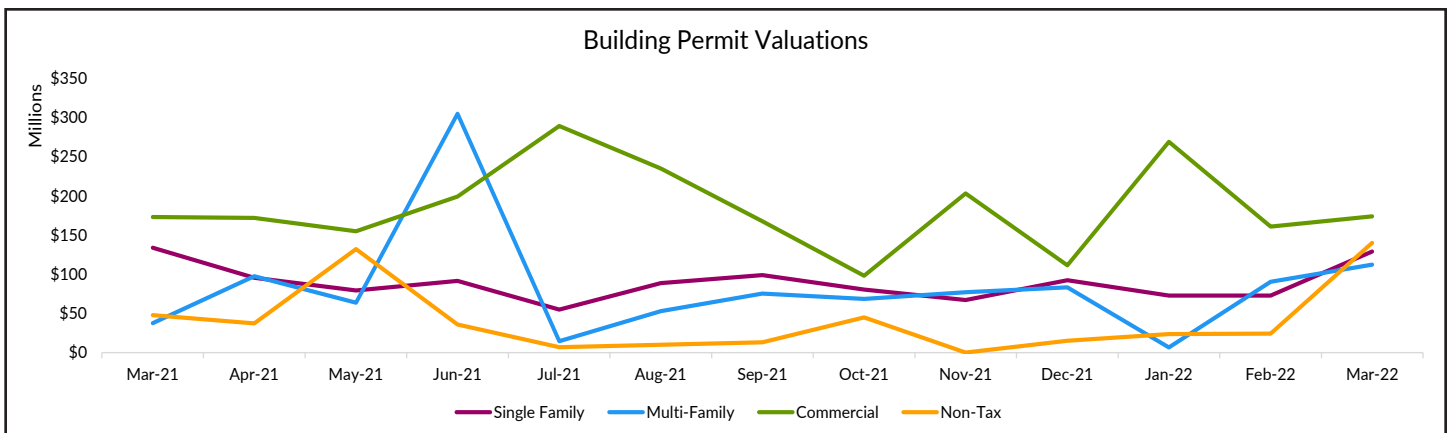
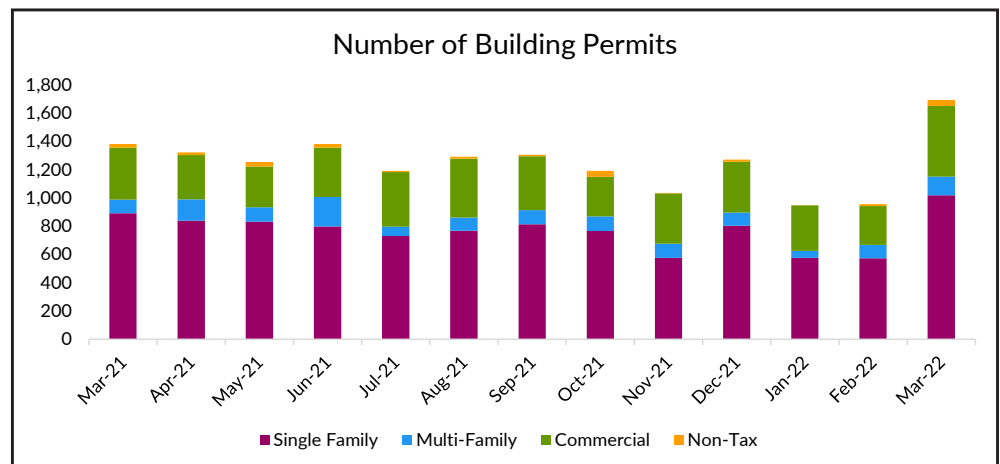


## FY 2021-22 Financial Forecast Report

# ECONOMIC INDICATORS

## Building Permits

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



# DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2020-21 data is not available, N/A is listed.

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

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



#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Economic Development</b>						
1	Percentage of inspections performed next day, as requested (Development Services)	N/A	98.0%	97.4%	98.0%	98.0%
2*	Average number of days to complete permit application prescreen (Development Services)	N/A	5	4.9	5	5
3	Percentage of City spend with vendors located in Dallas (Small Business Center)	N/A	40.0%	45.2%	40.0%	45.2%
4	Percentage of certified M/WBE spend with vendors located in Dallas (Small Business Center)	81.7%	65.0%	86.6%	65.0%	86.6%
<b>Environment &amp; Sustainability</b>						
5	Percentage of annual Comprehensive Environmental and Climate Action Plan (CECAP) milestones completed (242 of 263 milestones) (Office of Environmental Quality & Sustainability)	92.7%	38%	6.1%	92.0%	92.0%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	N/A	99.9%	99.9%	99.9%	99.9%
7	Residential recycling diversion rate (Sanitation Services)	18.3%	19.0%	18.7%	19.0%	18.6%

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

## FY 2021-22 Dallas 365

#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Government Performance &amp; Financial Management</b>						
8	Percentage of invoices paid within 30 days (City Controller's Office)	85.5%	89.0%	87.3%	90.0%	87.3%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	88.3%	85.0%	92.6%	85.0%	92.4%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	28.1%	75.0%	30.1%	75.0%	42.4%
11	Percentage decrease in preventable city vehicle and equipment incidents (Office of Risk Management)	N/A	-3.3%	-0.3%	-3.3%	-3.3%
<b>Housing &amp; Homeless Solutions</b>						
12	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	78.0%	60.0%	61.5%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	90.8%	85.0%	93.4%	85.0%	93.4%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	N/A	80.0%	65.9%	80.0%	72.2%
<b>Public Safety</b>						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	89.7%	90.0%	85.6%	90.0%	85.6%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (NFPA Standard 1710) (Dallas Fire-Rescue)	83.9%	90.0%	87.5%	90.0%	87.0%
17*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	2,085.6	2,000.0	2,160.0	2,000.0	2,080.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	54.4%	60.0%	48.2%	60.0%	48.2%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	65.9%	90.0%	95.7%	90.0%	95.7%
20	Complaint resolution rate (Office of Community Police Oversight)	86.8%	70.0%	79.8%	70.0%	79.9%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	43.4%	57.2%	51.3%	80.0%	74.0%

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

## FY 2021-22 Dallas 365

#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Quality of Life, Arts, &amp; Culture</b>						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	74.6%	65.0%	85.5%	65.0%	85.5%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	N/A	5.0%	57.4%	5.0%	23.3%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	58.4%	75.0%	77.7%	75.0%	79.7%
25	Satisfaction rate with library programs (Library)	N/A	93.0%	98.8%	93.0%	98.8%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	31.2%	28.0%	27.9%	30.0%	30.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	N/A	1,604	1,961	1,604	1,961
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	11.9%	80.0%	63.0%	80.0%	80.0%
<b>Transportation &amp; Infrastructure</b>						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	88.7%	77.0%	76.8%	90.0%	90.0%
30	Planned lane miles improved (837 of 11,770 miles) (Public Works)	90.8%	20.0%	31.4%	100.0%	100.0%
31	Percentage of potholes repaired within 3 days (Public Works)	100.0%	99.0%	99.1%	98.0%	99.1%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	94.3%	91.0%	93.0%	91.0%	93.0%
33	Percentage of faded long line pavement marking miles improved (612 of 1,223 miles) (Transportation)	N/A	17.1%	25.0%	50.0%	50.0%
<b>Workforce, Education, &amp; Equity</b>						
34	Percentage increase in the number minutes of original multicultural and multilingual content (on public, educational, and government) compared to FY 2020-21 (Communications, Outreach, & Marketing)	57.0%	25%	-26.0%	25%	-39%
35	Number of WIC clients receiving nutrition services (Office of Community Care)	N/A	62,000	64,214	62,000	64,214

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

## FY 2021-22 Dallas 365

## VARIANCE NOTES

**5** Sixteen of 263 CECAP milestones are complete, double the number of completed milestones at the end of February 2022. OEQ anticipates many of the milestones in progress will be completed in late FY 2021-22. Additionally, major projects that support multiple milestones like the Urban Agriculture Plan and Fleet Electrification Plan are scheduled for completion by the fourth quarter of FY 2021-22

**10** 311 lowered the year-end forecast in anticipation of a call volume increase from a DWU campaign to establish payment plans for customers with more than 60 days of outstanding balances. 311 will continue to focus on filing vacancies and training staff. An ITS upgrade to activate courtesy callback software features is estimated to roll out in June 2022 to improve service.

**11** In March 2022, there were 37 preventable incidents compared to 57 incidents in March 2021, a decrease of 35 percent. We continue to report a reduction in preventable city vehicle and equipment incidents. However, an unusually high number of incidents during the first quarter impacts the overall performance. ORM has identified the primary causes of incidents: backing, turning when unsafe, and driver inattention. To further explore the root cause of driver inattention incidents, ORM safety personnel will visit workplace sites and meet with department staff in April to discuss action plans to increase safety awareness.

**14** Beds utilized under the Pay-to-Stay program increased from 46 percent in February to 89 percent in March. The COVID-19 Omicron surge from December 2021 to February 2022 caused a reduction in staffing and sheltered guests. Operations returned to normal, and the forecast reflects the impact of the overall performance due to the Omicron surge.

**17** DPD is implementing the Place Network Investigations (PNI) plan as part of the Violent Crime Plan. Violent crime is down 13.02 percent in 2022 compared to the same period in 2021. Though homicides currently show an increase this fiscal year, DPD will target hot spots to decrease crime. The Dallas Police Department is committed to its Violent Crime Plan and overall, violent crime is down 13.02% in 2022 compared to the same period in 2021. With the focus on interrupting and disrupting violent people and places, the department strives to continue to see a reduction in crimes against persons.

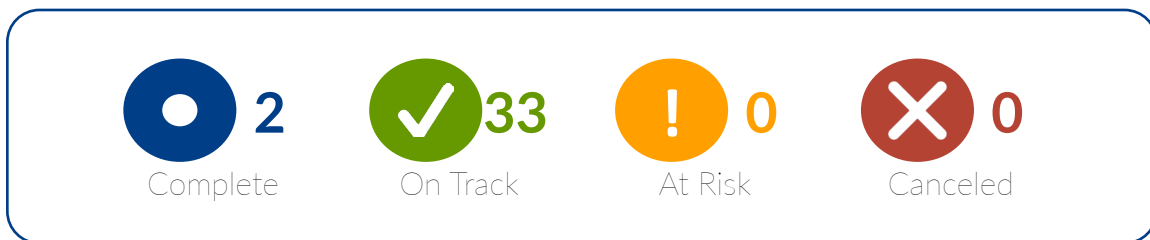
**18** DPD adjusted patrol division staffing to help better answer the call volume at each division. The department proactively recruits and hires to meet the goal of 250 officers for FY 2021-22.

**21** So far this fiscal year (October 2021 - March 2022), the City responded to 6,924 mental health calls for service. This year, OIPSS has responded to: 9,273 calls for service (134 percent increase). OIPSS continues to: add new teams as part of the expansion plan, provided additional training and capabilities to our existing teams, and partner with external stakeholders for operational support in order to address the growing demand for mental health services.

**34** In March 2022, there was an increase in programming. However, the year-to-date multicultural content remains below target, as this increase did not fully offset year-over-year declines from January 2021 to January 2022.

# BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2021-22 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on track” for completion by the end of the fiscal year (green check mark), “at risk” of not being completed by the end of the fiscal year (yellow exclamation mark), or “canceled” (red x).



## In the Spotlight

The City of Dallas Transportation Department (TRN) has been going the extra mile when it comes to helping residents move safely in and around Dallas. As of March, they have achieved their mid-year targets for improving long-line pavement marking miles (612 of 1,223 miles) and the percentage of signal malfunction responses within 120 minutes (93%). The CoD Department of Transportation has been making school commutes safer for our youngest residents – rolling out a comprehensive plan to replace 1,000 outdated school zone flashing beacons with state-of-the-art technology which allows continual remote monitoring that assists with faster response to possible malfunctions or needed changes by the school. TRN has also made progress on its goal to extend and improve the city’s bike lane network by moving forward on the Vernon Bike Lanes project and the Union Bikeway Project. More information on the many ways that TRN keeps us in motion is available at: <https://dallascityhall.com/transportation>



## FY 2021-22 Budget Initiative Tracker

## ECONOMIC DEVELOPMENT

**1 Economic Development Entity**

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

**STATUS** City Council approved creation of the Economic Development Corporation (EDC) on January 12, 2022 and the certificate of formation was filed with the State of Texas in February. Applications for board member nominations opened in March and closed on April 30, 2022.

**2 Small Business Center**

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

**STATUS** SBC has launched the Food Series Collaborative, a seven-week virtual presentation designed to engage food industry startups and existing small businesses; the Encanto Market & Cocina, an example of the SBC's Adaptive Reuse Program; and a Mentor/Protégé program designed to foster the establishment of long-term business relationships between large prime contractors and small business subcontractors and to strengthen subcontracting opportunities. SBC is also hosting the 2022 Women's Entrepreneurs Leadership Forum in April to provide information about writing business plans, marketing, and building strategic lender relationships to finance your business.

## ENVIRONMENT &amp; SUSTAINABILITY

**3 Sanitation Collection**

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

**STATUS** SAN residential collection services have shown improvements from FY 2020-21. The number of missed garbage and recycling service calls from October 2021 through March 2022 decreased approximately 10 percent from the same months of the prior year. The on-time brush and bulky waste service has remained consistently at the 99.9 percent target since the beginning of FY 2021-22.

The pay increase for truck drivers, heavy equipment operators, and crew leaders was implemented in July 2021. In early March 2022, the Department's filled truck driver positions increased by 18.4 percent compared to last fiscal year. SAN is now approximately 4 percent short from the target of 240 truck drivers. Sanitation continues to hold weekly interviews and job offers are extended the same day for truck driver positions.

The Outreach and Enforcement Team Manager was hired in February 2022 and the hiring process for the Inspector positions is underway.

**4 Air Quality Monitors**

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

**STATUS** The first contract for Level 1 sensors has been approved by City Council. OEQS staff held a series of three neighborhood meetings in West Dallas to attain community input into optimal locations for the first several monitors. Work continues on the data platform and data qualification procedures. Equipment will be ordered in May and calibrated for installation in early summer 2022.



## FY 2021-22 Budget Initiative Tracker

## ENVIRONMENT &amp; SUSTAINABILITY

## 5 Solar Energy Initiative



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

**STATUS** Approximately \$1.5 million in energy efficiency and solar panel installation projects are in development and the Environmental Commission was briefed on them in February 2022. The projects are planned to be on the April 4, 2022 agenda for the Environment and Sustainability Committee in advance of City Council consideration of contracts on April 13, 2022.

## 6 Comprehensive Food &amp; Urban Agriculture Plan



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

**STATUS** OEQS staff are continuing efforts under the contract for the Comprehensive Food & Urban Agriculture Plan, including internal and external engagement with over 35 different farms (both community and commercial scale) and other Dallas food stakeholders. OEQS staff are also working with the City's internal Food Equity Working group and the Office of Procurement efforts to pilot a project to provide small growing units for food desert homes, to be implemented in late spring 2022.

## 7 Branch Out Dallas



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

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

## 8 Water Distribution System



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

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

## FY 2021-22 Budget Initiative Tracker

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## 9 Equipment and Fleet

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

**STATUS:** The FY 2021-22 fleet acquisition is currently underway for nine departments, with \$48 million obligated for this fiscal year.

## 10 Data Analytics

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

**STATUS** DBI hired three Data Science Analyst positions and is in the process of recruiting for several additional positions, including one Data Coordinator, two Data Analytics Administrators, one Senior Analytics Manager, one Data Analyst, and one GIS Intern, with anticipated hire dates in July 2022.

## 11 Total Compensation Study

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

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

# HOUSING & HOMELESSNESS SOLUTIONS

## 12 Addressing Homelessness

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

**STATUS** From October 2021 to March 2022, the Dallas Real Time Rapid Rehousing Initiative housed 171 households. Of these households, 51 percent consist of adults with children and 49 percent are adults only. OHS is partnering with Metro Dallas Homeless Alliance (MDHA) to launch the encampment decommissioning effort to offer individuals in established encampments housing solutions.

## 13 Affordable Housing Units

**INITIATIVE** Incentivize developers to build affordable housing by subsidizing \$10 million worth of water and sewer infrastructure required for up to 250 new affordable single family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY2021-22 to FY 2023-24 with new units projected in years 2 and 3 due to construction timelines. (HOU)

**STATUS** Housing is implementing this new funding along with other measures through the existing Notice of Funding Availability. On January 12, City Council approved the first project utilizing these funds, providing \$1.8 million to be used for water infrastructure related to the development of 125 for-sale single family homes. 20 percent of these homes will be reserved for families 80 percent AMI and the remaining homes will be restricted to 120 percent AMI and below.

## FY 2021-22 Budget Initiative Tracker

## HOUSING &amp; HOMELESSNESS SOLUTIONS

**14 Preservation of Affordable Housing**

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

**STATUS** In December, City Council approved the program design to use ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. Staff are currently engaged in the hiring process, as well as communications and outreach planning. Application launch is tentatively scheduled for spring 2022.

## PUBLIC SAFETY

**15 Police Response Times**

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

**STATUS** DPD readjusted staffing at all patrol divisions for optimized efficiency in order to help better answer the call volume at each division. DPD continues to proactively recruit and hire to meet the FY 2021-22 hiring goal and end the fiscal year with 3,155 officers. Year to date in FY 2021-22, 94 sworn officers have been hired. In February, 21 recruits graduated the academy and are currently in field training.

**16 911 Response**

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

**STATUS** The March service level was 98.16 percent, with an average answer time of 4 seconds. DPD currently has 114 call takers and 17 trainees, making the 911 Call Center staffed at 86 percent.

**17 RIGHT Care**

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

**STATUS** The RIGHT Care team performance continues to excel as it becomes more established. 50.5 percent of crisis intervention calls were handled by RIGHT Care team as of February 28. An additional team was added to the program in December 2021 for a total of seven teams, so that each police division within the city has a designated team. Team eight is in the final planning stages and is projected to launch in April 2022. The remaining two teams (one support team and one overnight team) are planned to be implemented in spring 2022. IPSS anticipates a continual increase in the number of calls handled by the RIGHT Care Team.

**18 Street Racing Remediation**

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

**STATUS** In March, street racing remediation measures such as raised pavement markers and ceramic buttons began at five additional locations, for a total of 25 locations this fiscal year. Traffic calming modifications, such as speed cushions, have been completed at five locations and are scheduled to begin at another location in April. Designs are in progress to create a road diet via pavement markings at Jefferson Boulevard to reducing the current configuration of six lanes down to four lanes. Construction is tentatively scheduled to complete by August 2022.

## FY 2021-22 Budget Initiative Tracker

## PUBLIC SAFETY

**19 Non-Emergency Enforcement** ✓

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

**STATUS** HR finalized the position description for Manager-Parking Enforcement position and recruitment is in progress for the Senior Officer and Parking Enforcement Officer positions. TRN continues to work with Public Works to coordinate parking options. TRN continues to work with Real Estate on additional facility options to accommodate remaining staff, service vehicles, and guest parking. One site was reviewed in January and one additional in March. The Courts Adjudication Team relocated in March and their current facility and furniture are now available for TRN non-emergency enforcement use. TRN is currently working on obtaining more parking spaces at OCMC to accommodate the vehicles. TRN continues to work on a training strategy with DPD and will meet again in March to schedule training dates. Both departments anticipate a transition date of late July 2022.

**21 Tornado Warning Sirens** ✓

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

**STATUS** All ten sites have been identified and approved by Onco, and all but one have been approved by the Department of Public Works. The tenth site is slated for Forest Cliff Park. Notice to residents for all ten siren locations have been mailed with the comment period ending on May 6, 2022. Once the comment period is over, OEM will schedule a public hearing regarding the Forest Cliff Park site and a briefing memo to the Park and Recreation Board. Almost all components of the sirens have been ordered and delivered, and OEM staff is coordinating with ITS on the purchase of radios for the sirens. The project is still on schedule to be completed by summer 2022.

**20 Single-Role Paramedic Program** ✓

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

**STATUS** DFR has identified the rescue vehicles for the pilot program and solicited volunteers from current paramedics. The pilot program will be implemented in spring 2022.

**22 Emergency Preparedness** ✓

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

**STATUS** City Council approved the purchase of the eight generators in September 2021 and seven have been delivered. The last generator is anticipated to arrive by the end of March. The January 12 City Council agenda included a contract for electrical upgrades, site work, and installation of the generators at the eight facilities. BSD anticipates installations to be completed before the end of June 2022.

With the use of additional funding sourced from the Homeland Security Grant Program, OEM will be able to procure two additional power packs, for a total of eight. Five power packs are now fully operational. Delivery of materials for the final three power packs are delayed due to supply chain issues.

**23 City Facility Security Assessment** ✓

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

**STATUS** Security enhancement projects are underway in various park locations, City Hall, Oak Cliff Municipal Center, and Municipal Court facilities. Year-to-date obligations total \$1,285,000 for security operation upgrades and radio communication systems. Installation for video management systems is projected to begin in May and June for the Dallas Animal Shelter, Rec Centers, and Cultural Arts Centers subject to hardware and equipment availability.

## FY 2021-22 Budget Initiative Tracker

## QUALITY OF LIFE, ARTS, &amp; CULTURE

**24 Trail Program**

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

**STATUS** Through March, PBW has completed cleanup of 1,216 of 1,365 alleys.

**26 White Rock Lake**

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

**STATUS** By the end of this fiscal year, PKR will engage a consultant to update the Comprehensive Master Plan for White Rock Lake and move forward with procuring a consultant for preliminary engineering and conceptual design

**25 Library Master Plan**

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

**STATUS** Revisions to a new RFP (Request for Proposal) are in process to allow for and attract more consultant proposal submissions. A new schedule for posting and proposal submission deadline will be provided by Office of Procurement Services. The Friends of the Dallas Public Library are prepared to issue payment of matching funds directly to the vendor upon contract execution.

**27 Wi-Fi at Park Facilities**

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

**STATUS** This project uses \$2.5 M. of ARPA funding that has been allocated for Park & Rec's security enhancements. The ITS vendors have submitted quotes for the WiFi installation and equipment at 63 locations. PKR has approved the amounts and forwarded to ITS for processing. Once the delivery order (DO) is processed, PKR will provide a timeline of estimated start and completion dates for this phase.

## FY 2021-22 Budget Initiative Tracker

## TRANSPORTATION &amp; INFRASTRUCTURE

**28 Sidewalk Master Plan** ✓

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

**STATUS** PBW is on track to complete approximately 20.4 miles of sidewalk improvements by September 2022. Construction on eight of the 28 projects has been completed and six projects are under construction.

**30 Crosswalks** ✓

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

**STATUS** As of March, 305.83 lane miles have been restriped and 540 crosswalks have been painted.

**32 Bike Lanes** ✓

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

**STATUS** The Union Bikeway project was advertised for bid in February 2022 and a consultant is now under contract to update the Dallas Bike Plan. Vernon Bike Lanes bikeway design is approved and will be implemented in Spring 2022.

**29 Traffic Signals** ✓

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

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

**31 School Zone Flashing Beacons** ✓

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

**STATUS** The first delivery order for school zone flashing beacons was issued in February. A comprehensive plan for the deployment of the school zone flashing beacons is in progress.

## FY 2021-22 Budget Initiative Tracker

## WORKFORCE, EDUCATION, &amp; EQUITY

**33 Language Access**

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

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

**34 Accessibility**

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

**STATUS** EQU, ITS, and the proposed (ADA) software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. 30-day software testing is scheduled for the first week of May.

**35 Water/Wastewater Service**

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

**STATUS** The construction of new water and wastewater pipelines for occupied areas is underway in the Mesquite Heights and Gooch Street areas. Wasco and Killough from Wasco to University Hills Boulevard have been awarded for construction. Design contracts for all remaining occupied and unserved areas of the City were awarded by Council on February 9, 2022 and engineering work is underway.



## Budget Initiative Tracker

## MULTI-YEAR INITIATIVES

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



## FY 2018-19

## 7 P-25 Radio System



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

**STATUS** The project is on track to go live in August 2022. Of the 33 planned sites, 23 are complete, and the remaining 10 are more than 75 percent complete. The City has signed an interlocal agreement (ILA) with the City of Irving, City of Fort Worth, City of DeSoto, City of Sachse, and City of Mesquite.

The Oak Lane site has been delayed due to environmental concerns, and the team is working with OEQS on a solution. Oncor has advised the project team about potential significant delays in providing meters and meter equipment at 7 of our radio sites. The projects team have found alternative meter sources for 2 of the 7 sites. Executive leadership is working with ONCOR to explore additional solutions. Training is anticipated to begin in April.

## 23 Historic Resource Survey



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

**STATUS** OHP Staff and Preservation Dallas are scheduled to meet with HHM & Associates, Inc. in April 2022 to review final steps necessary for the adoption of the historic resource survey results. This item will be placed on the 5/2/2022 agenda of the Landmark Commission and it is intended to proceed to City Plan Commission in May 2022 and City Council in June 2022.

## FY 2019-20

## 29 Juanita J. Craft Civil Rights House



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

**STATUS** The Mayor proclaimed February 9, 2022 as Juanita Craft Day and City Council accepted \$176,481 in private donations for the Craft House from the Junior League of Dallas and other community stakeholders with the total private donations to this project at \$403,000. An executed contract and approval for all building permits have been issued and construction is now underway, with a goal to complete construction in September.

## 39 Ethics Training



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

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

## Budget Initiative Tracker

## MULTI-YEAR INITIATIVES

## FY 2020-21

## 4 Brush and Bulky Trash Collection

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

**STATUS** SAN continues to work with the GIS vendor Route Smart Technologies to optimize and streamline collection routes. From January to March 2022 (Q2), SAN averaged 8.78 total miles driven per tons of bulk and brush collected. This is a 23.78% improvement from October to December 2021 (Q1). SAN will continue to monitor miles per tons of bulk and brush to ensure it continues to reduce emissions, improve air quality, and realize collection efficiencies as outlined in the CECAP.

## 5 Language Equity

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

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

## 11 Police Mediation

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

**STATUS** Interviews for the Intake Specialist and Mediation Coordinator positions took place in March. OPO hopes to have an offer made by April to allow for May start date.

## 25 Facility Accessibility

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

**STATUS** ADA compliance assessment will be conducted on 26 city buildings during FY 2021-22; 11 building reviews have been completed since October 2021. There were no building reviews scheduled from December through February to avoid winter weather events preventing scheduled completion. However, the Cotton Bowl was assessed in response to ADA complaint in December 2021. Demolition was completed on the 4th and 6th floor restrooms of City Hall as part of the ADA compliance improvements. The Blue side's restroom completion is anticipated for Mid-June with the Green side restrooms after. ITS Website training has been completed and EQU and ITS will next design Web Accessibility Training for the CoD (Department) Web content uploaders. Training is anticipated by end of FY22.

# PROCESS IMPROVEMENT

The process improvement team strives to transform the culture at the City of Dallas so that continuous improvement is an intrinsic part of daily operations, data insights drive leadership decision-making, and reliability and high performance are a part of the organizational DNA.

The focus for FY 2021-22 is to build awareness, establish a structured approach to the way process improvement is done at City of Dallas, and expand the knowledge base across all functions.

For each process improvement project, the below table includes Phase and Status. Project phase will be reported as Initiation, Planning, Execution, or Closure. Project status will be reported as Not Started, On-Track, Delayed, or Completed. Additional projects will be added to the list throughout the course of the fiscal year.



	Project Title	Dept	Description	Phase	Status	Start Date	End Date
1	Building Inspection Call Center	DEV	Increasing customer satisfaction at the BI Call Center by eliminating common issues, increasing number of satisfactorily resolved calls, and reducing overall calls	Closure	Completed	May 2021	Oct 2021
Notes: Project successfully increased average call handle rate by over 20 percent and empowered internal staff to continually improve their process to sustain the results. Followed up with new supervisor in April 2022 to revamp solutions, ensure process changes remain, and results continue to trend upward.							
2	Low Sterrett Prisoner Intake	DPD	Streamlining the central prisoner intake process at Low Sterrett in order to increase officer availability and/or reduce overtime	Planning	On Track	Mar 2022	Aug 2022
Notes: All stakeholders have been contacted and briefed. Team member selection in progress, kick-off meeting to be scheduled by the beginning of June 2022.							
3	Water / Wastewater Permit Process	DEV/ DWU	Reducing cycle time of Water / Wastewater permit application process, in order to decrease overall building permit lead time	Execution	On Track	Nov 2021	Mar 2022
Notes: The Water/Wastewater permit team has reduced their backlog from 45 days down to 0, (working on permits the day received). Metric visual tools being developed and will be published by end of June for internal monitoring of performance							
4	SFD Building Permit Process	DEV	Decreasing building permits issuance lead time for single-family residential developments requested at the City of Dallas and stopping the loss in revenue and ongoing customer dissatisfaction.	Execution	Delayed	TBD	May 2022
Notes: Initial observations, data assessment, and brainstorming sessions have been conducted. Though an aggressive 60-day action plan has been compiled, implementation has been delayed due to a pending software upgrade. Plan implementation will commence immediately following software upgrade by ITS.							
5	DPD Workload Optimization	DPD	Assessing current operational demands and identifying opportunities for improving and optimizing workload management processes.	Planning	On Track	Jan 2022	Jul 2022
Notes: Data assessment is ongoing; site observations to be scheduled.							

# PROCESS IMPROVEMENT

	Project Title	Dept	Description	Phase	Status	Start Date	End Date
6	DFR Workload Optimization	DFR	Assessing current operational demands and identifying opportunities for improving and optimizing workload management processes, while supporting the transition to an automated scheduling system.	Planning	On Track	Jan 2022	Jul 2022
	Notes: Initial assessment complete. Stakeholder meeting to be held to align on problem statement, goal statement, and scope of engagement.						
7	New Employee Hiring & Onboarding	HR/ CVS	Reducing lead time for onboarding new employees in order to maximize throughput and increase internal customer satisfaction.	Execution	On Track	Mar 2022	Aug 2022
	Notes: Current state process map completed, metric visual tools finalized and published for internal monitoring of performance. Opportunities for improvement identified, next sessions will be used for solution brainstorming and compiling action plan.						





**City of Dallas**

# **Quarterly Investment Report**

**2<sup>nd</sup> Quarter 2022**

## 2<sup>nd</sup> Quarter 2022 Investment Report



1. Executive Summary
2. Quarterly National Economic and Market Update
3. City of Dallas Investment Report
  - a) 2022 Investment Policy Annual Review
  - b) Annual review and approval of Investment Broker/Dealer List
  - c) Portfolio Holdings Combined Investment Summary as of 3/31/22
  - d) Summary Statement by Portfolio
  - e) City's Investment Pool Portfolio Allocation as of 3/31/22
  - f) City's Investment Pool Portfolio Allocation by Maturity Range as of 3/31/22
  - g) Quarterly Investment Report Signature Page
4. City of Dallas Accounts in Escrow Investment Report
  - a) Summary Investment Statement
  - b) LFAMC Series 2015 and 2017 Summary
  - c) CCT Hotel Series 2009A, 2009B and 2009C Taxable





## Executive Summary



- The yield curve moved higher and flatter last quarter, with the 5-year treasury yield increasing 120 basis points to 2.46% and the 2-year treasury yield increasing 160 basis points to 2.33%. The increase was driven by the rapid repricing of rate hike expectations, with eight 25 basis point hikes priced in at quarter-end, up from three at year-end. The job market had steady gains each month, while inflation continued to increase. Headline CPI increased at an annualized rate of 8.5% in March, the highest level since 1981. The combination of a strong, tight job market and high inflation has increased the expectations for Federal Reserve action, including expectations that the fed will begin shrinking its balance sheet soon.
- Effective 5/4/2022, the FOMC raised short-term rates by 0.50% to a range of 0.75%-1.00% marking the largest rate hike since May 2000. Fed Chairman Powell emphasized they intend to move the policy rate “expeditiously” and further 50 basis point hikes are on the table. In June, the Fed will begin shrinking its balance sheet at an initial pace of \$47.5B, increasing over three months to \$95B
- During the past quarter, the City looked to add longer-dated maturities to the portfolio to capitalize on increased yields, with the objective to continue to extend the overall portfolio while still maintaining ample maturities over the next 12 months for reinvestment opportunities.
- Going forward, the City should expect the following areas of focus:
  - Continued cash flow analysis to identify the proper amount to be invested longer-term vs remaining liquid; and
  - Building balances in the 3 to 5-year maturity range to move closer to our target portfolio. While rates are rising, the likely pace of rising interest rates and the number already priced into the market suggest that there is still considerable value in placing a portion of the investment portfolio in longer-term investments. This also protects the City in the event that the Fed moves at a slower pace or in the event of a recession.
  - Continue to analyze the current portfolio for potential opportunities to restructure the portfolio for increased interest income.





**City of Dallas**

# **Quarterly National Economic and Market Update**

**2<sup>nd</sup> Quarter 2022**

# 1) Quarterly National Economic and Market Update

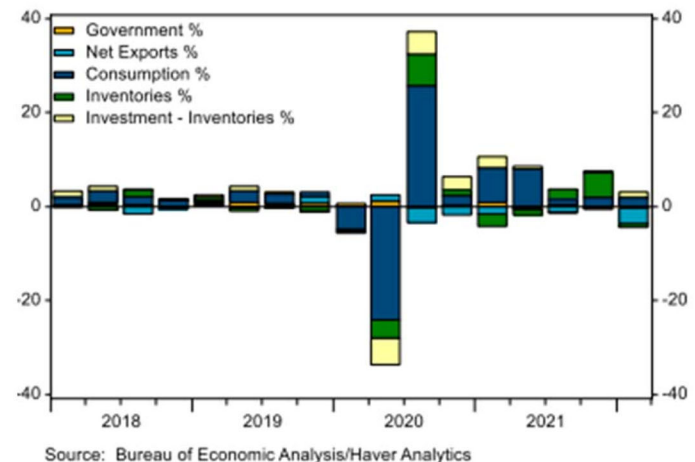
## The First 50

The markets, and literally everyone else, was expecting a 0.50% increase in overnight rates from the Fed in May and they did not disappoint increasing overnight rates to 0.75-1.0%. The market had built this move into rates since March bringing the 5, 10 and 30 year above 3%. Talk of larger moves, like 75 bps in June, abound.

The bigger question remains regarding future moves as the Fed attempts to tame inflation while not stifling US growth. The balancing act between inflation and growth is key and will determine if the Fed can indeed create an economic *soft landing* historically a near impossibility. A *technical* recession would not be unlikely but not for 18-24 months.

Inflation is up YOY 6.6%, the most since 1982, excluding food and energy. This complicates the job of the Fed. The majority of increases come from supply side issues which renders traditional tactics less effective. Increased cost of capital and consumer goods will slow business and the consumer but does nothing for price pressures.

Growth is fragile. 1Q GDP contracted 1.4% as consumers continue to buy but at materially higher prices and personal income increases only moderately. Adjusted for inflation real income fell in April. Business spending is also down from last quarter. Going forward, the economy will continue to face challenges as inflation undermines income gains, fiscal stimulus and support declines, supply chains remain tangled and ongoing international conflicts remain as wildcards. Meanwhile policy makers must move ahead with a series of rapid and sizable interest rate hikes to control the inflation.





## 1) Quarterly National Economic and Market Update – Cont'd

### Big Questions Breed Big Uncertainty

Impacting inflation and growth are two very large unknowns which create continuing uncertainty and its resulting market volatility. And should for some time.

**Employment** - A record number of firms (70%) increased wages in the first quarter but 4.5million people quit in March 2022. Initial jobless claims have fallen but continuing claims (those claiming unemployment benefits) has remained steady at 1.04M – the lowest since 1969. The trend is difficult to define or explain.

With 11M job vacancies, businesses remain desperate for workers and as such are haltingly willing to increase compensation. According to Fed's latest Beige Book, the survey noted *"early signs that the strong pace of wage growth had begun to slow."* Businesses cannot afford it.

**3/31/22 Unemployment rates: US 3.6%, Texas 4.4%, Dallas 3.6%**

**Supply chains** - The market continues to brace for a second wave of global supply chain chaos from China's zero-Covid policy with its lockdown measures and restrictions resulting in shipping congestion at Chinese ports, along with idled factories and warehouses. According to CA based Flexport Inc., it takes an average of 111 days for goods to reach a warehouse in the U.S. from their Asian factory. That rivals the 113-day record set in January and more than double the trip time in 2019.

A National Association for Business Economics' survey indicated the firms seeing increased materials costs rose to its highest level since 1984. The report also indicated 45% of firms reported passing on *"some"* cost increases to consumers and about 71% anticipate they'll keep climbing.

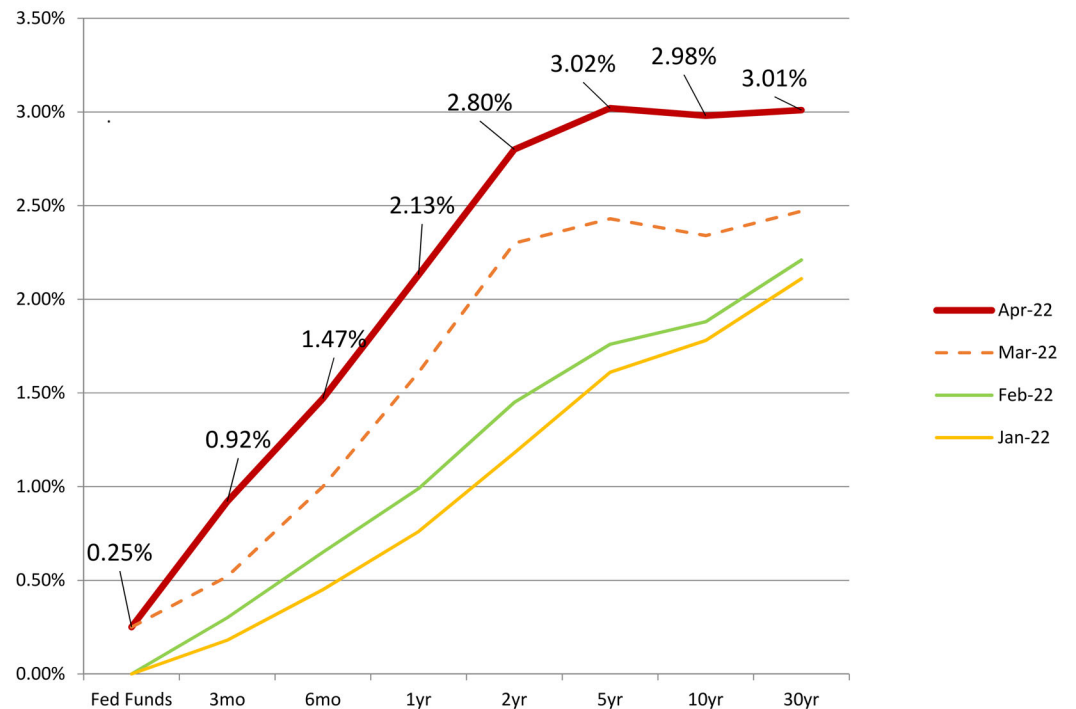


## 1) Quarterly National Economic and Market Update – Cont'd



### Fed Intentions Move the Curve

- Short End:
  - The Federal Reserve's increase the overnight rate in March and telegraphed further hikes per haps as high as 3.0 in 2022.
  - The market had already built in a 50bps hike in May and rates rocketed.
- Long End:
  - The Fed's intention to start unwinding their balance sheet in May pushed the long end higher also because \$95B will increase long supply and lower prices which had been artificially supported since 2020.
  - The simultaneous moves should keep an upward trajectory to the curve hopefully decreasing the possibility of an inversion.



End of Month Rates - Full Yield Curve – Fed Funds to 30yr





**City of Dallas**

# **City of Dallas Investment Report**

**2<sup>nd</sup> Quarter 2022**



## a) 2022 Investment Policy Annual Review



The following is a summary of recommended changes to the Investment Policy. These recommended changes will help to further align the City's policy with the Public Funds Investment Act (PFIA). A copy of the adopted City of Dallas Investment Policy is attached.

### 8.2- Change the rating requirement for municipal securities to a required rating of A or higher

The change moves the Policy in line with PFIA and will allow the City to access a much broader group of securities while maintaining high credit quality.

### 8.7- Addition of commercial paper as a permissible investment

A permissible investment under PFIA, commercial paper allows the City to purchase high quality short-term corporate debt. This asset class can provide a significant increase in yield for investments inside of 9 months. Currently, the yield on commercial paper is approximately 0.40% higher than comparable treasury securities.

### 8.8- Remove waiver of rating requirement for sweep assets

Money market funds used as sweep assets for the City should be required to maintain a Aaa rating.

### 11.0- Clarification on custody arrangement for collateral

Clarifies that the City does not have an agreement with the third-party custodian, the bank does.

### 12.0- Clarification on safekeeping and custody arrangements

Clarifies that the safekeeping/custody agreement will be directly with the City. Additionally, language regarding safekeeping of collateral was removed as it is covered by section 11.0.

### 13.0- Change to weighted average maturity and addition of commercial paper to diversification table

The weighted average maturity restriction was changed to 3 years to allow the City flexibility in all market environments, particularly the ability to preserve interest income in declining rate environments. Commercial paper was also added to the diversification tables with a maximum maturity of 270 days and a restriction that no more than 5% of the portfolio may be invested in any one issuer. Clarification was added that the market sectors are guidelines and will be measured as of the time of purchase. Commercial paper is also limited to 40% of the total portfolio of the City.





## b) Annual review and approval of Investment Broker/Dealer List



According to Section 9.0 of the City's Investment Policy, the Investment Committee shall, at least annually, review, revise, and adopt a list of qualified broker/dealers and financial institutions authorized to engage in the purchase and sale of obligations of the U.S. Government, its agencies or instrumentalities with the City. In order to be considered, those firms that desire to become qualified bidders for securities transactions will be required to provide information regarding creditworthiness, experience and reputation. Authorized firms may include primary dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule).

FY 21-22 Year to Date		
Description	Awarded	%
<b>Primary Dealers</b>		
Bank of America	\$0	0.00%
Jefferies & Co.	0	0.00%
RBC Capital Markets, LLC	27,500,000	4.58%
Wells Fargo	35,000,000	5.83%
<b>Secondary Dealers</b>		
FHN Financial	0	0.00%
Truist Securities, Inc.	0	0.00%
Samco Capital Market	20,000,000	3.33%
Capital Institutional Services, Inc.	24,000,000	4.00%
Piper Sandler & Co.	39,000,000	6.50%
Hilltop Securities Inc.	80,000,000	13.33%
Multi Bank Securities	92,340,000	15.39%
Vining Sparks	115,000,000	19.17%
<b>Secondary Dealers - M/WBE</b>		
Loop Capital	92,165,000	15.36%
Rice Financial	10,000,000	1.67%
Stern Brothers & Co.	65,000,000	10.83%
<b>Total</b>	<b>\$600,005,000</b>	<b>100.00%</b>

FY 20-21 Year to Date		
Description	Awarded	%
<b>Primary Dealers</b>		
Jefferies & Co.	\$20,000,000	1.08%
RBC Capital Markets, LLC	20,000,000	1.08%
Wells Fargo	99,000,000	5.33%
Bank of America	120,000,000	6.46%
<b>Secondary Dealers</b>		
Truist Securities, Inc.	20,000,000	1.08%
Capital Institutional Services, Inc.	60,000,000	3.23%
FHN Financial	65,000,000	3.50%
Piper Sandler & Co.	117,000,000	6.30%
Hilltop Securities Inc.	123,000,000	6.62%
Samco Capital Market	193,250,000	10.41%
Vining Sparks	300,000,000	16.16%
Multi Bank Securities	380,000,000	20.47%
<b>Secondary Dealers - M/WBE</b>		
Rice Financial	20,000,000	1.08%
Loop Capital	65,000,000	3.50%
Stern Brothers & Co.	254,400,000	13.70%
<b>Total</b>	<b>\$1,856,650,000</b>	<b>100.00%</b>



## b) Annual review and approval of investment broker/dealer list - Cont'd



Under the new contract with Patterson & Associates, the management of the investment broker/dealer firms will be handled by P&A, as approved by the City. Based on their extensive network and working relationships with the highest qualified firms, P&A are requesting the approval of the following broker/dealer firms.



### Recommended Broker/Dealer List

- |   |  |
|---|--|
| <sup>1</sup> Barclays Capital Inc.<br>BMO Capital Markets Corp  | <sup>2</sup> Multi-Bank Securities, Inc<br>Piper Sandler & Co  |
| <sup>1</sup> BNY Capital Markets LLC  | Raymond James & Associates, Inc.   |
| <sup>1</sup> Bank of America/Merrill Lynch<br>Capital Institutional Services, Inc                     | <sup>1</sup> RBC Capital Markets, LLC  |
| <sup>2</sup> Castleoak Securities, LP<br>D.A. Davidson & Co<br>Hilltop Securities Inc.<br>Inspere LLC | <sup>2</sup> Rice Financial<br>SAMCO Capital Markets, inc  |
| <sup>1</sup> JP Morgan Securities LLC<br>Keybank Capital Markets Inc                                  | <sup>2</sup> Seelaus (R.) & Co., Inc.  |
| <sup>2</sup> Loop Capital Markets LLC   | <sup>2</sup> Siebert Williams Shank  |
| <sup>1</sup> Morgan Stanley & Co. LLC   | <sup>2</sup> Stern & Stern Securities<br>Stifel Nicolaus & Co Inc<br>StoneX Financial<br>TD Securities (USA) LLC |
|   | <sup>1</sup> Wells Fargo Securities, Inc   |

**Note:** Direct issuers of commercial paper are considered to be approved counterparties if approved as an issuer.

<sup>1</sup> Primary Government Securities Dealer

<sup>2</sup> Minority, Woman owned, or Service Disabled-Veteran owned Enterprise

*New addition to Approved Broker/Dealer List*

#### Important Disclosures

This list is current as of the effective date only and is subject to change without notice. This list is for informational purposes only, and may not be relied upon for any other purpose. The list does not imply counterparty approval for derivatives of any type. This information is confidential and may not be distributed without prior written consent of Meeder Public Funds, Inc.



## c) Portfolio Holdings Combined Investment Summary as of 3/31/22



Portfolio Description	Face Amount	Book Value	Market Value	Accrued Interest	Market Value + Accrued Interest	*Unrealized Gain/(Loss)	Weighted Average Yield To Maturity
01 The City's Investment Pool	3,166,164,067	3,165,550,088	3,139,162,087	1,491,437	3,140,653,524	(26,388,001)	0.33%
02 Convention Center Reserve	-	-	-	-	-	-	-
03 Water Reserve	90,000,000	90,000,000	90,000,000	36,615	90,036,615	-	0.69%
04 Arts Endowment	2,235,000	2,235,000	2,235,000	2,967	2,237,967	-	0.85%
05 Ida Green Library Fund	1,000,000	1,000,000	1,000,000	978	1,000,978	-	0.34%
10 DWU Commercial Paper Program	13,960	13,960	13,960	-	13,960	-	0.23%
11 GO Commercial Paper Program	20,768,952	20,768,952	20,768,952	-	20,768,952	-	0.26%

\*Unrealized gain/loss is the difference between the market value and book value and does not represent an actual gain or loss. Gains and losses are realized only when a security is sold prior to maturity. Since it is the City's practice to hold investments until they mature, the unrealized gains and losses due to market changes occurring prior to an investment's maturity are unlikely to be realized.



## d) Summary Statement by Portfolio – 01 City's Investment Pool



### 1. All Assets:

Portfolio Description	Beginning Face Amount	Ending Face Amount	Beginning Book Value	Ending Book Value	Beginning Market Value	Ending Market Value	Net Deposits/ (Redemptions)	Change in Market Value	Accrued Interest	Ending Weighted Average Yield To Maturity
<b>City's Investment Pool<sup>1</sup></b>										
*Public Funds Interest Checking (PFIC) Account	100,349,180	10,009,296	100,349,180	10,009,296	100,349,180	10,009,296	(90,339,884)	-	-	0.18%
Local Govt. Investment Pool	172,406,397	632,499,772	172,406,397	632,499,772	172,406,397	632,499,772	460,093,375	-	60,736	0.41%
Money Market	115,000,007	20,000,000	115,000,007	20,000,000	115,000,007	20,000,000	(95,000,007)	-	-	0.17%
US Agency	2,097,150,000	2,258,655,000	2,096,724,689	2,258,067,818	2,092,462,313	2,232,323,529	161,505,000	(21,395,108)	1,284,362	0.33%
Treasury Bill/Bond	180,000,000	245,000,000	179,938,463	244,973,203	179,799,120	244,329,490	65,000,000	(512,125)	146,340	0.20%
<b>**Total Portfolio</b>	<b>2,664,905,584</b>	<b>3,166,164,067</b>	<b>2,664,418,736</b>	<b>3,165,550,088</b>	<b>2,660,017,017</b>	<b>3,139,162,087</b>	<b>501,258,484</b>	<b>(21,907,233)</b>	<b>1,491,437</b>	<b>0.33%</b>

### 2. Agencies & Treasuries only:

Portfolio Description	Beginning Face Amount	Beginning Weighted Average Yield To Maturity	Purchased/Deposited	Matured	Ending Face Amount	Ending Weighted Average Yield To Maturity
<b>City's Investment Pool*</b>						
Federal Agricultural Mortgage Corp.	739,000,000	0.27%	85,000,000	-	824,000,000	0.34%
Federal Farm Credit Bank	686,000,000	0.21%	-	98,000,000	588,000,000	0.23%
Federal Home Loan Bank	632,150,000	0.13%	157,165,000	-	789,315,000	0.36%
Federal National Mortgage Assoc.	40,000,000	0.24%	17,340,000	-	57,340,000	0.64%
TREASURY BILL	180,000,000	0.06%	50,000,000	20,000,000	210,000,000	0.11%
TREASURY NOTE	-	0.00%	35,000,000	-	35,000,000	0.68%
<b>Total Portfolio</b>	<b>2,277,150,000</b>	<b>0.20%</b>	<b>344,505,000</b>	<b>118,000,000</b>	<b>2,503,655,000</b>	<b>0.31%</b>





## d) Summary Statement by Portfolio – Other Portfolios



Portfolio Description	Beginning Face Amount	Ending Face Amount	Beginning Book Value	Ending Book Value	Beginning Market Value	Ending Market Value	Net Deposits/ (Redemptions)	Change in Market Value	Accrued Interest	Ending Weighted Average Yield To Maturity
<b>Convention Center Reserve<sup>2</sup></b>										
Local Govt. Investment Pool	-	-	-	-	-	-	-	-	-	
<b>Total Portfolio</b>	-	-	-	-	-	-	-	-	-	
<b>Water Reserve<sup>2</sup></b>										
Local Govt. Investment Pool	90,000,000	90,000,000	90,000,000	90,000,000	90,000,000	90,000,000	-	-	36,615	0.69%
<b>Total Portfolio</b>	<b>90,000,000</b>	<b>90,000,000</b>	<b>90,000,000</b>	<b>90,000,000</b>	<b>90,000,000</b>	<b>90,000,000</b>	-	-	<b>36,615</b>	<b>0.69%</b>
<b>Arts Endowment<sup>3</sup></b>										
Local Govt. Investment Pool	2,235,000	2,235,000	2,235,000	2,235,000	2,235,000	2,235,000	-	-	2,967	0.85%
<b>Total Portfolio</b>	<b>2,235,000</b>	<b>2,235,000</b>	<b>2,235,000</b>	<b>2,235,000</b>	<b>2,235,000</b>	<b>2,235,000</b>	-	-	<b>2,967</b>	<b>0.85%</b>
<b>Ida Green Library Endowment<sup>4</sup></b>										
Local Govt. Investment Pool	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	-	978	0.34%
<b>Total Portfolio</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	-	-	<b>978</b>	<b>0.34%</b>
<b>DWU Commercial Paper<sup>5</sup></b>										
Money Market	13,960	13,960	13,960	13,960	13,960	13,960	-	-	-	0.23%
<b>Total Portfolio</b>	<b>13,960</b>	<b>13,960</b>	<b>13,960</b>	<b>13,960</b>	<b>13,960</b>	<b>13,960</b>	-	-	-	<b>0.23%</b>
<b>GO Commercial Paper<sup>5</sup></b>										
Money Market	20,768,952	20,768,952	20,768,952	20,768,952	20,768,952	20,768,952	-	-	-	0.26%
<b>Total Portfolio</b>	<b>20,768,952</b>	<b>20,768,952</b>	<b>20,768,952</b>	<b>20,768,952</b>	<b>20,768,952</b>	<b>20,768,952</b>	-	-	-	<b>0.26%</b>

Notes 1-5: See Page 6 for Strategy Statement by Portfolio.

\*Public Funds Interest Checking (PFIC) Account is fully collateralized, interest-bearing account with liquidity equal to that of a money market mutual fund

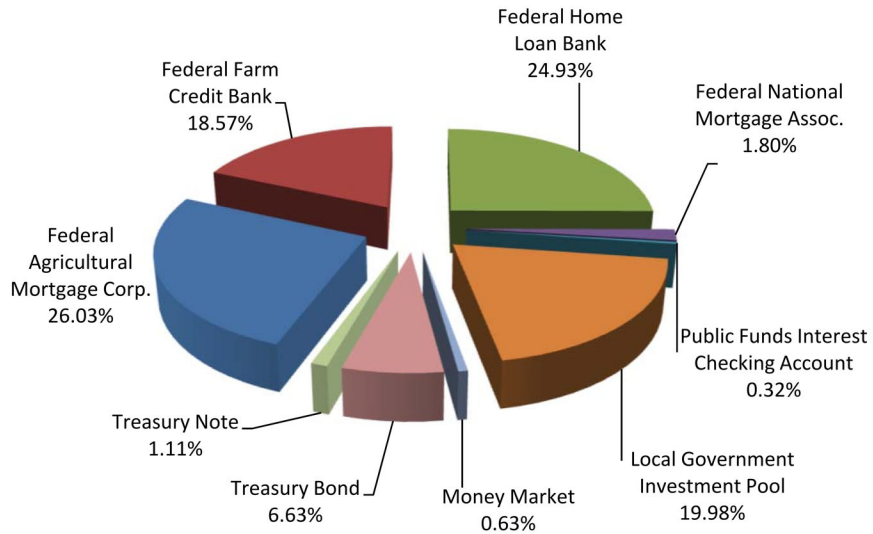
\*\*Numbers may not sum due to rounding



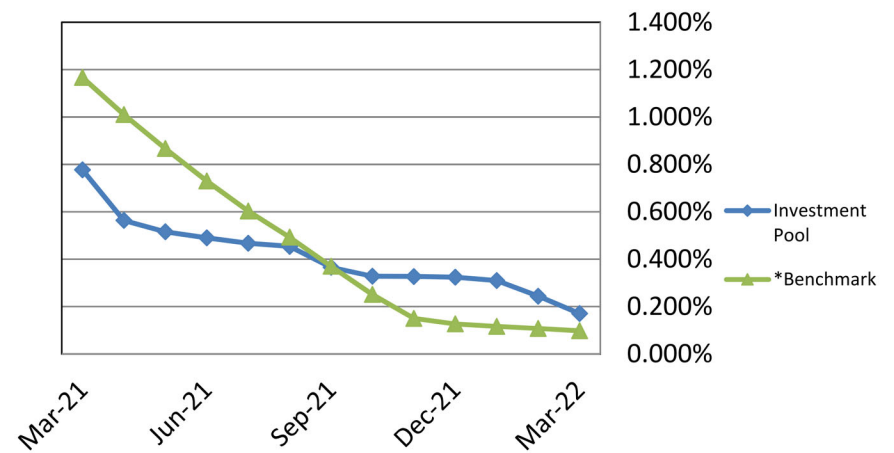
## e) City's Investment Pool Portfolio Allocation as of 3/31/22



City's Investment Pool Portfolio Allocation



Yield Comparison



## e) City's Investment Pool Portfolio Allocation as of 3/31/22 – Cont'd



Description	Face Amount	Book Value	Market Value	**Unrealized Gain/(Loss)	Weighted Average Days To Maturity	Weighted Average Yield To Maturity	% of Portfolio
Federal Agricultural Mortgage Corp.	824,000,000	824,000,000	813,547,053	(10,452,947)	338	0.34%	26.03%
Federal Farm Credit Bank	588,000,000	587,896,072	580,822,512	(7,073,561)	324	0.23%	18.57%
Federal Home Loan Bank	789,315,000	789,078,676	780,990,017	(8,088,660)	341	0.36%	24.93%
Federal National Mortgage Assoc.	57,340,000	57,093,069	56,963,948	(129,121)	209	0.64%	1.80%
Public Funds Interest Checking Account	10,009,296	10,009,296	10,009,296	-	1	0.18%	0.32%
Local Government Investment Pool	632,499,772	632,499,772	632,499,772	-	20	0.41%	19.98%
Money Market	20,000,000	20,000,000	20,000,000	-	1	0.17%	0.63%
Treasury Bond	210,000,000	209,947,451	209,481,840	(465,611)	114	0.11%	6.63%
Treasury Note	35,000,000	35,025,752	34,847,650	(178,102)	255	0.68%	1.11%
<b>***Total Portfolio</b>	<b>3,166,164,067</b>	<b>3,165,550,088</b>	<b>3,139,162,087</b>	<b>(26,388,001)</b>	<b>251</b>	<b>0.33%</b>	<b>100.00%</b>

\*As per Section 17.1 of the City's Investment Policy, the benchmark for the Investment Pool is the 12-month moving average yield on treasury 1-year constant maturities as reported by Federal Reserve Statistical Release H.15.

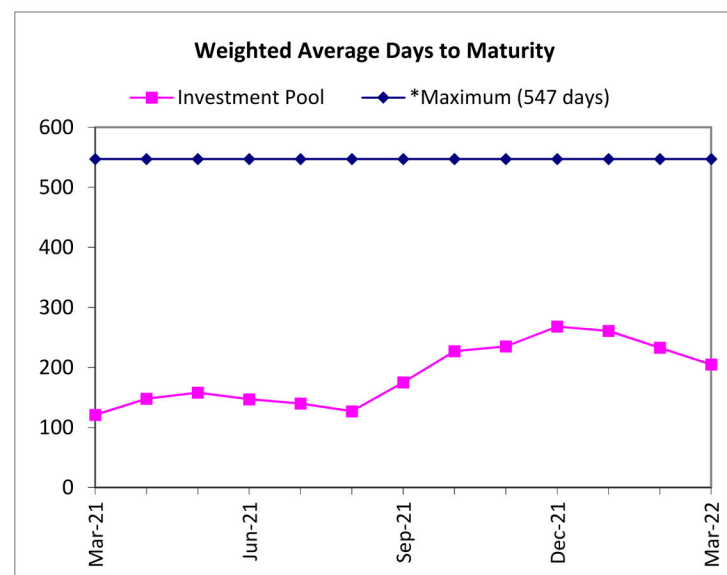
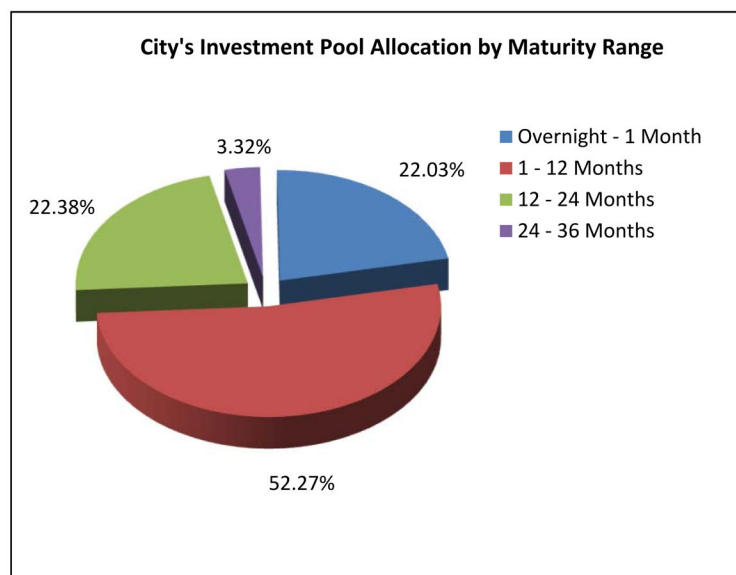
\*\* Unrealized gain/loss is the difference between the market value and book value and does not represent an actual gain or loss. Gains and losses are realized only when a security is sold prior to maturity. Since it is the City's practice to hold investments until they mature, the unrealized gains and losses due to market changes occurring prior to an investment's maturity are unlikely to be realized.

\*\*\* Numbers may not sum due to rounding





## f) City's Investment Pool Portfolio Allocation by Maturity Range as of 3/31/22



## f) City's Investment Pool Portfolio Allocation by Maturity Range as of 3/31/22 - Cont'd



Description	Face Amount/Shares	Book Value	Market Value	Weighted Average Yield To Maturity	Weighted Average Days To Maturity	% of Portfolio
Overnight - 1 Month	697,509,067	697,509,067	697,505,469	0.38%	1	22.03%
1 - 12 Months	1,654,650,000	1,654,630,272	1,645,705,338	0.15%	190	52.27%
12 - 24 Months	709,005,000	708,410,749	694,398,068	0.59%	536	22.38%
24 - 36 Months	105,000,000	105,000,000	101,553,212	1.06%	950	3.32%
<b>**Total Portfolio</b>	<b>3,166,164,067</b>	<b>3,165,550,088</b>	<b>3,139,162,087</b>	<b>0.33%</b>	<b>251</b>	<b>100%</b>

\*As per Section 13.0 of the City's Investment Policy, the dollar-weighted average stated maturity of the Investment Pool shall not exceed 1.5 years (547 days).

\*\* Numbers may not sum due to rounding



## g) Quarterly Investment Report Signature Page



**CITY OF DALLAS**

**March 31, 2022**

### **QUARTERLY INVESTMENT REPORT**

For the quarter ended March 31, 2022 the portfolios are in compliance with the relevant provisions of the Public Funds Investment Act and the investment strategies adopted in Sec. 17.0 of the City's Investment Policy.

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Chief Financial Officer: Elizabeth Reich

City Controller: Sheri Kowalski

Treasury Manager: Jenny Kerzman





**City of Dallas**

# **Accounts in Escrow Investment Report**

**2<sup>nd</sup> Quarter 2022**

## a) Summary Investment Statement



**Escrow Accounts \***  
**Summary Investment Statement**  
 As of: 12/31/2021 - 03/31/2022

Local Government Corporation and Escrow	Book Value as of 12/31/2021	Book Value as of 03/31/2022	Change in Book Value
<b>Love Field Airport Modernization Corp General Airport Revenue Bonds Series 2015 (Wells Fargo Bank)</b>			
Repurchase Agreement	9,232,375	9,232,375	-
Money Market	7,953,823	8,526,999	573,175
<b>Total</b>	<b>17,186,198</b>	<b>17,759,374</b>	<b>573,175</b>
<b>Love Field Airport Modernization Corp General Airport Revenue Bonds Series 2017 (Wells Fargo Bank)</b>			
Repurchase Agreement	9,996,750	9,996,750	-
Money Market	3,104,050	5,577,035	2,472,985
<b>Total</b>	<b>13,100,800</b>	<b>15,573,785</b>	<b>2,472,985</b>
<b>Dallas Convention Center Hotel Development Corp Hotel Revenue Bonds (US Bank)</b>			
Repurchase Agreement	35,722,566	35,722,566	(1)
Money Market	114,973,137	97,788,329	(17,184,808)
<b>Total</b>	<b>150,695,703</b>	<b>133,510,895</b>	<b>(17,184,809)</b>
<b>City of Dallas Texas Waterworks and Sewer System Revenue Bonds Series 2009B TWDB Escrow (US Bank)</b>			
Money Market	6,433,458	6,433,855	397
<b>City of Dallas Texas Waterworks and Sewer System Revenue Bonds Series 2018A TWDB Escrow (US Bank)</b>			
Money Market	1,666,278	1,666,386	107
<b>City of Dallas Texas Waterworks and Sewer System Revenue Bonds Series 2018B TWDB Escrow (US Bank)</b>			
Money Market	10,517,144	9,882,553	(634,591)
<b>City of Dallas Texas Waterworks and Sewer System Revenue Bonds Series 2019A TWDB Escrow (UMB Bank)</b>			
Money Market	16,296,481	8,107,825	(8,188,656)
<b>City of Dallas Texas Waterworks and Sewer System Revenue Bonds Series 2019B TWDB Escrow (UMB Bank)</b>			
Money Market	43,573,039	43,575,831	2,792
<b>City of Dallas Texas Waterworks and Sewer System Revenue Bonds Series 2020A TWDB Escrow (UMB Bank)</b>			
Money Market	21,629,346	21,630,732	1,386
<b>City of Dallas Texas Waterworks and Sewer System Revenue Bonds Series 2020B TWDB Escrow (UMB Bank)</b>			
Money Market	43,089,299	43,092,060	2,761
<b>City of Dallas Texas Waterworks and Sewer System Revenue Bonds Series 2021A TWDB Escrow (UMB Bank)</b>			
Money Market	21,624,640	21,626,026	1,386
<b>City of Dallas Texas Waterworks and Sewer System Revenue Bonds Series 2021B TWDB Escrow (UMB Bank)</b>			
Money Market	43,143,275	43,146,040	2,765

\* Escrow accounts for refunded bond issues and master lease agreements are not included.





## b) LFAMC Series 2015 and 2017 Summary



Wells Fargo Bank - Love Field Airport Modernization Corp General Airport Revenue Bonds Trust Funds Series 2015 & 2017

As of: 12/31/2021 - 3/31/2022

Series 2015	Investment Type	Book Value as of 12/31/2021	Book Value as of 03/31/2022	Change in Book Value
Reserve Fund	Repurchase Agreement 11/1/2025	\$9,232,375	9,232,375	\$0
Debt Service Fund	GOLDMAN SACHS GOVERNMENT FUND #465 (GOLDMAN SACHS MMMF)	\$106,249	\$2,312,500	\$2,206,251
Project Fund		\$125	\$125	\$0
Reserve Fund		\$114,375	\$114,375	\$0
Pledge Revenue Fund		\$7,733,074	\$6,099,999	(\$1,633,075)
<b>Series 2015 Sub. Total</b>		<b>\$17,186,198</b>	<b>17,759,373.50</b>	<b>573,175.40</b>
Series 2017	Investment Type	Book Value as of 12/31/2021	Book Value as of 03/31/2022	Change in Book Value
Project Fund	GOLDMAN SACHS MMMF	2,982,968	2,983,160	192
Reserve Fund	Repurchase Agreement 11/1/2025	9,996,750	9,996,750	0
Capitalized Interest Account	GOLDMAN SACHS MMMF	0	0	0
Debt Service Fund	GOLDMAN SACHS MMMF	121,082	2,593,875	2,472,793
<b>Series 2017 Sub. Total</b>		<b>\$13,100,800</b>	<b>\$15,573,785</b>	<b>\$2,472,985</b>
<b>Total</b>		<b>30,172,623</b>	<b>33,333,158</b>	<b>\$3,160,535</b>



## c) CCT Hotel Series 2009A, 2009B and 2009C Taxable

US BANK - Dallas Convention Center Hotel Development Corp Hotel Revenue Bonds  
SERIES 2009A, SERIES 2009B TAXABLE & SERIES 2009C TAXABLE

As of: 12/31/2021 - 3/31/2022

SERIES 2009A, SERIES 2009B TAXABLE & SERIES 2009C TAXABLE	Investment Type	Book Value as of 12/31/2021	Book Value as of 03/31/2022	Change in Book Value
REVENUE FUND	GOLDMAN SACHS FINANCIAL SQUARE GOVERNMENT INSTITUTIONAL FUND #465 (GOLDMAN SACHS MMMF)	\$699,026	\$242,131	(\$456,895)
INSURANCE PREMIUM FUND		\$6,451,232	\$6,678,027	\$226,795
SENIOR FF & E RESERVE FUND		\$11,649,597	\$12,399,515	\$749,918
ADMINISTRATIVE EXPENSE FUND		\$2,122,641	\$2,233,621	\$110,981
OPERATING EXPENSE RESERVE FUND		\$10,000,000	\$10,000,000	(\$0)
MANAGER ADVANCE REPAYMENT FUND		\$6,000,000	\$6,000,000	(\$0)
CITY ADVANCE REPAYMENT FUND		\$6,000,000	\$6,000,000	(\$0)
SUB MANAGEMENT FEES FUND		\$377,427	\$208,646	(\$168,782)
SURPLUS REVENUE FUND (YR-2013)		\$3,909,601	\$3,909,853	\$252
SURPLUS REVENUE FUND (YR-2014)		\$12,527,570	\$12,528,377	\$806
SURPLUS REVENUE FUND (YR-2015)		\$6,302,540	\$6,302,946	\$406
SURPLUS REVENUE FUND (YR-2016)		\$11,762,320	\$11,763,077	\$757
SURPLUS REVENUE FUND (YR-2017)		\$4,843,106	\$4,843,418	\$312
SURPLUS REVENUE FUND (YR-2018)		\$5,654,070	\$4,114,032	(\$1,540,039)
SURPLUS REVENUE FUND (YR-2019)		\$0	\$0	\$0
<b>Sub. Total</b>		<b>\$88,299,131</b>	<b>\$87,223,642</b>	<b>(\$1,075,489)</b>
<b>SERIES 2009A</b>				
SENIOR DEBT SERVICE ACCOUNT	GOLDMAN SACHS MMMF	\$11,586,908	\$3,240,964	(\$8,345,943)
SENIOR DEBT SERVICE RESERVE ACCOUNT	Repurchase Agreement 1/1/2042	\$5,783,331	\$5,783,331	\$0
CONSTRUCTION FUND 2009A PROJECT ACCOUNT		\$0	\$0	\$0
<b>Sub. Total</b>		<b>\$17,370,239</b>	<b>\$9,024,295</b>	<b>(\$8,345,943)</b>
<b>SERIES 2009B TAXABLE</b>				
SENIOR DEBT SERVICE ACCOUNT	GOLDMAN SACHS MMMF	\$13,757,794	\$5,994,332	(\$7,763,462)
SENIOR DEBT SERVICE RESERVE ACCOUNT	Repurchase Agreement 1/1/2042	\$31,268,539	\$31,268,625	\$86
<b>Sub. Total</b>		<b>\$45,026,333</b>	<b>\$37,262,957</b>	<b>(\$7,763,376)</b>
<b>SERIES 2009C TAXABLE</b>				
SENIOR DEBT SERVICE ACCOUNT		\$0	\$0	\$0
SENIOR DEBT SERVICE RESERVE ACCOUNT	Repurchase Agreement 1/1/2042	\$0	\$0	\$0
CONSTRUCTION FUND 2009C PROJECT ACCOUNT		\$0	\$0	\$0
<b>Sub. Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total</b>		<b>\$150,695,703</b>	<b>\$133,510,895</b>	<b>(\$17,184,809)</b>



# Memorandum



DATE May 20, 2022

CITY OF DALLAS

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

SUBJECT

## **Update – Office of Homeless Solutions Panhandling Diversion**

The following memorandum is an update on the Office of Homeless Solutions' (OHS) holistic strategy to address homelessness equitably as One Dallas through the Panhandling Diversion Initiative. The details of progress made on this initiative are outlined below:

- A progress report on areas engaged by the Initiative is attached.
  - OHS outreach done – 34 engagements
  - Marshals V Citations given – 10 citations given
  - Crisis Intervention Team outreach done – 7 engagements
  - Community Courts/Adjudications – No Adjudications in Community Courts needed as of May 19, 2022.
  - A comparative analysis of 311 and 911 reports for panhandling prior to the Initiative vs the months of March, April, and May 2022 was completed and is attached.
- The City Attorney's Office is working with the Transportation Department and the Marshal's Office on the amendments to Dallas City Code, Chapter 13, and Chapter 28. We anticipate placing the amendments on the June 22, 2022, City Council agenda.
- Maintenance of the Forest Lane and I-75 site is twice monthly with planned DRTRR activity at the nearby encampments contributing to this hotspot.
- The next three locations are being planned now, with 3 weeks of engagement at each:
  - Martin Luther King Boulevard and SM Wright Freeway
  - Lovers Lane and I-75
  - Polk Street and Highway 67
- The cost for signage is \$4000 per 25 signs, which includes fabrication and installation.
- The Office of Homeless Solutions continues to educate and partner external organizations focused on charitable giving with the larger Continuum of Care (CoC), shelter providers. As a result of OHS' outreach to these organizations, an event is being planned for early Summer to fully engage all interested, street-based charitable giving organizations with area partners and the local CoC.

DATE  
SUBJECT

May 20, 2022

**Update – Office of Homeless Solutions Panhandling Diversion**

Should you have any questions or need additional information, please contact me at 214.670.4276 or via email at [Christine.crossley@dallascityhall.com](mailto:Christine.crossley@dallascityhall.com).

*Christine Crossley*

Christine Crossley

Director

Office of Homeless Solutions

[Attachment]

c:

Honorable Mayor and Members of City Council  
T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
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Majed A. Al-Ghafry, Assistant City Manager  
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Directors and Assistant Directors

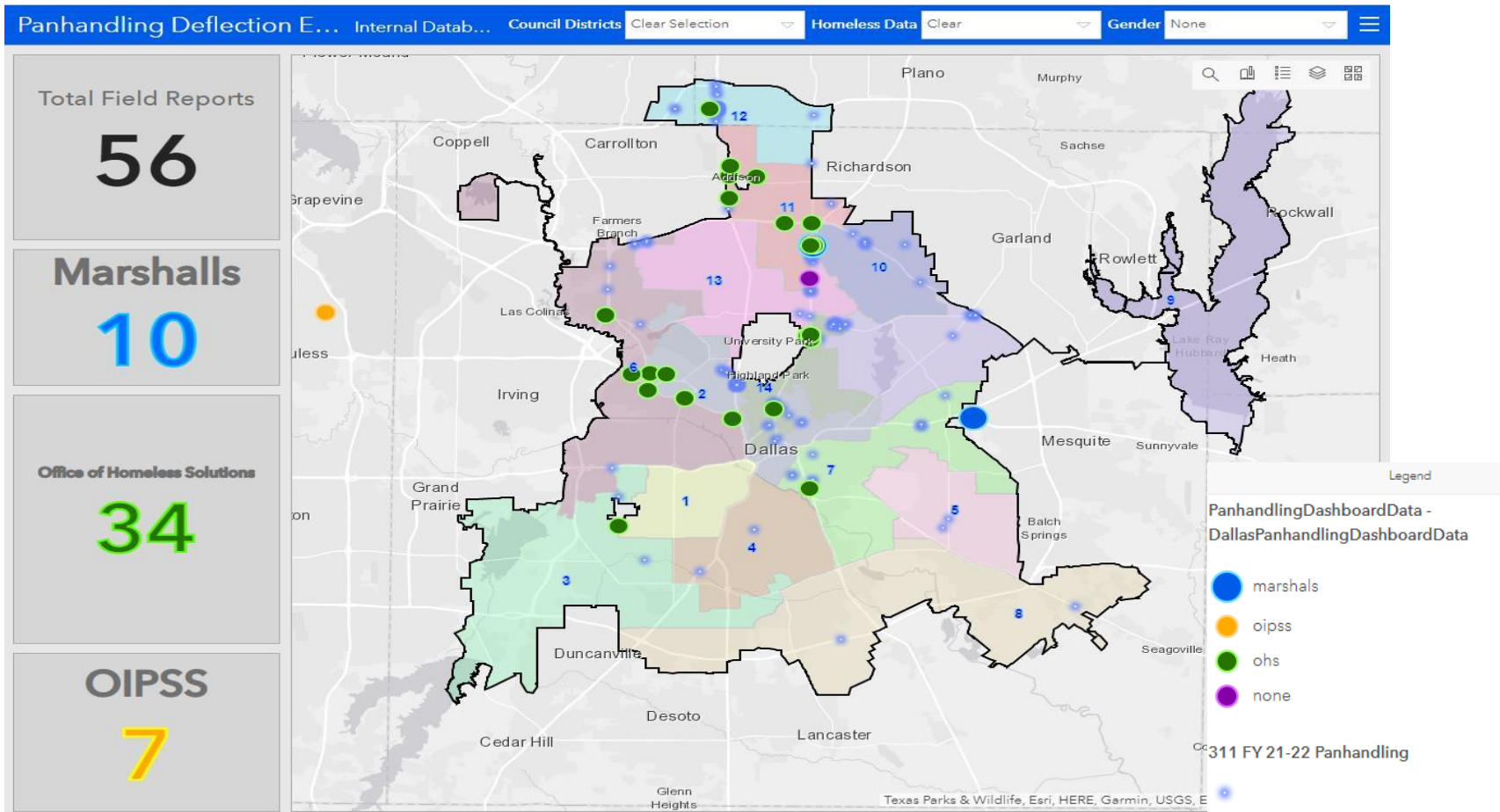


**City of Dallas**

## **Panhandling Deflection Report**

**Christine Crossley, Office of Homeless Solutions  
Ayeh Power, City Attorneys Office  
Kevin Oden, Office of Integrated Public Safety  
Solutions  
David Pughes, Marshal's Office  
Brita Andercheck, Data Analytics and Business Intelligence**

# Overview



# Quick Stats



## Out of a Total of 56 Field Reports:

- OHS outreach: 34 engagements
- Crisis Intervention Team: 7 engagements
- Marshalls V Citations: 10 citations given
- Adjudications: 0

Six entries by OHS cite multiple individuals at singular locations.

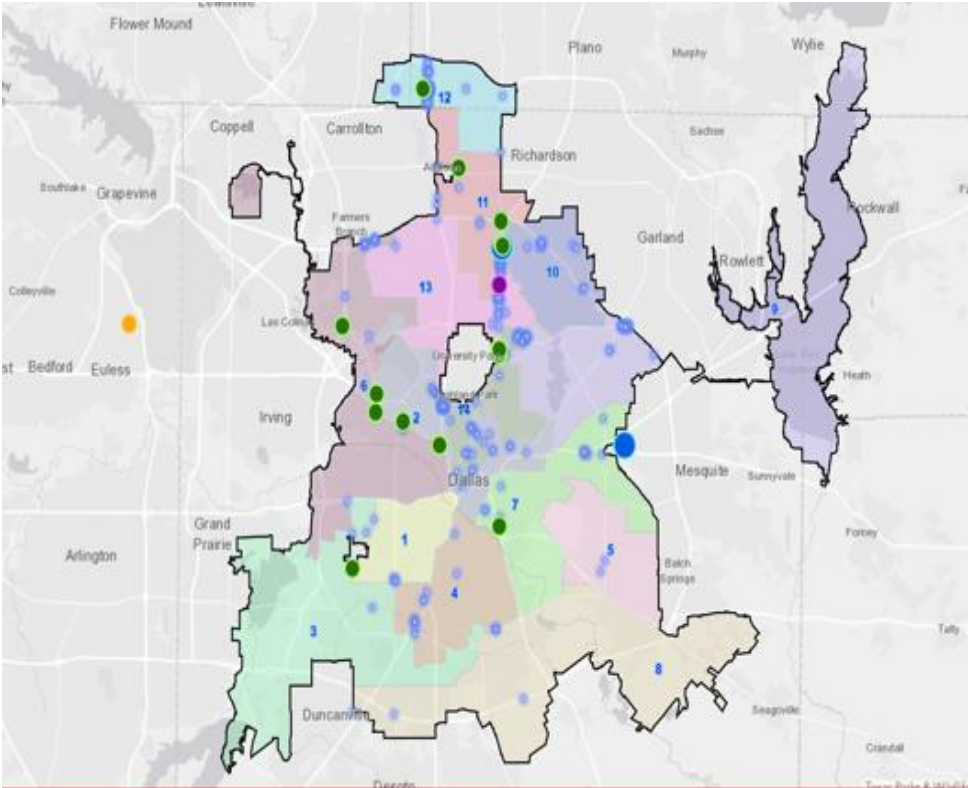




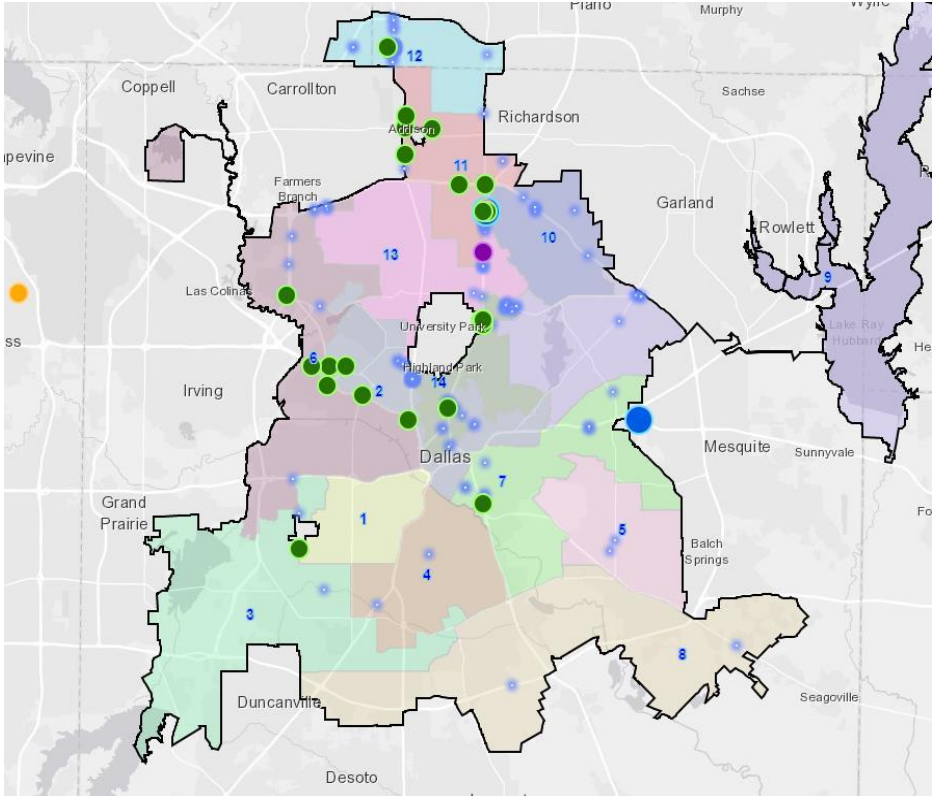
# April 2022 to May 2022 SR Comparison



April



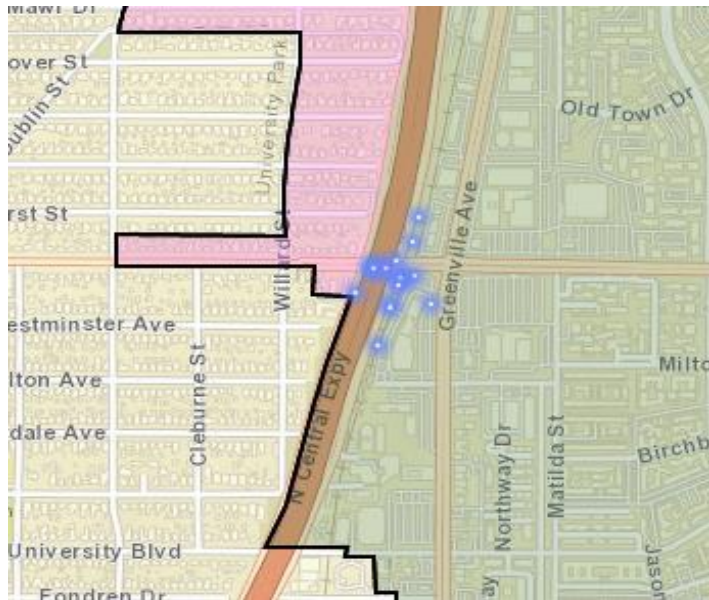
May



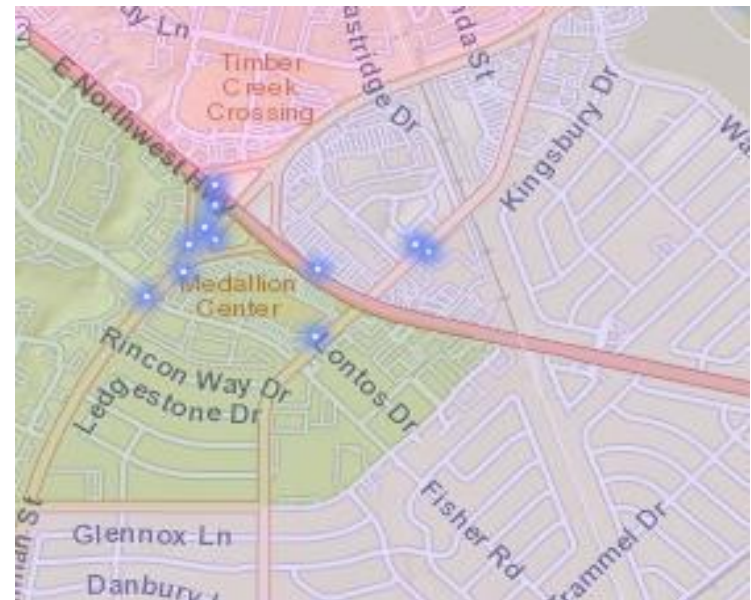
# Areas with High Density of SR's



Lovers Lane and North Central Expressway



Northwest Highway and Skillman Road

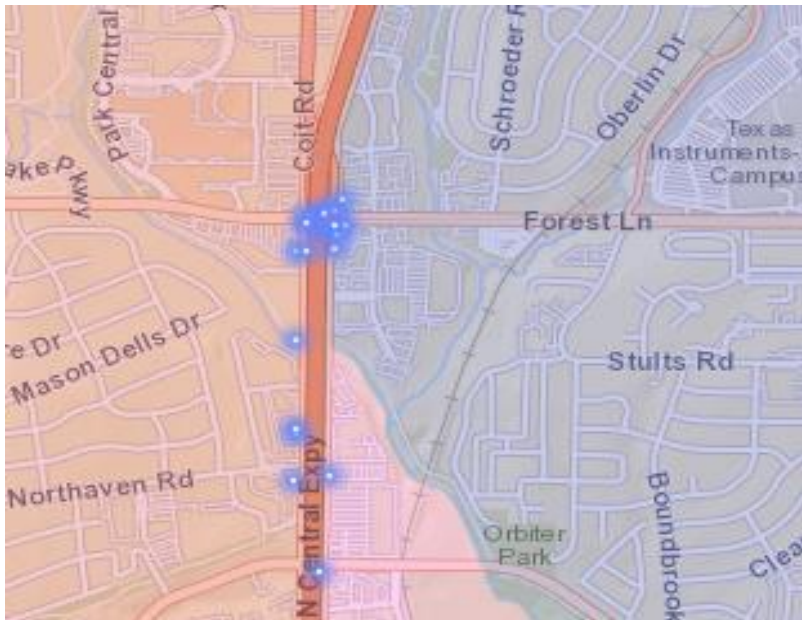




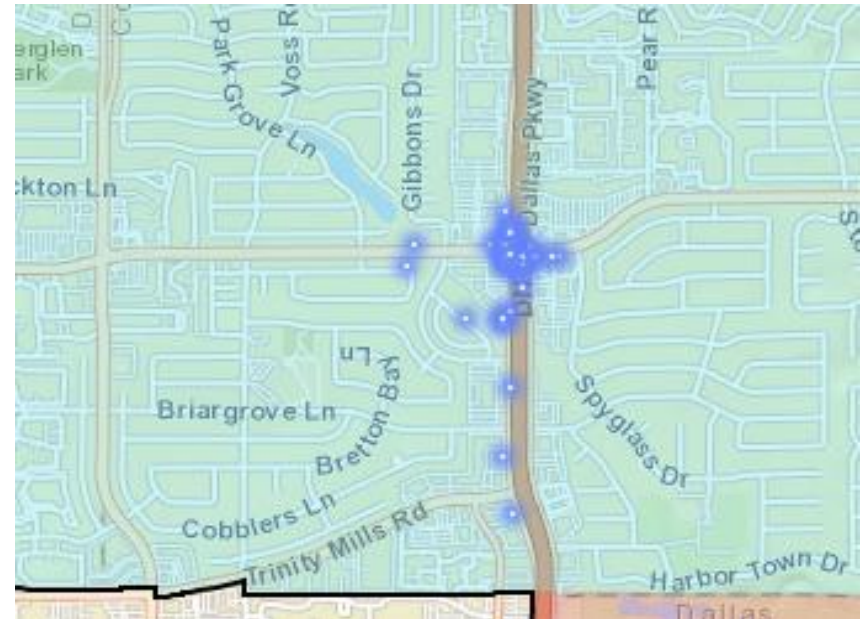
# Areas with High Density of SR's



Forest Lane and North Central Expressway



Frankford Road and Dallas North Tollway



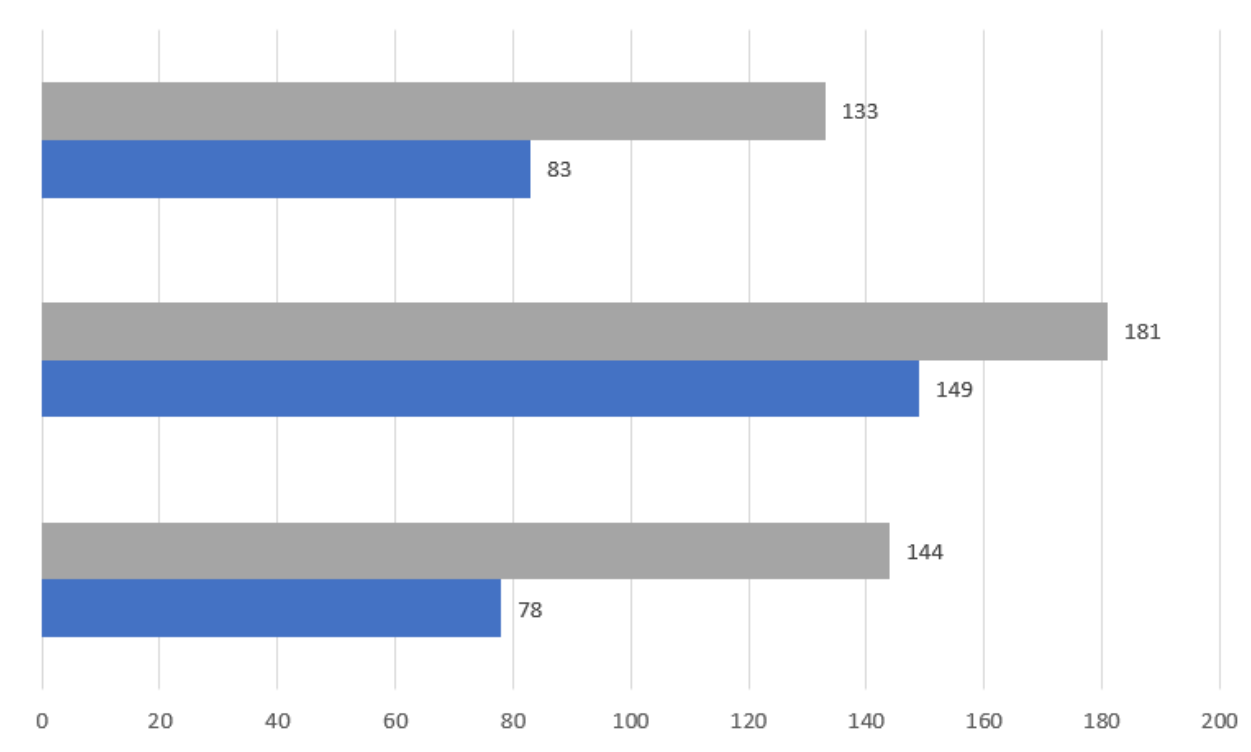
# Emergency 911 calls vs Non-Emergency 311 calls



May  
(up to May 17<sup>th</sup>)

April

March



Non-Emergency

Emergency



# Previous, Ongoing, and Next Steps



## Previous

- Data Analytics and Business Intelligence built a secured database for all three teams to use collaboratively.
- All teams could enter data and locations of panhandlers through a secure field data collection mobile application.
- The team provided 4 training sessions and user guide documentation.

## Ongoing

- Monitoring of SR's and citations of individuals panhandling

## Upcoming

- Proposed amendments to Dallas City Code, Chapter 28
- Proposed amendments to Dallas City Code, Chapter 13





**City of Dallas**

## **Panhandling Deflection Report**

**Christine Crossley, Office of Homeless Solutions  
Ayeh Power, City Attorneys Office  
David Pughes, Office of Integrated Public Safety Solutions  
Dianne Gibson, Marshal's Office  
Brita Andercheck, Data Analytics and Business Intelligence**

# Memorandum



CITY OF DALLAS

DATE May 20, 2022

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

SUBJECT **Dallas Fire-Rescue Overtime Pay Update**

Recently, the Dallas Fire Fighters Association notified the city about issues related to the calculation of overtime for Dallas Fire-Rescue (DFR) members. We have been working to resolve the issues related to calculation of overtime for some DFR members and pay any overtime owed to DFR personnel. Below, we have provided information on recent changes in city procedures regarding payment of overtime for COVID-19 leave and Quarantine Leave (Q-Leave). We have also addressed the correction of an error related to overtime earned while on injury leave and discussed timelines and next steps.

## **COVID-19 and Q-Leave**

In 2020, city employees were granted COVID-19 leave if they tested positive for COVID-19 or needed to quarantine due to a close exposure. This leave was paid from COVID relief funds, and no employee using COVID-19 leave had their sick or any other accrued leave time reduced. However, COVID-19 leave was treated the same as sick leave for purposes of calculating overtime. As such, COVID-19 leave did not count as hours worked for purposes of calculating overtime for DFR members.

On June 15, 2021, the State of Texas passed SB 2073, which amends the Texas Local Government Code, Chapter 180.000 requiring political subdivisions to grant quarantine leave (Q-leave) to all emergency medical technicians, firefighters, detention officers, and peace officers. Accordingly, the city will retroactively count Q-leave or COVID-19 leave taken on or after June 15, 2021, the effective date of the legislation, as hours worked for purposes of calculating overtime and pay any overtime owed.

## **Injury Leave**

Prior to the implementation of Workday in June 2020, injury leave counted as hours worked for purposes of calculating overtime. However, due to a programming issue in Workday, injury leave did not count as hours worked for purposes of calculating overtime. As a result, overtime was not paid to employees who may have earned overtime while on injury leave. All other overtime paid was not affected. Therefore, we are recalculating overtime related to injury leave from June 24, 2020, to present.

DATE May 20, 2022  
SUBJECT **Dallas Fire-Rescue Overtime Pay Update**

Human Resources is currently testing Workday payroll system modifications necessary to calculate any retroactive overtime owed to city employees. We estimate that any amount owed to DFR employees will be paid by the end of July 2022.

If you have any questions, please contact Nina Arias, Director of Human Resources Department.

A handwritten signature in black ink, appearing to read 'Kimberly B. Tolbert', with a stylized, flowing script.

Kimberly Bizzor Tolbert  
Deputy City Manager

c: Honorable Mayor and Members of the City Council  
T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
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# Memorandum



CITY OF DALLAS

DATE May 20, 2022

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

SUBJECT **Upcoming Agenda Item: Executive and Professional Search Firm, GovHR USA LLC, for the Department of Human Resources**

The May 25, 2022 City Council Agenda includes an item to consider an additional firm, GovHR, to support recruitment activities for the Human Resources Department (HR). This search firm, along with the other five search firms awarded on April 27, 2022, will be used to assist HR in the identification, screening, and selection of candidates for vacant executive and professional positions. We did not include this search firm in the April 27 City Council item because of prolonged contract negotiations with GovHR, which have since concluded.

During the April 25, 2022 Government Performance and Financial Management Committee meeting, committee members asked questions regarding the amount allocated to each search firm. These allocations are estimations based off the maximum number of vacancies and past historical trends. With the unpredictability of vacancies and the current job market, we estimated usage on the high end for the contracts. However, we are not obligated to spend at those levels, and will only order services as needed. Departments will provide funding from within existing appropriations.

We appreciate your support on this item. If you have any questions, please contact Danielle Thompson, Director, Procurement Services or Nina Arias, Director, Human Resources.

  
M. Elizabeth Reich  
Chief Financial Officer

c: Honorable Mayor and Members of City Council  
T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
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## June 27, 2022 Government Performance and Financial Management Committee Forecast

	<b>Title</b>	<b>Presenter(s)</b>
<b>Briefing Items</b>	Development Services – Monthly Technology Update and Metrics Review	Andrew Espinoza, Director, Development Services; Will Munding, Executive in Residence, Development Services
	FMPC Review – Fee Recovery	Jack Ireland, Director, Budget and Management Services
	Office of the City Auditor Briefing on Internal Audit Reports Released Between May 14, 2022 and June 17, 2022	Mark Swann, City Auditor
	Panhandling Diversion Update	Christine Crossley, Director, Office of Homeless Solutions
<b>FYI Items</b>	Budget Accountability Report (Information as of April 30, 2022)	
	Update on Mental Health Leave	