

# Memorandum



CITY OF DALLAS

DATE October 21, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Housing Policy Update**

Since my update last week, Community Equity Strategies (CES) conducted two city-wide strategy sessions on October 14th and 15th. CES is ramping up publicity for the critical follow-up community-wide strategy session on November 5th. The November 5th session will build on the community stakeholder input provided at the October 14th and 15th sessions.

I included a brief description below of the November 5th session and registration links (in English and Spanish) for you to share with your networks. Our goal is to build a robust community input session with stakeholders throughout Dallas as we work toward the final stages of developing the new housing policy framework.

## **Community Strategy Session**

**November 5, 2022**

10:00 am - 5:30 pm

**J. Erik Jonsson Central Library, 1515 Young Street**

## **An Equitable Framework for Housing Policy and Progress Measurement**

A series of community conversations and strategy sessions resulted in defining how the City should take action to increase housing equity. In this session, community members will help review the work done to date in creating measurable goals the City should use in determining whether any progress is being made in increasing housing equity. During the course of the day, we will have breakout sessions enabling participants to take deeper dives into strategies communities will use to support equitable housing development, prevent displacement of long-time residents from redeveloping neighborhoods, improve infrastructure and opportunity in historically marginalized neighborhoods, create mixed-income areas across the entire city, and more.

[Register Here](#)

**For Additional Input, fill out this survey:**

[Dallas Accountability for Housing Equity Survey](#)

DATE October 21, 2022  
SUBJECT **Housing Policy Update**

**Sesión de Estrategia Comunitaria**  
**Sesión del sábado: 11 noviembre**  
10:00AM – 5:30PM

**J. Erik Jonsson Central Library, 1515 Young Street**

## **Un Marco Equitativo para la Política de Vivienda y la Medición del Progreso**

Una serie de conversaciones comunitarias y sesiones de estrategia dieron como resultado la definición de cómo la Ciudad debería tomar medidas para aumentar la equidad en la vivienda. En esta sesión, los miembros de la comunidad ayudarán a revisar el trabajo realizado hasta la fecha en la creación de objetivos medibles que la Ciudad debería usar para determinar si se está logrando algún progreso en el aumento de la equidad en la vivienda. Durante el transcurso del día, tendremos sesiones de trabajo que permitirán a los participantes profundizar en las estrategias que las comunidades usarán para apoyar el desarrollo de viviendas equitativas, evitar el desplazamiento de los residentes de mucho tiempo para reconstruir los vecindarios, mejorar la infraestructura y las oportunidades en los vecindarios históricamente marginados, crear áreas de ingresos mixtos en toda la ciudad, y más.

[Registrarse Aquí](#)

**Para obtener información adicional, complete esta encuesta**  
[Responsabilidad de Dallas por la Equidad en la Vivienda](#)

Please let me know if you have questions or need additional information.



**David Noguera**  
Director of Housing & Neighborhood Revitalization

c: 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  
Jon Fortune, Deputy City Manager

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

# Memorandum



CITY OF DALLAS

DATE October 21, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Shared Dockless Vehicle Program: Call for Permit Applications Now Open**

The purpose of this memorandum is to notify the Mayor and City Council, Shared Dockless vehicle operators, and the public that the Fiscal Year 2022-2023 Shared Dockless Vehicle Call for Permit Applications opened on Wednesday, October 19, 2022. Operators wishing to have a Shared Dockless vehicle service in the City of Dallas—that is, to rent, lease or sell electric and motor-assisted scooters and electric bicycles in the public right-of-way—during the Fiscal Year 2022-2023 permit cycle must submit an application and permit fee to the Department of Transportation by 5:00 pm on Friday, November 4, 2022.

The City intends to issue permits to the three top-scoring operators, with each operator allowed to deploy up to 500 Shared Dockless vehicle units at service launch, as authorized in the Shared Dockless Vehicle Program Rules. The criteria that will be used to score the operators was reviewed by the City’s Micromobility Working Group.

To view the application, which includes submittal guidance and information on the scoring criteria, please visit <https://dallascityhall.com/departments/transportation/Pages/dockless-vehicle-program.aspx>.

If you have any questions or concerns, please contact Ghassan “Gus” Khankarli, Ph.D. P.E., PMP, CLTD, at [ghassan.khankarli@dallas.gov](mailto:ghassan.khankarli@dallas.gov).

  
Robert Perez, PhD  
Assistant City Manager

- c: T.C. Broadnax, City Manager
- Chris Caso, City Attorney
- Mark Swann, City Auditor
- Biliera Johnson, City Secretary
- Preston Robinson, Administrative Judge
- Kimberly Bizer Tolbert, Deputy City Manager
- Jon Fortune, Deputy City Manager

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

# Memorandum



CITY OF DALLAS

DATE October 21, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Community Development Block Grant Disaster Recovery (CDBG-DR) Funding – October 19, 2022, City Council Briefing**

On Wednesday, [October 19](#), the City Council was scheduled to be briefed on the Community Development Block Grant – Disaster Recovery (CDBG-DR) requirements, timeline, proposed budget, and Action Plan. As communicated on [May 13](#) and [August 26](#), the City of Dallas will receive a direct allocation of CDBG-DR funds from the US Department of Housing and Urban Development (HUD) in the amount of \$24.4 million. Funds were awarded due to the February 2021 winter weather storm. These funds are typically awarded to the State, and the City of Dallas has never received CDBG-DR funds from the State or a direct allocation. Eligible use of funds by category includes disaster recovery, restoration of infrastructure, housing, economic revitalization, and mitigation. Each funded activity must be a CDBG eligible activity (principally benefit low- and moderate-income persons) and address most impacted and distressed (MID) areas. The entire City of Dallas is in a MID so there are no restrictions on location. Funds may only be used for unmet disaster recovery or mitigation needs not addressed by other resources.

To receive CDBG-DR funds, the City must develop an Action Plan that details the use of funds to address unmet recovery needs and mitigation. In July, Budget & Management Services reached out to departments requesting a list of projects. Eligible projects recommended by departments are included in the draft Action Plan. HUD rules require FEMA data be used to guide funding recommendations in the Action Plan. We have been waiting on FEMA data since the funds were announced. The original due date of the Action Plan was September 28. HUD granted a 90-day extension, and the Action Plan is now due by December 28. While we still do not have FEMA data, we are moving forward with a proposed budget and draft Action Plan to meet the December 28, 2022 deadline as shown in the timeline below. Once FEMA data is received, amendments will be made as needed. The proposed budget is provided in the attachment.

Timeline	
Date	Activity
October 19, 2022	City Council briefing on status and proposed budget
November 2, 2022	Consider City Council amendments to proposed budget, if needed
November 9, 2022	City Council preliminary adoption of proposed budget, and call public hearing
November 10, 2022	Start 30-day public review period
December 14, 2022	Hold public hearing and final adoption of CDBG-DR budget
December 28, 2022	CDBG-DR Budget and Action Plan submitted to HUD

DATE October 21, 2022  
SUBJECT **Community Development Block Grant Disaster Recovery (CDBG-DR) Funding –  
October 19, 2022, City Council Briefing**

At this point in the planning process, City Council Members are invited to submit proposed amendments/alternate projects to Budget & Management Services by 5:00 pm on Thursday, October 27. The timeline allows the City Council to consider amendments on the November 2 briefing, if needed.

If you have questions or need assistance preparing an amendment, please contact Janette Weedon, Director of Budget & Management Services.



for

Jack Ireland  
Chief Financial Officer

[Attachment]

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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**COMMUNITY DEVELOPMENT BLOCK GRANT - DISASTER RECOVERY (CDBG-DR)**

	<b>Program</b>	<b>Eligible Category</b>	<b>Amount</b>
1	HOU Down payment Assistance	Housing	500,000
2	HOU Rehabilitation - Multi-Unit	Housing	2,000,000
3	HOU New Construction - Multi-Unit	Housing	12,824,350
	<b>Housing Activity Total</b>		<b>15,324,350</b>
4	PKR Kleburg Rylie - gymnasium floor	Infrastructure	1,000,000
5	PKR Big Thicket - replace damaged roof, gutters and fascia materials	Infrastructure	50,000
6	PKR Bahama Beach - Repairs and paint	Infrastructure	1,600,000
7	PKR Grauwlyer Recreation Center - repairs to additional building used for additional class space and meetings for community. Extensive damage to building due to burst water pipes during the winter storm.	Infrastructure	50,000
	<b>Infrastructure Total</b>		<b>2,700,000</b>
8	BMS Data acquisition, analysis, and creation of action plan(s), implementation plan(s), amendments, and other activities necessary to enable spending funds pursuant to the law.	Planning	500,000
9	HOU Data acquisition, analysis, and creation of action plan(s), implementation plan(s), amendments, and other activities necessary to authorize spending funds on housing activities.	Planning	1,500,000
	<b>Planning Total</b>		<b>2,000,000</b>
	CDBG-DR - Planning 15% Cap		3,664,350
	Under/(Over) Cap		1,664,350
	CDBG-DR - Planning Cap Percentage		8.2%
10	PKR Urban tree canopy and landscaped plantings in parks due to damage and loss of large mature trees.	Mitigation	160,000
11	OEM 2022 City of Dallas Local Mitigation Action Plan	Mitigation	3,027,000
	<b>Mitigation Total</b>		<b>3,187,000</b>
	CDBG-DR - Mitigation Cap		3,187,000
	Under/(Over) Cap		0
12	BMS Admin - Provide coordination of budget development, citizen participation, and centralized reporting to HUD as primary City liaison.	Admin	600,000
13	HOU Admin - Provide operational support for the management and administration for housing related CDBG programs.	Admin	621,650
	<b>Total Admin</b>		<b>1,221,650</b>
	CDBG-DR - Admin 5% Cap		1,221,650
	Under/(Over) Cap		0
	CDBG-DR - Admin Cap Percentage		5%
	<b>GRAND TOTAL CDBG-DR BUDGET</b>		<b>24,433,000</b>

# Memorandum



CITY OF DALLAS

DATE October 21, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – August 2022**

Please find attached the August Budget Accountability Report (BAR) based on information through August 31, 2022. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

Please note, the budget appropriation changes approved on September 28 are included in this report.

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

A handwritten signature in cursive script that reads "Jon Fortune".

for Jack Ireland  
Chief Financial Officer

[Attachment]

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
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Directors and Assistant Directors

# BUDGET ACCOUNTABILITY REPORT

As of August 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	19% over budget	✓
Convention and Event Services	✓	✓
Development Services	21% over budget	✓
Municipal Radio	22% under budget	6% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	8% over budget	✓
Bond and Construction Management	✓	15% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	22% over budget	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	8% over budget	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 20  
On Target

! 5  
Near Target

✗ 10  
Not on Target

#### Year-End Forecast

✓ 22  
On Target

! 4  
Near Target

✗ 9  
Not on Target

### Budget Initiative Tracker

● 12  
Complete

! 0  
At Risk

✓ 23  
On Track

✗ 0  
Canceled

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through August 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 August 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	1,589,890,654	1,511,584,233	1,603,114,690	13,224,036
Expenditures	1,535,018,900	1,589,890,654	1,395,801,710	1,584,166,894	(5,723,760)
Ending Fund Balance	\$272,058,286	\$272,058,286		\$306,189,626	\$34,131,340

**Fund Balance.** As of August 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 August 31, 2022, General Fund revenues are projected to be \$13,224,000 over budget. Sales tax revenue is projected to be \$4,698,000 over budget based on actual collection trends. Additionally, Franchise and other revenue is forecast to be \$7,102,000 over budget. This is partially offset by decline in fines and forfeitures and operating transfers in. Fines and forfeitures fees combined with operating transfers in are projected to be \$8,286,000 under budget.

**Expenditures.** Through August 31, 2022, General Fund expenditures are projected to be \$5,724,000 under budget primarily due to salary savings from vacant uniform and non-uniform positions across all General Fund departments, partially offset by expenses for uniform overtime, contractual services such as temporary staffing, and supplies for various General Fund departments.

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

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

## FY 2021-22 Financial Forecast Report

**GENERAL FUND REVENUE**

Revenue Category		FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$876,483,968	\$876,483,968	\$877,165,690	\$878,236,194	\$1,752,226
2	Sales Tax	344,283,066	394,108,522	367,497,168	398,806,270	4,697,748
3	Franchise and Other	117,599,602	117,599,602	91,727,681	124,701,369	7,101,767
4	Charges for Services	108,668,947	108,668,947	92,040,886	111,542,487	2,873,540
5	Fines and Forfeitures	26,390,716	26,390,716	22,857,046	23,104,477	(3,286,239)
6	Operating Transfers In	32,918,730	33,116,288	23,185,836	28,116,288	(5,000,000)
7	Intergovernmental	13,101,905	17,950,645	19,490,278	19,455,671	1,505,026
8	Miscellaneous	8,877,610	8,877,610	10,719,048	11,735,104	2,857,494
9	Licenses and Permits	5,844,356	5,844,356	5,628,271	5,666,830	(177,526)
10	Interest	850,000	850,000	1,272,329	1,750,000	900,000
Total Revenue		\$1,535,018,900	\$1,589,890,654	\$1,511,584,233	\$1,603,114,690	\$13,224,036

**VARIANCE NOTES**

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

**2 Sales Tax.** City Council increased the sales tax budget from \$364,294,064 to \$394,108,522 on September 28 by adopting the end of the year budget ordinance. Revenues are forecast to be \$4,698,000 over the amended budget based on actual collection trends eleven months into the fiscal year.

**5 Fines and Forfeitures.** Fines and forfeitures are projected to be \$3,286,000 under budget primarily due to declines in citations filled with the court (18.4 percent decline compared to the same period last year from October to August), in addition to decline in parking fine activity.

**6 Operating Transfers In.** The revenue budget for Operating Transfers In was amended on December 8, 2021 by resolution #21-2023 in the amount of \$197,558 for the establishment of the Inspector General Division. Revenues are forecast to be \$5,000,000 under budget primarily because General Fund revenue is forecast to exceed the budgeted amount, eliminating the need for the Sports Arena transfer.

**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 \$2,857,000 over budget primarily due to auction sales exceeding 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.

**10 Interest.** Interest revenue is projected to be \$1,750,000 primarily due to improved market conditions and anticipated interest rate hikes.

## FY 2021-22 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

	Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$260,333,866	\$258,565,939	\$213,645,680	\$237,589,310	(\$20,976,629)
	Non-uniform Overtime	6,826,827	6,826,827	13,424,431	14,815,186	7,988,359
	Non-uniform Pension	35,609,192	37,712,500	31,231,485	34,440,822	(3,271,678)
	Uniform Pay	496,243,907	497,132,747	437,679,355	480,881,022	(16,251,725)
	Uniform Overtime	35,775,121	50,775,121	71,477,560	69,655,851	18,880,730
	Uniform Pension	171,394,327	171,394,327	154,823,488	172,184,411	790,084
	Health Benefits	73,731,868	73,765,142	49,656,349	73,765,506	364
	Workers Comp	10,115,891	10,115,891	0	10,115,891	0
	Other Personnel Services	12,262,614	12,286,173	10,391,974	12,273,609	(12,564)
<b>1</b>	<b>Total Personnel Services</b>	<b>\$1,102,293,613</b>	<b>\$1,118,574,666</b>	<b>\$982,330,323</b>	<b>\$1,105,721,608</b>	<b>(\$12,853,058)</b>
<b>2</b>	<b>Supplies</b>	<b>75,425,847</b>	<b>77,930,683</b>	<b>76,372,719</b>	<b>89,728,582</b>	<b>11,797,899</b>
<b>3</b>	<b>Contractual Services</b>	<b>433,322,701</b>	<b>463,687,418</b>	<b>374,418,204</b>	<b>466,052,169</b>	<b>2,364,750</b>
<b>4</b>	<b>Capital Outlay</b>	<b>11,677,806</b>	<b>17,398,954</b>	<b>14,550,930</b>	<b>17,910,374</b>	<b>511,420</b>
<b>5</b>	<b>Reimbursements</b>	<b>(87,701,067)</b>	<b>(87,701,067)</b>	<b>(51,870,467)</b>	<b>(95,245,839)</b>	<b>(7,544,772)</b>
	<b>Total Expenditures</b>	<b>\$1,535,018,900</b>	<b>\$1,589,890,654</b>	<b>\$1,395,801,710</b>	<b>\$1,584,166,894</b>	<b>(\$5,723,760)</b>

**VARIANCE NOTES**

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

**1 Personnel Services.** Personnel services are forecast to be \$12,853,000 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 (\$8,878,000) and Dallas Fire-Rescue (\$10,002,000) and non-uniform overtime expenses.

**2 Supplies.** Supplies are forecast to be \$11,798,000 over budget primarily due to radios and other expenses related to the Real-Time Crime Center; protective equipment for Dallas Police Department; various supplies for ambulance operations, in-house repairs, and preventive maintenance of Dallas Fire-Rescue fleet; increases in the cost for building materials used by Building Services; supplies for Park & Recreation facilities improvements; and usage of Transportation signal systems supplies.

**3 Contractual Services.** Contractual services are forecast to be \$2,365,000 over budget primarily due to outsourced fleet repairs, preventive maintenance, and groundskeeping of facilities maintained by DFR; temporary staffing costs across several General Fund departments; and a deposit for the November 8, 2022 joint election, to be reimbursed by Convention and Event Services. These costs are partially offset by savings in salary and benefit stabilization.

**4 Capital Outlay.** Capital outlay is forecast to be \$511,000 over budget primarily due to renovations at Code Compliance facilities, Transportation street light projects, and the Bike Plan supplemental agreement.

## 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 \$7,545,000 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, and a deposit from Convention and Event Services to cover the November 8, 2022 joint election, 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	21,127,336	\$20,344,426	21,039,810	(\$87,526)
2	Budget and Management Services	4,512,904	4,388,156	3,472,855	4,320,562	(67,594)
3	Building Services	24,356,319	26,538,775	22,905,473	26,505,386	(33,389)
4	City Attorney	17,814,203	18,665,088	16,163,385	18,620,208	(44,880)
5	City Auditor	3,048,254	2,989,115	2,481,673	2,786,177	(202,938)
6	City Controller	7,764,698	7,804,952	7,023,048	7,772,133	(32,819)
7	Independent Audit	745,429	752,000	752,000	752,000	0
8	City Manager	2,933,212	3,237,300	2,846,445	3,181,498	(55,802)
9	City Secretary	3,050,306	3,068,256	2,591,129	3,068,256	0
10	Elections	104,713	283,013	100,066	283,012	0
11	Civil Service	3,021,703	2,737,119	2,038,519	2,642,387	(94,732)
12	Code Compliance	35,032,924	35,314,022	29,501,686	35,301,555	(12,467)
13	Court and Detention Services	24,077,721	24,080,239	21,312,841	23,674,752	(405,487)
14	Jail Contract	9,450,527	8,989,658	7,598,918	8,989,658	0
15	Dallas Animal Services	16,068,520	16,173,829	13,871,595	16,070,408	(103,421)
16	Dallas Fire-Rescue	335,699,096	351,663,887	319,774,730	351,457,442	(206,445)
17	Dallas Police Department	565,934,568	569,379,714	512,626,538	569,351,227	(28,487)
18	Data Analytics and Business Intelligence	3,988,372	3,258,538	2,788,533	3,258,538	0
19	Economic Development	3,252,177	3,541,806	3,514,182	3,536,131	(5,675)
20	Housing and Neighborhood Revitalization	3,825,426	3,715,087	2,235,446	3,432,166	(282,921)
21	Human Resources	7,199,251	7,312,253	6,074,649	7,168,977	(143,276)
22	Judiciary	3,675,924	4,220,484	3,422,893	4,047,898	(172,586)
23	Library	32,917,306	32,692,563	26,473,922	32,224,248	(468,315)
	Management Services					
24	311 Customer Service Center	5,079,860	5,030,513	3,233,136	4,836,665	(193,848)
25	Communications, Outreach, and Marketing	2,330,867	2,344,584	1,685,619	2,248,284	(96,300)
26	Community Care	9,204,147	9,120,978	4,656,475	8,813,400	(307,578)
27	Community Police Oversight	630,129	548,951	367,236	515,750	(33,201)
28	Emergency Management	1,130,290	1,135,003	931,667	1,085,003	(50,000)
29	Environmental Quality and Sustainability	4,255,762	4,249,929	4,193,397	4,060,841	(189,088)
30	Equity and Inclusion	2,644,998	2,716,879	2,189,391	2,617,272	(99,607)
31	Government Affairs	914,383	969,693	917,651	953,733	(15,960)
32	Historic Preservation	755,602	726,575	576,517	724,094	(2,481)
33	Homeless Solutions	11,913,143	11,987,770	10,189,488	11,898,805	(88,965)
34	Integrated Public Safety Solutions	4,969,809	4,527,006	2,632,837	4,350,566	(176,440)
35	Small Business Center	2,454,801	2,209,055	1,196,556	2,102,603	(106,452)
36	Mayor and City Council	5,351,007	5,432,068	4,771,074	5,421,840	(10,228)
37	Non-Departmental	115,542,145	138,518,281	98,672,221	137,048,660	(1,469,621)
38	Park and Recreation	99,627,169	102,368,491	94,315,524	102,368,491	0
39	Planning and Urban Design	4,209,553	6,605,112	4,753,437	6,488,234	(116,878)
40	Procurement Services	3,082,909	2,813,102	2,403,469	2,740,013	(73,089)
41	Public Works	76,357,799	81,871,019	77,423,095	81,871,019	0
42	Transportation	45,249,577	45,298,648	41,294,162	45,053,385	(245,263)
	<b>Total Departments</b>	<b>\$1,525,515,093</b>	<b>1,580,406,847</b>	<b>\$1,386,317,903</b>	<b>\$1,574,683,087</b>	<b>(\$5,723,760)</b>
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	4,483,807	9,483,807	9,483,807	9,483,807	0
45	Salary and Benefit Stabilization	5,020,000	0	0	0	0
	<b>Total Expenditures</b>	<b>\$1,535,018,900</b>	<b>\$1,589,890,654</b>	<b>\$1,395,801,710</b>	<b>\$1,584,166,894</b>	<b>(\$5,723,760)</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. City Council decreased OAC's budget by \$250,000 on September 28 by ordinance #32301 due to salary savings.

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

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

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

**5 City Auditor.** City Council increased AUD's budget by \$16,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased AUD's budget by \$75,000 on September 28 by ordinance #32301 due to salary savings. AUD is projected to be \$203,000 under budget primarily due to salary savings as a result of vacant positions.

**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.

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

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

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

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

## 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.

**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. City Council decreased CVS's budget by \$300,000 on September 28 by ordinance #32301 due to salary savings.

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

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

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

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

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

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

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

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

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

## 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. City Council decreased HR's budget by \$75,000 on September 28 by ordinance #32301 due to salary savings.

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

**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. City Council decreased LIB's budget by \$463,000 on September 28 by ordinance #32301 due to salary savings.

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

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

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

**27 Community Police Oversight.** City Council increased OCPO's budget by \$3,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased OCPO's budget by \$84,000 on September 28 by ordinance #32301 due to salary savings. OCPO is projected to be \$33,000 under budget primarily due to salary savings associated with three vacant positions.

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

**29 Environmental Quality and Sustainability.** City Council increased OEQS's budget by \$64,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased OEQS's budget by \$70,000 on September 28 by ordinance #32301 due to salary savings.

**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. City Council decreased OEI's budget by \$182,000 on September 28 by ordinance #32301 due to salary savings.

## 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.

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

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

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

**34 Integrated Public Safety Solutions.** City Council increased IPSS' budget by \$14,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs and the Compensation Study Phase II implementation. City Council decreased IPSS' budget by \$457,000 on September 28 by ordinance #32301 due to salary savings.

**35 Small Business Center.** City Council increased SBC's budget by \$54,000 on May 11 by ordinance #32193 for one-time Employee Retirement Fund (ERF) pension costs, the Compensation Study Phase II implementation, and to reallocate existing resources between various City departments. City Council decreased SBC's budget by \$300,000 on September 28 by ordinance #32301 due to salary savings. SBC is projected to be \$106,000 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.

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

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

## 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.

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

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

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

**42 Transportation.** City Council increased TRN's budget by \$49,000 on May 11 by ordinance #32193 for 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, \$2,369,000 was transferred to General Fund departments for adjustments including truck driver pay increases (\$569,000), pay increases and temporary help expenses in Judiciary (\$248,000), other adjustments as a result of the Compensation Study (\$1,153,000), and for retirement pay-outs in CAO, CMO, and OGA (\$400,000). City Council reallocated the remaining \$2,651,000 S&B budget on September 28 by ordinance #32301 due to savings.

## 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	151,389,852	160,872,583	179,496,951	28,107,099
Total Expenditures	142,389,852	151,389,852	119,387,807	151,069,961	(319,891)
Ending Fund Balance	\$15,319,809	\$15,319,809		\$76,456,980	\$61,137,171

**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	110,831,405	95,412,481	112,148,539	1,317,134
Total Expenditures	100,819,948	110,831,405	66,530,419	110,831,405	0
Ending Fund Balance	\$39,553,867	\$39,553,867		\$44,780,471	\$5,226,604

**3 DEVELOPMENT SERVICES**

Beginning Fund Balance	\$48,987,040	\$48,987,040		\$49,020,764	\$33,724
Total Revenues	33,476,527	33,468,516	37,495,451	40,572,693	7,104,177
Total Expenditures	38,383,670	53,383,670	31,251,960	52,552,362	(831,308)
Ending Fund Balance	\$44,079,897	\$29,071,886		\$37,041,095	\$7,969,209

**4 MUNICIPAL RADIO**

Beginning Fund Balance	\$355,950	\$355,950		\$909,189	\$553,239
Total Revenues	1,861,000	1,861,000	1,361,339	1,451,960	(409,040)
Total Expenditures	1,815,740	1,815,740	1,511,721	1,697,991	(117,749)
Ending Fund Balance	\$401,210	\$401,210		\$663,158	\$261,948

**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	131,966,023	142,704,476	4,722,269
Total Expenditures	139,536,992	141,699,380	91,625,854	141,699,380	0
Ending Fund Balance	\$14,910,808	\$12,748,420		\$19,211,351	\$6,462,931

**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	67,587,242	69,314,586	0
Total Expenditures	69,314,586	71,814,586	52,947,442	71,814,586	0
Ending Fund Balance	\$10,386,150	\$7,886,150		\$16,363,502	\$8,477,352

**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	700,287,349	772,234,280	58,501,630
Total Expenditures	722,432,650	755,468,335	602,971,066	741,951,481	(13,516,854)
Ending Fund Balance	\$100,190,415	\$67,154,730		\$167,280,568	\$100,125,838

## 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	11,051,146	21,940,772	(1,124,746)
Total Expenditures	23,065,518	23,065,518	17,248,805	19,661,739	(3,403,779)
Ending Fund Balance	(\$1,173,960)	(\$1,173,960)		\$0	\$1,173,960

**9 EQUIPMENT AND FLEET MANAGEMENT**

Beginning Fund Balance	\$10,625,614	\$10,625,614		\$12,577,658	\$1,952,044
Total Revenues	55,306,860	64,993,138	44,142,345	64,415,595	(577,543)
Total Expenditures	56,541,723	66,228,001	56,418,775	66,228,001	0
Ending Fund Balance	\$9,390,751	\$9,390,751		\$10,765,252	\$1,374,501

**10 EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$4,666,187	\$4,666,187		\$5,029,721	\$363,534
Total Revenues	2,593,790	2,593,790	2,648,632	3,167,182	573,392
Total Expenditures	2,323,978	2,323,978	2,001,131	2,264,080	(59,898)
Ending Fund Balance	\$4,935,999	\$4,935,999		\$5,932,823	\$996,824

**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	90,267,280	99,167,818	(9,073)
Total Expenditures	99,176,891	99,176,891	79,701,551	98,377,059	(799,833)
Ending Fund Balance	\$7,697,728	\$7,697,728		\$10,098,418	\$2,400,690

**12 RADIO SERVICES**

Beginning Fund Balance	\$517,133	\$517,133		\$1,429,013	\$911,880
Total Revenues	13,248,650	13,248,650	10,865,906	13,248,220	(430)
Total Expenditures	13,248,650	13,629,450	10,675,313	13,290,454	(338,996)
Ending Fund Balance	\$517,133	\$136,333		\$1,386,779	\$1,250,446

## 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	11,431,301	12,931,195	913,751
Total Expenditures	14,341,472	15,292,904	11,096,921	15,128,008	(164,896)
Ending Fund Balance	\$1,856,241	\$904,809		\$4,430,056	\$3,525,247

**14 DEBT SERVICE**

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$69,564,897	\$2,697,200
Total Revenues	345,529,962	345,529,962	336,737,571	354,936,990	9,407,028
Total Expenditures	348,776,403	348,776,403	287,639,122	334,127,540	(14,648,863)
Ending Fund Balance	\$63,621,256	\$63,621,256		\$90,374,347	\$26,753,091

**15 EMPLOYEE BENEFITS**

City Contributions	99,503,000	99,503,000	68,372,803	101,102,867	\$1,599,867
Employee Contributions	40,959,071	40,959,071	38,267,448	44,568,798	3,609,727
Retiree	27,867,000	27,867,000	10,712,124	26,857,732	(1,009,268)
Other	0	0	166,655	166,655	166,655
Total Revenues	168,329,071	168,329,071	117,519,030	172,529,397	4,366,981
Total Expenditures	176,549,294	176,549,294	70,137,301	178,389,962	1,840,668

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

**16 RISK MANAGEMENT**

Worker's Compensation	14,085,135	14,085,135	560,753	14,085,135	\$0
Third Party Liability	11,688,742	11,096,779	4,814,720	16,688,742	5,000,000
Purchased Insurance	11,096,779	11,096,779	1,639	11,096,779	0
Interest and Other	0	0	121,238	121,238	121,238
Total Revenues	36,870,656	36,870,656	5,498,350	36,971,491	5,121,238
Total Expenditures	52,064,548	52,064,548	22,893,026	43,905,471	(8,159,077)

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 August 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.

**1 Aviation.** City Council increased AVI's budget by \$9,000,000 on September 28 by ordinance #32301 for increased DPD/DFR reimbursements (\$2,000,000) and a capital construction transfer (\$7,000,000). AVI revenues are projected to be \$28,107,000 over budget primarily due to higher-than expected revenue garage parking, concessions, and terminal rentals. AVI expenses are projected to be \$320,000 under budget primarily due to savings in rent expenses, which are partially offset by increases in airfield maintenance and job order contracts.

**2 Convention and Event Services.** City Council increased CCT's budget by \$10,011,000 on September 28 by ordinance #32301 for increased Hotel Occupancy Tax (HOT) and Alcohol & Beverage Tax (ABT) collections. CCT revenues are projected to be \$1,317,000 over budget due to a projected increase in HOT and ABT collections, which have recovered to that of pre-pandemic levels.

**3 Development Services.** City Council increased DEV's budget by \$14,165,000 on August 10 by resolution #22-1139 for the purchase of a property for the Stemmons Project and by \$835,000 on September 28 by ordinance #32301 for additional Stemmons Project expenses and salary expenses as a result of staff added mid-year. DEV revenues are projected to be \$7,104,000 over budget due to higher permit activity.

**4 Municipal Radio.** WRR revenues are projected to be \$409,000 under budget primarily due to declines in arts-related advertising revenues. WRR anticipates using fund balance to offset lost revenue. On June 9, City Council approved the transfer of operation of WRR to KERA. WRR expenses are projected to be \$118,000 under budget primarily due to salary savings associated with one vacancy and lower-than-expected music licensing fees.

**5 Sanitation Services.** City Council increased SAN's budget by \$2,162,000 on May 11 by ordinance #32193 due to the increase in fuel prices. SAN revenues are projected to be \$4,722,000 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. The budget increase is supported by use of the Fund Balance.

**7 Water Utilites.** City Council increased DWU's budget by \$33,036,000 on May 11 by ordinance #32193 to support capital construction and equipment purchases. DWU revenues are projected to be over budget by \$58,502,000 due to higher than expected consumption attributed to dry weather. DWU expenses are projected to be \$13,517,000 under budget due to the close out of old bond funds and the balances transferred to the debt service sinking fund and salary savings due to vacancies partially offset by an increased cost in fuel.

**8 Bond and Construction Management.** BCM revenues are projected to be \$1,125,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$3,404,000 under budget primarily due to salary savings associated with 49 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.

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of August 31, 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.

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

**10 Express Business Center.** Express Business Center revenues are \$573,000 over budget primarily due to an increase in auto pound sales.

**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 \$339,000 under budget primarily due to salary savings associated with five vacant positions.

**13 9-1-1 System Operations.** City Council increased 911's budget by \$467,000 on May 11 by ordinance #31293 for costs associated with the transition of 911 call centers from an analog network to a digital network (ESINet). 911 revenues are projected to be \$914,000 over budget due to increased collections for wireless and wireline fees.

**14 Debt Service.** Debt Service revenues are projected to be \$9,407,000 over budget primarily due to an increase in property tax penalties and interest and unbudgeted transfers to debt service from Sanitation Services and Storm Drainage Management. Debt Service expenses are projected to be \$14,649,000 under budget due to interest savings realized in the November 2021 bond sale, as well as a lower than budgeted cash payment to pay off Commercial Paper.

**15 Employee Benefits.** Expenses are projected to be \$1,841,000 over budget primarily due to higher participation in the voluntary products like dental and FSA spending accounts in which enrollees incur the full cost. Revenues are projected to be \$4,367,000 over budget primarily due to higher employee contributions related to the aforementioned higher participation in voluntary products which are partially offset by a steady decline in medical enrollment by retirees.

**16 Risk Management.** The transfer from the General Fund to the Liability Fund was increased by \$5,000,000 for environmental remediation efforts and other liability considerations. Risk Management expenses are projected to be \$8,159,000 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	\$195,897,929	\$79,692,350	\$144,271,191
B	Park and Recreation Facilities	261,807,000	234,143,026	160,762,622	13,597,467	59,782,936
C	Fair Park	50,000,000	42,889,098	29,481,510	2,981,618	10,425,970
D	Flood Protection and Storm Drainage	48,750,000	34,543,268	10,535,059	13,664,841	10,343,369
E	Library Facilities	15,589,000	15,589,000	14,819,449	235,439	534,111
F	Cultural and Performing Arts Facilities	14,235,000	14,102,088	11,283,661	1,876,172	942,255
G	Public Safety Facilities	32,081,000	29,897,353	24,421,951	1,608,717	3,866,685
H	City Facilities	18,157,000	15,423,904	1,958,719	743,702	12,721,483
I	Economic Development	55,400,000	46,367,495	19,009,238	10,657,433	16,700,824
J	Homeless Assistance Facilities	20,000,000	17,981,370	8,399,858	539,471	9,042,041
<b>Total</b>		<b>\$1,050,000,000</b>	<b>\$870,798,072</b>	<b>\$476,569,996</b>	<b>\$125,597,210</b>	<b>\$268,630,866</b>

**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	\$255,768,964	\$4,831,872	\$5,029,652
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	238,189,790	60,212,205	27,973,005
3	Economic Development	55,000,000	55,000,000	37,739,662	4,647,279	12,613,059
<b>Total</b>		<b>\$642,000,000</b>	<b>\$647,005,488</b>	<b>\$531,698,415</b>	<b>\$69,691,357</b>	<b>\$45,615,716</b>

**2006 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$391,983,151	\$9,961,711	\$4,545,692
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	287,270,753	16,767,548	38,718,865
3	Park and Recreation Facilities	343,230,000	353,343,060	346,695,391	1,503,859	5,143,811
4	Library Facilities	46,200,000	48,318,600	47,665,916	11,042	641,641
5	Cultural Arts Facilities	60,855,000	63,821,447	63,091,775	59,834	669,839
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	31,129,900	1,389,517	3,697,060
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	11,350,869	302,370	11,074,213
11	Court Facilities	7,945,000	8,146,606	7,865,684	120	280,802
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,323,005	6,299	743,634
<b>Total</b>		<b>\$1,353,520,000</b>	<b>\$1,401,388,107</b>	<b>\$1,302,373,854</b>	<b>\$31,155,813</b>	<b>\$67,858,439</b>

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

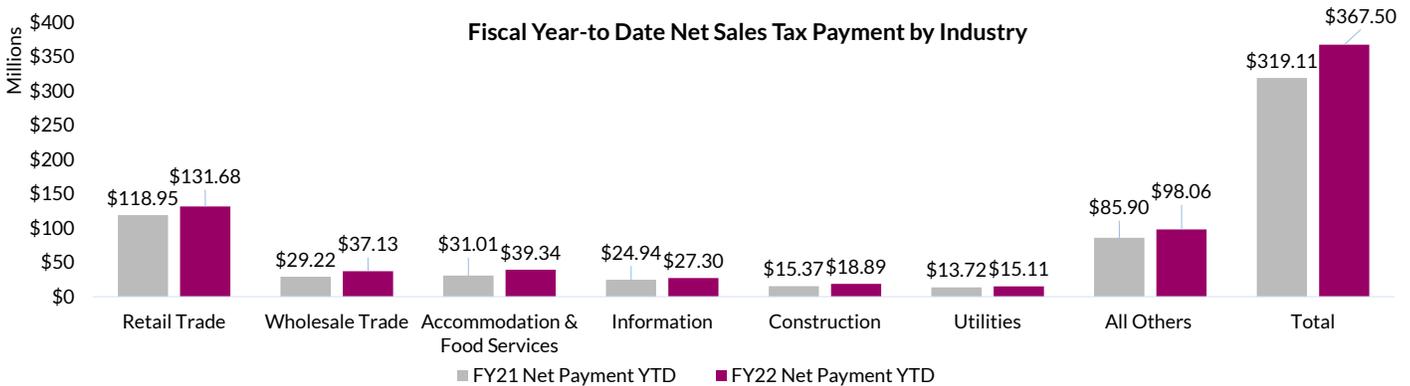
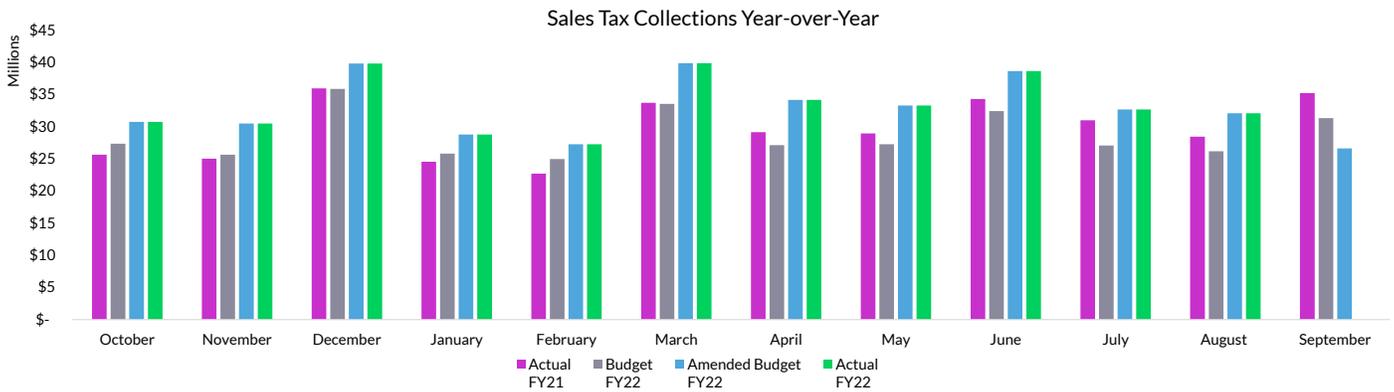
FY 2021-22 Financial Forecast Report

# 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 \$394,108,522 by the end of the year ordinance #32301 approved by the City Council on September 28. As of August 31, 2022, the sales tax forecast is \$398,806,270 based on actual collection trends eleven months into the fiscal year. We will continue to keep you updated.

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	August FY22 over August FY21	FYTD22 over FYTD21
Retail Trade	0%	11%
Wholesale Trade	38%	27%
Accommodation and Food Services	13%	27%
Information	-1%	9%
Construction	44%	23%
Utilities	48%	10%
All Others	17%	14%
Total Collections	13%	15%

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

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

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

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

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

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

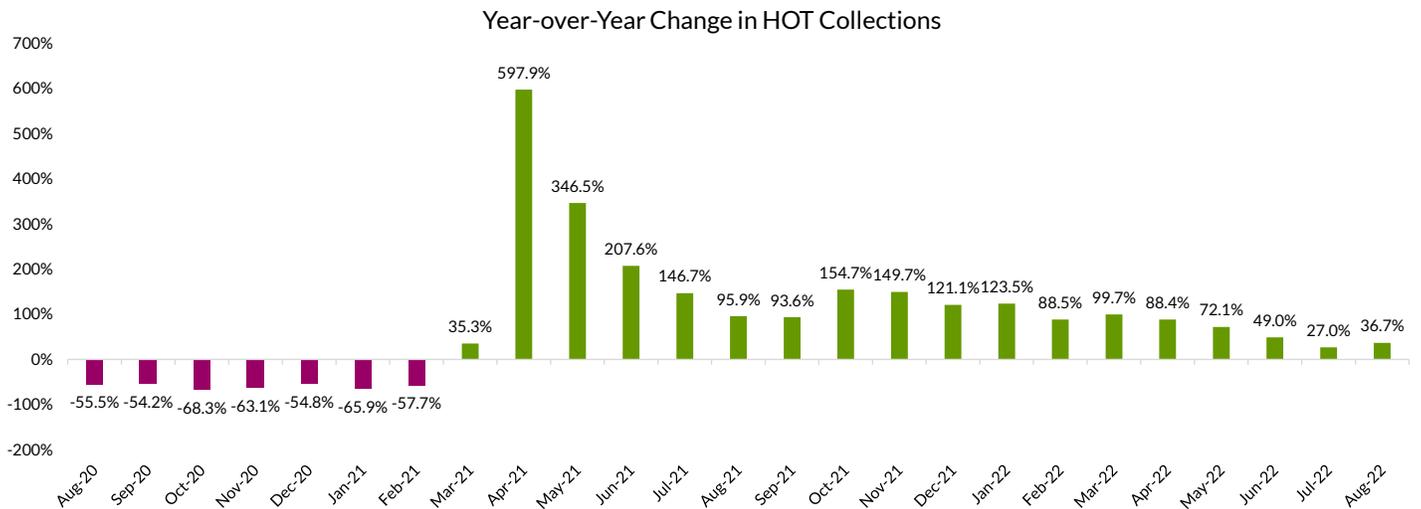
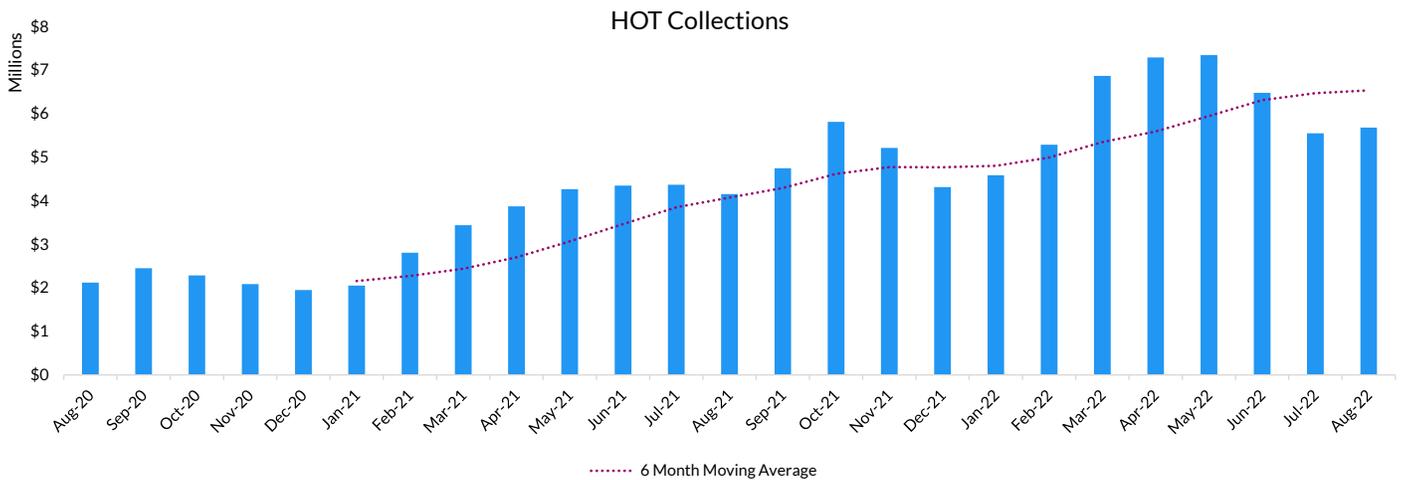
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

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

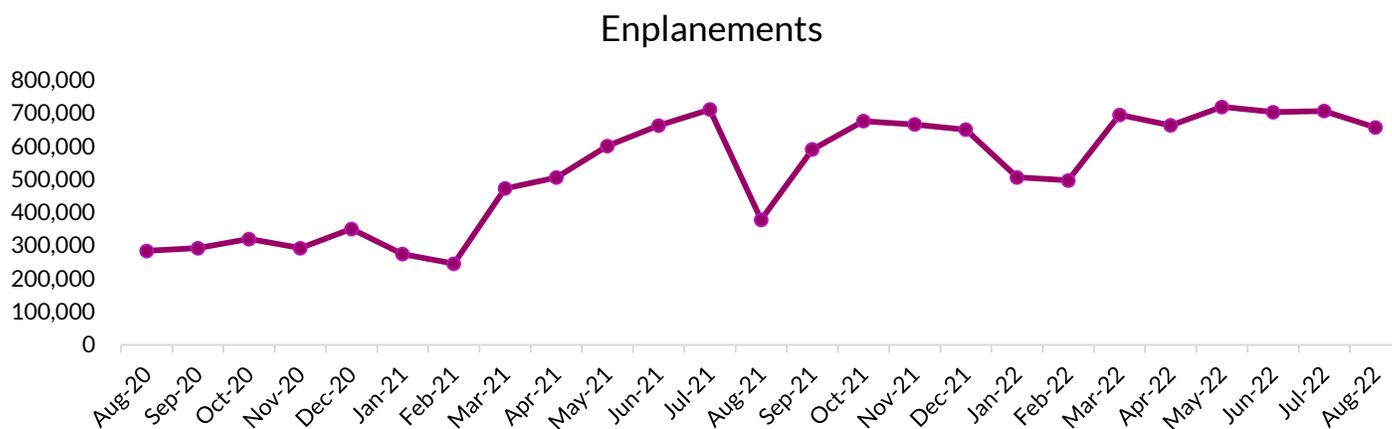
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	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	8
May	0	6	3	6
June	0	7	9	11
July	0	7	3	4
August	0	4	3	8
September	0	5	5	3
<b>Total</b>	<b>49</b>	<b>39</b>	<b>73</b>	<b>87</b>

\* 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.

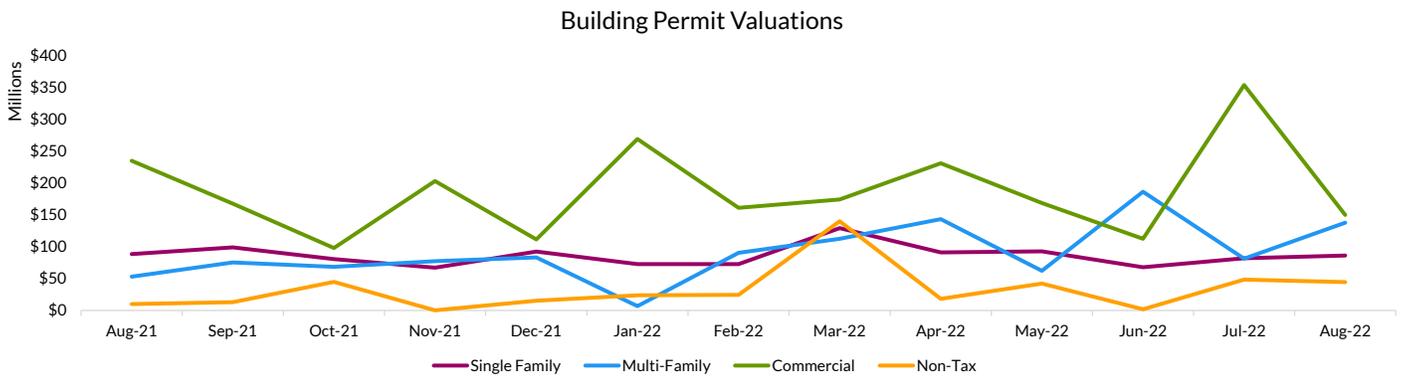
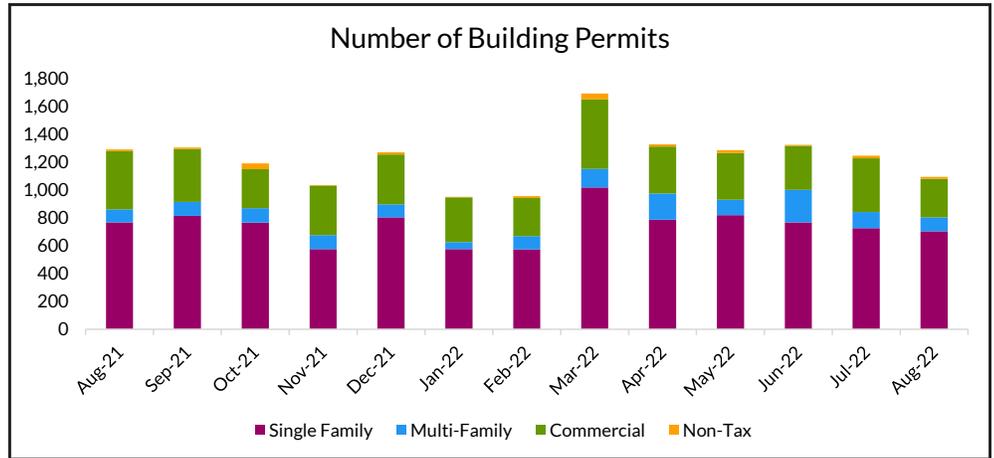


FY 2021-22 Financial Forecast Report

# 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.



#	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%	98.5%	98.0%	98.5%
2*	Average number of days to complete permit application prescreen (Development Services)	N/A	5	5.6	5	5.7
3	Percentage of City spend with vendors located in Dallas (Small Business Center)	N/A	40.0%	39.2%	40.0%	39.2%
4	Percentage of certified M/WBE spend with vendors located in Dallas (Small Business Center)	81.7%	82.8%	65.0%	82.8%	83.8%
<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%	44.1%	84.0%	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%	18.7%	19.0%	18.7%

\* 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%	90.0%	88.1%	90.0%	88.1%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	88.3%	85.0%	96.5%	85.0%	92.4%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	28.1%	75.0%	50.6%	75.0%	57.7%
11	Percentage decrease in preventable city vehicle and equipment incidents (Office of Risk Management)	N/A	-3.3%	3.1%	-3.3%	4.0%
<b>Housing &amp; Homeless Solutions</b>						
12	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	78.0%	60.0%	85.6%	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%	93.6%	85.0%	93.6%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	N/A	80.0%	93.5%	80.0%	92.4%
<b>Public Safety</b>						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	89.7%	90.0%	85.1%	90.0%	85.3%
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%	87.4%	90.0%	87.4%
17*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	2,085.6	2,000.0	2,296.0	2,000.0	2,287.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	54.4%	60.0%	47.1%	60.0%	47.1%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	65.9%	90.0%	96.3%	90.0%	96.3%
20	Complaint resolution rate (Office of Community Police Oversight)	86.8%	70.0%	84.3%	70.0%	82.2%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	43.4%	73.5%	47.1%	80.0%	52.6%

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

## FY 2021-22 Dallas 365

#	Measure	FY 2020-21 Actual	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%	83.7%	65.0%	83.7%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	N/A	5.0%	36.7%	5.0%	23.3%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	58.4%	75.0%	76.8%	75.0%	77.2%
25	Satisfaction rate with library programs (Library)	N/A	93.0%	98.9%	93.0%	98.9%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	31.2%	30.0%	29.8%	30.0%	30.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	N/A	1,604	2,146	1,604	2,146
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	11.9%	80.0%	74.2%	80.0%	74.2%
<b>Transportation &amp; Infrastructure</b>						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	88.7%	86.0%	79.2%	90.0%	90.0%
30	Planned lane miles improved (837 of 11,770 miles) (Public Works)	90.8%	96.0%	65.1%	100.0%	80.0%
31	Percentage of potholes repaired within 3 days (Public Works)	100.0%	98.0%	99.0%	98.0%	99.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	94.3%	91.0%	92.8%	91.0%	92.5%
33	Percentage of faded long line pavement marking miles improved (612 of 1,223 miles) (Transportation)	N/A	40.2%	72.9%	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%	37.2%	25%	46.6%
35	Number of WIC clients receiving nutrition services (Office of Community Care)	N/A	62,000	65,804	62,000	66,127

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

## FY 2021-22 Dallas 365

**VARIANCE NOTES**

**2** The average number of days to complete application prescreens increased due to a Project Dox outage in August.

**10** 311 had an increase in call volume for 311-only calls and DWU calls for customers with over 60 days of outstanding balances. 311 is a multi-discipline call center; therefore, the longest call holding is automatically routed to an agent. This multi-discipline approach impacts this performance measure. 311 is focused on filling vacancies and training staff. An ITS upgrade to activate courtesy callback software features has been re-visited with a tentative start date of Oct. 1st.

**11** There has been a 3.92% increase in preventable incidents from October 2021 to August 2022. However, an unusually high number of incidents during the first quarter impacts the overall year-to-date performance. In August, ORM safety personnel continued to visit multiple workplace sites and met with department staff to discuss action plans to increase safety awareness. Action plans included toolbox talks and safe driving awareness.

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

**17** Overall violent crime is down 4.35% for August 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. DPD is targeting hot spots such as apartment complexes to decrease crime and is implementing the Place Network Investigations (PNI) plan as part of the Violent Crime Plan.

**18** In FY 2021-22, 175 sworn officers have been hired. DPD continues to proactively recruit and hire to meet the hiring goal for FY 2021-22. In June, 28 recruits started their academy training, and 19 graduated in August to begin their field training. The Dallas Police Department is committed to its Violent Crime Plan; overall, violent crime is down 4.35% YTD.

**21** The City has received 17,948 mental health calls for service from October 2021 - August 2022. RIGHT Care has responded to 8,999 mental health calls and an additional 1,838 calls at DPD Patrol's request, which did not originate as mental health calls. OIPSS continues to: add new teams as part of the expansion plan, provide additional training and capabilities to our existing teams, and partner with external stakeholders for operational support to address the growing demand for mental health services.

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

**29** The complexities of contract negotiations on projects and the escalating costs of materials impact the construction schedules, resulting in a variance. Staff will expedite projects when feasible to meet the annual target and the 6-year implementation schedule.

**30** Supply chain issues, fires at cement plants, and ongoing staffing issues are impacting lane mile improvement goals. As a result, PBW is projecting 80% completion of the original goal.

# 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

### CECAP Milestones are Underway through programs like Branch Out Dallas

Branch Out Dallas is led by a citywide team, community partners, and volunteers who distribute trees to residents who sign up online. The program started in 2018 to reduce the heat island effect and increase the overall tree canopy in the city. Each tree planted helps get closer to meeting these goals, which are also a part of the the Comprehensive Environmental and Climate Action Plan (CECAP) annual milestones.

CECAP aims to protect and enhance ecosystems, trees, and green spaces that can improve public health. The goal is to improve by targeting 33%, 37%, and 40% or more canopy cover citywide by 2030, 2040, and 2050, respectively. The plan also targets a 20%, 50%, and 75% reduction in the urban heat island index by 2030, 2040, and 2050, respectively.

As of August 31st, CECAP annual milestones are 84% complete. In addition, the Office of Environmental Quality and Sustainability is on track to complete its targeted milestones for the fiscal year



## 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. The City Council approved the initial Board of Directors to the EDC on August 24, 2022. The target hire date for the EDC Director is winter 2022. After that, work will begin to develop a 3-year work plan and operational budget.

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

**ENVIRONMENT & 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 continues to show improvements from FY 2020-21. The number of missed garbage and recycling service calls from October 2021 through August 2022 have decreased for the current fiscal year overall, however there was approximately an 8 percent increase in August 2022 compared to August 2021. The on-time brush and bulky waste service has remained consistently at the 99.9 percent target since the beginning of FY 2021-22.

The pay increase for truck drivers, heavy equipment operators, and crew leaders was implemented in July 2021. Through August 2022, the Department's filled truck driver positions increased by 5 percent compared to this same month last fiscal year. SAN is now approximately 9 percent short from the target of 240 truck drivers. Sanitation continues to hold weekly interviews and extend same-day job offers for qualified candidates.

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

**4 Air Quality Monitors** 

**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 regarding the locations for the first of several monitors. Work continues on the data platform and data qualification procedures. Equipment was ordered in May, but shipments were delayed due to supply chain and manufacturer quality control issues. OEQS anticipates installation to allow equipment calibration in October 2022.

## FY 2021-22 Budget Initiative Tracker

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

**6 Comprehensive Food & Urban Agriculture Plan** 

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

**STATUS** OEQS staff are continuing efforts under the contract for the Comprehensive Food & Urban Agriculture Plan, including internal and external engagement with over 35 different farms (both community and commercial scale) and other Dallas food stakeholders. The plan is currently out for departmental review. After a period for public review, the department anticipates bringing the plan forward for committee and City Council adoption in fall 2022. OEQS staff are also working with the City's internal Food Equity Working group, the Office of Community Care, and the Office of Procurement Services to pilot a project to provide 200 small growing units for food desert homes.

**8 Water Distribution System** 

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

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

## FY 2021-22 Budget Initiative Tracker

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## 9 Equipment and Fleet

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

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

## 10 Data Analytics

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

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

## 11 Total Compensation Study

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

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

# HOUSING & HOMELESSNESS SOLUTIONS

## 12 Addressing Homelessness

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

**STATUS** From October 2021 to August 2022, the Dallas Real Time Rapid Rehousing Initiative housed 1163 individuals, exceeding the goal for FY 2021-22. Of this, 57% of the households consist of adults with children and 43% 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. Construction is anticipated to begin by October 2022. Twenty 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. HOU anticipates bringing an additional project to the City Council for approval in August 2022 for a 168-unit multifamily development. Pending City Council and permit approval, construction is expected to begin by spring 2023.

## FY 2021-22 Budget Initiative Tracker

**HOUSING & 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. The application opened in May, and HOU has received 66 applications year to date. These applications are moving quickly through the process, with 43 in various pre-construction processes. Home rehab activities are anticipated to continue through FY 2023-24.

**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 anticipates ending the fiscal year with 3,140 officers. Year to date in FY 2021-22, 175 sworn officers have been hired.

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

**16 911 Response** 

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

**STATUS** The August service level was 96.92 percent, with an average answer time of 4 seconds. Pay increases were implemented in August 2021 and year to date, DPD has hired 36 new call takers and 9 dispatchers. The 911 Call Center is currently staffed at 87 percent, with 116 call takers and 7 trainees.

**18 Street Racing Remediation** 

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

**STATUS** In August, traffic calming installations and modifications, such as speed cushions, were completed at Harter Road from Lake Highlands Drive to Northcliff Drive. Street racing remediation measures such as raised pavement markers and ceramic buttons are being reviewed for possible implementation at Cesar Chavez Boulevard from Marilla Street to Commerce Street. Road diet installation has been completed for Jefferson Boulevard to reduce the current configuration of six lanes to four lanes. Pavement markings have been installed and signage is expected to be completed by October 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** TRN is completing hiring actions for Parking Enforcement Officer positions from Job Fair applicants. Additional Parking Enforcement Officer interviews are in progress. Part of the Parking team will be relocating to available space at Canton Street facility. Most of the Parking team will relocate to the new 7800 Stemmons Freeway facility in FY 2022-23. DPD has drafted a "Train the Trainer" course to provide training for TRN, and TRN review is in progress. Both departments are actively working towards the transfer of services with an anticipated transition date in January 2023.

**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 Oncor, and all but one have been approved by the Department of Public Works. The tenth site is slated for Forest Cliff Park. Almost all components of the sirens have been delivered, and OEM staff has coordinated with ITS to ensure P25-compliant radios and associated hardware are on hand for installation. Once final deliveries are completed, the project will be completed in fall 2022.

**23 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 at various parks, recreation centers, City Hall Oak Cliff Municipal Center, Municipal Courts, Libraries and DAS. These enhancements include interior and exterior lighting, fencing, and surveillance systems. Once pending proposals in the amount of \$474,830 are processed and active, year-to-date obligations will total \$2,485,555.

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

**22 Emergency Preparedness** ✓

**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; all eight have arrived and received permits for installation. Construction has started at two locations (Jaycee-Zaragoza Rec Center and Timberglen Rec Center), with construction at the remaining six expected to begin in September 2022. The entire project is expected to be completed by the end of December 2022.

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

## FY 2021-22 Budget Initiative Tracker

**QUALITY OF LIFE, ARTS, & CULTURE****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 August, PBW has completed cleanup of 1,363 unimproved alleys. Two alleys were not cleaned, as once field inspected it was determined that no cleanup was needed.

The pilot trail program added two additional alleys for a total of 35 alleys. 14 of the total 35 alleys to be converted to trails have been approved to move forward, and eight alleys located in historic preservation areas were approved by the Landmark Commission. 13 alleys were disqualified due to property owner rejection of improvements or other factors.

**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 consultant contracts for the Master Plan and preliminary engineering for White Rock Lake Dredging will be brought forward for City Council consideration in November 2022.

**25 Library Master Plan** 

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

**STATUS** A new RFP was posted and closed on June 28, 2022. Procurement evaluations of proposals are nearing completion, and the contract is tentatively scheduled for City Council consideration in November 2022. Upon contract execution, the Friends of the Dallas Public Library are prepared to issue payment of matching funds directly to the vendor.

**27 Wi-Fi at Park Facilities** 

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

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

## FY 2021-22 Budget Initiative Tracker

**TRANSPORTATION & 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 all 28 sidewalk improvement projects by December 2022. Construction on 17 of the 28 projects has been completed. Several projects have been impacted by a cement shortage.

**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** Through August 946.08 lane miles have been restriped which exceeds the fiscal year-end goal of 540 lane miles. 1,233 crosswalks have been refreshed as of August 2022.

**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** As of July, the Richmond Bike Lane installation has been completed.

**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** As of August, installation for the school zone flashing beacons (phase 2) is underway.

## FY 2021-22 Budget Initiative Tracker

**WORKFORCE, EDUCATION, & EQUITY****33 Language Access**

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

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

**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. Software testing with City of Dallas stakeholders was extended and is currently ongoing. Software budgeting for add-ons have been requested and the discussion with the vendor continue. EQU and ITS are working to confirm the software additions and City of Dallas contracting requirements.

**35 Water/Wastewater Service**

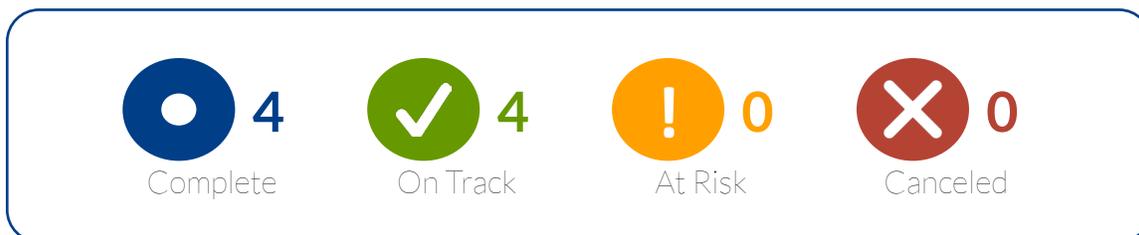
**INITIATIVE** Accelerate the extension of water and sewer services to all 47 occupied and unserved areas of the City. In FY 2021-22, DWU will award approximately \$9.5 million for the design of 211,219 feet and construction of 9,960 feet of new pipelines in the Mesquite Heights, Killough Blvd & Wasco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

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

## 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** Of the 33 planned sites, 30 are complete and the remaining three are approximately 75 percent complete.

The original planned power source at the Desoto Radio Site cannot support the project, so Oncor will deliver a new power distribution in September 2022. The delay is pushing back public safety migration and testing, so ITS will wait to migrate public safety departments until after the State Fair of Texas has concluded. Other departments including PKR, OAC, CCS, CCT, and TRN have already been migrated to the new radio system. DWU is currently undergoing migration.

**23 Historic Resource Survey**

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

**STATUS** OHP staff and external consultant presented the final report to the Landmark Commission on May 2, 2022 and to the City Plan Commission on June 2, 2022. The final presentation to City Council has been delayed.

**FY 2019-20****29 Juanita J. Craft Civil Rights House**

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

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

**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 April to June 2022 (Q3), SAN averaged 14.43 total miles driven per tons of bulk and brush collected. This is a 5.65% improvement from January to March 2022 (Q2). SAN will continue to monitor miles per tons of bulk and brush to ensure it continues to reduce emissions, improve air quality, and realize collection efficiencies as outlined in the CECAP.

**5 Language Equity**

**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** As of July, both positions have been filled and the new hires have been onboarded.

**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; 17 building reviews have been completed since October 2021. ADA compliance improvements are ongoing in 5th floor restrooms (City Council Chambers); the project is 80% complete. Renovations to the 4th and 6th floor City Hall restrooms are partially completed and will be fully completed by November 2022. ITS Website training has been completed and EQU and ITS have selected training modules for Accessibility Training for the CoD (Department) web content uploaders. The three-part training is anticipated by the end of the fiscal year.

# PROCESS IMPROVEMENT

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



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



#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	<b>Building Inspection Call Center</b> Increase customer satisfaction at the Building Inspection Call Center (DEV)		May – Oct 2021	Call handle rate (90%)	64%	79%
				<b>Status Update: Complete.</b> The PI Team is engaged with new leadership to support daily performance monitoring using data collection forms and post-call customer satisfaction surveys. Frequent check-ins will continue to ensure an upward trend. Because staffing challenges continue affecting overall performance, work instructions are being developed to improve knowledge transfer.		
2	<b>Low Sterrett Prisoner Intake</b> Streamline the central prisoner intake process at Low Sterrett to maximize staff capacity (DPD)		TBD	TBD	TBD	TBD
				<b>Status Update: Delayed.</b> This project is pending final approval from County leadership and coordination with all entities' stakeholders' schedules to visit Low Sterrett for an exploratory assessment meeting. The project will be facilitated by Toyota Consulting Services.		
3	<b>Water/Wastewater Permit Process</b> Reduce cycle time of Water/Wastewater Permit Application Process to decrease overall building permit lead time (DEV/DWU)		Nov 2021 – Mar 2022	Permit Application Cycle Time (1 day)	45 days	1 days
				<b>Status Update: Complete.</b> The team is working on making minor adjustments to the application to further improve commercial and residential customers. DEV is overcoming staffing challenges and plans to cross-train staff to fill the needs. Frequent check-ins will continue to ensure an upward trend.		
4	<b>SFD Building Permit Process</b> Decrease building permits issuance lead time for single-family residential developments (DEV)		Feb 2022 – TBD	Permit Application Internal Processing Time (12 days)	29 days	TBD
				<b>Status Update: Delayed.</b> The rolling action items list is being reviewed by leaders to assign resources for action implementation. Timeline TBD.		

# PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
5	<b><u>DPD Workload Optimization</u></b> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan - Dec 2022	TBD	TBD	TBD
			<b>Status Update: On Track.</b> Weekly meetings with stakeholders are taking place to determine the best fit model to represent all factors. A comprehensive data assessment is ongoing. Insights and conclusions will be delivered shortly to determine the next steps.			
6	<b><u>DFR Workload Optimization</u></b> Assess current operational demands to identify process improvement opportunities for workload management (DFR)		Jan - Dec 2022	TBD	TBD	TBD
			<b>Status Update: On Track.</b> Relevant factors have been determined. The training pipeline project will be launched as a result of process analysis.			
7	<b><u>New Employee Hiring</u></b> Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. (HR/CVS)		Mar - Aug 2022	Percentage of hiring managers introduced to standardized tools (100%)	0%	100%
			<b>Status Update: Complete.</b> New hiring and department leaders' tools were developed and presented to department directors and hiring managers. These tools include updated instructions to guide hiring managers through the process, Microsoft Planner Tasks, and a Tableau dashboard for leadership to track recruitment progress and timeliness. Data is continuously monitored through performance tracking tools to ensure results are sustained.			
8	<b><u>New Employee Onboarding</u></b> Reduce lead time for onboarding new employees to maximize throughput and increase internal customer satisfaction. (HR/CVS)		Aug - Dec 2022	TBD	TBD	TBD
			<b>Status Update: On Track.</b> A team has been formed and weekly meetings are being conducted. A process map is being developed, opportunities for improvement have started to be identified, and solutions will be documented in an action plan. The actions will result in a process redesign, to be communicated soon.			
9	<b><u>Contract Review and Execution</u></b> Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors. (OPS)		Aug - Dec 2022	Number of contract development days	TBD	TBD
			<b>Status Update: On Track.</b> Team has been formed, and weekly meetings are being conducted. The process map is developed, opportunities for improvement have been identified, and solutions are currently documented in an action plan. An executive update is scheduled for 10/17.			
10	<b><u>Risk Review &amp; Certificate of Insurances</u></b> Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)		Sept 2022 - Jan 2023	TBD	TBD	TBD
			<b>Status Update: On Track.</b> Data collection for validation and data analysis are taking place. The next steps are to conduct team meetings to document the current state and determine opportunities for improvement.			



# Memorandum



CITY OF DALLAS

DATE October 21, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – September 2022**

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

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

A handwritten signature in cursive script that reads "Jack Ireland".

*fox* Jack Ireland  
Chief Financial Officer

[Attachment]

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager

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

# Technology Accountability Report (TAR)



City of Dallas

**As of September 30, 2022**

**Prepared by Information & Technology Services**

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**1500 Marilla Street, 4DS**

**214-671-9868**

**Dallas, TX 75201**



# Executive Summary

The TAR provides a monthly report to the Dallas City Council providing information, updates, and performance metrics across five key areas of IT delivery and management in the city. Where applicable, the report will present information for the previous month and for the fiscal year to date. Over time, the information and metrics will evolve as feedback is received and new areas of focus identified.

The five defined technology delivery and management areas of the TAR are:

- **IT Programs & Projects** – Generally defined, an IT project is a time-defined (temporary) technology-related endeavor with an established beginning and end date that has a set of defined tasks and assigned resources, undertaken to develop a unique product, service or result. An IT Program, on the other hand, is a collection of projects which are generally aligned to common, or complementary objectives. The TAR provides information about the IT Programs and Projects underway at the city and performance metrics on the degree to which they are implemented on-time, within budget, and to the desired outcomes.
- **IT Operations** – How the organization administers its network, fulfills service requests, and provides support and maintenance for its software, hardware, devices, and other related IT services is known as IT Operations. The TAR provides information on the availability of city systems, major outages impacting business operations, and the timeliness of requests for services.
- **Budget, Procurement, & Staffing** – The TAR provides information on the execution of the department’s IT budget, currently pending and upcoming technology procurements, and the recruitment and hiring of IT positions.
- **Cybersecurity** – Computing Security, Cybersecurity, or Information Technology (IT) Security is the practice of protecting devices, systems, and networks from information disclosure, theft, damage, or disruption of services caused by either intentional, or unintentional acts. The TAR provides information about the potential threats the city faces and the programs being implemented to improve our cyber posture.

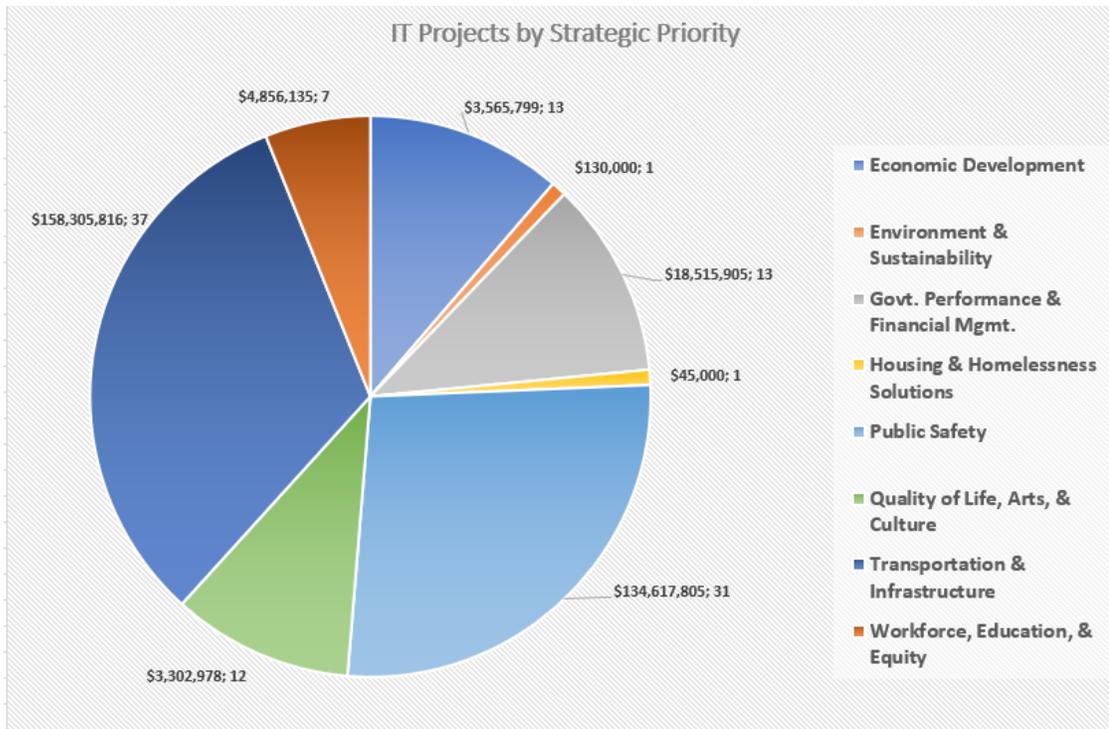
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# Section 1: IT Programs & Projects

IT Programs & Projects provides information and status updates on the major IT programs and projects in the City of Dallas. Formal IT programs and projects are proposed by City Departments and submitted to the Information & Technology Services (ITS) for review by the City's IT Governance Board (ITGB). The ITGB reviews the Technology Requests (TR) submitted by departments to ensure they are appropriately funded, align to the City's strategic priorities, and comply with all applicable policies and practices.

## A. Project Pipeline

### 1. IT Projects by Strategic Priority



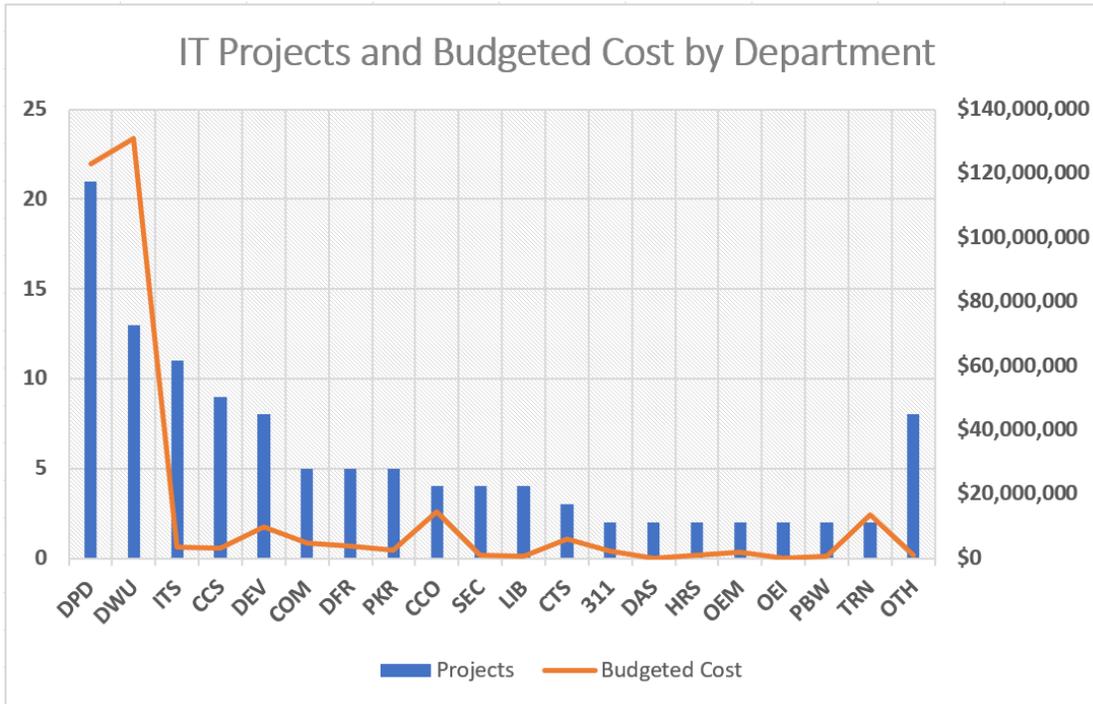
#### NOTES:

1. As of 9/30/2022, ITS has 114 approved IT projects in the pipeline.
2. The total budgeted costs for the 114 projects are \$323,341,851.
3. Project pipeline includes at least one project aligned to every one of the identified 8 strategic priorities.
4. The highest number of active IT projects are aligned to the Transportation and Infrastructure strategic priority with a total of 37 projects at a total budgeted cost of \$158

## As of 09/30/22

million, followed by Public Safety with 31 projects at a total budgeted cost of \$134.6 million, Government Performance & Financial Management with 13 projects at a total budgeted cost of \$18.5 million, and Economic Development with 13 projects at a total budgeted cost of \$3.6 million.

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



#### NOTES:

1. 27 City Departments are represented across the 114 approved IT projects in the pipeline.
2. Dallas Police Department has 21 active projects at a total budgeted cost of \$123 million, followed by Dallas Water Utilities with 13 active projects at a total budgeted cost of \$130.8 million, Information & Technology Services with 11 active projects at a total budgeted cost of \$3.3 million, Code Compliance with 9 active projects at a total budgeted cost of \$3.2 million, and Development Services with 8 active projects at a total budgeted cost of \$9.9 million.
3. 8 Departments have 1 active project each, making up the Other (OTH) group in figure 2 above.

## B. Major Project Status

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
1	Enterprise Contact Center (ECC) Solution	The Enterprise Contact Center application within the City of Dallas is a secure, reliable, and scalable call platform to meet the high call volumes and growth to meet the needs of city residents. The ECC includes Natural Language Processing (NLP), Knowledge Base, Workforce Management, Interactive Voice Response (IVR), Courtesy Call Back, and other core call center capabilities to support multiple departments across the city.	GPFM	311	12/2022	In Process
2	Core Financial System Upgrade	The CG Advantage 3 system is utilized by all departments within the City for processing and recording of all budget, procurement and financial accounting transactions and interfaces with many enterprise business applications. This major upgrade will move the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML) to improve the quality and speed of financial transactions.	GPFM	CCO	12/2023	In Process
3	Code Compliance Management System (CCMS) Phase 2	CCMS Phase 2 provides Code Compliance Services (CCS) with an application to support all operational, mobility, integration with 311 CRM/SAN/CTS, and other supporting departments, in managing service requests from city residents.	Quality of Life	CCS	5/2022	Delayed
4	Consumer Health Payment Portal for Code Compliance	A new payment portal which allows residents using payment cards to utilize a telephonic payment portal to make payments based upon the invoice number and other account information in lieu of going into a physical location to make payments.	Quality of Life	CCS	5/2022	Delayed
5	Code Compliance: Business Analysis for an asset management system	The Code Compliance office is seeking an asset management system to manage a number of different of assets to include Ballistic vests, uniform items (pants, belts, reflective vests, shirts, jackets) that they issue officers, and other equipment deployed to their staff to perform their duties. This effort gathers requirements to conduct market research and identify potential solutions to meet the business need.	Quality of Life	CCS	12/2022	Delayed
6	Portable Illegal Dumping Camera Tower and Camera Installation	Fixed cameras installed in targeted zones and utilized by Code Compliance and the City Marshals Illegal Dumping program. Camera tower will be used to provide surveillance at chronic illegal dumping sites for the purposes of recording violators in the process to aid in potential prosecutions.	Quality of Life	CCS	9/2022	In Process

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

As of 09/30/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
15	Expand OnBase Content Management to the entire DEV Department	The OnBase content management system was originally implemented only for the Building Inspection division within the Development Services Department (DEV). Purpose of this project is to implement the content management system to all divisions within DEV.	Economic Development	DEV	5/2022	In Process
16	Development Services Training Simulator	The building permitting and inspection process involves a number of different components operating independently on separate software platforms. The purpose of this project is to develop a training simulator that allows for cross-collaboration across city divisions to improve quality and efficiency of processes.	Economic Development	DEV	3/2023	In Process
17	Development Services Customer Queue Management Automation	Customers currently walking into the permit center need to be able to "sign in" and set appointments remotely. DEV needs to be able to offer this service to their customers to better track the data associated with their customers' experiences; volume, wait times, types of service...etc. This project will identify, procure, and implement a customer queue management solution for Development Services.	Economic Development	DEV	7/2023	In Process
18	Land Management System POSSE replacement project	The city's current permitting system has reached end of life, cannot interact with the new geospatial technology standards, and is difficult to change to support new business requirements, and workflows. This project will deploy a new system to replace the existing system and to add efficiencies in the permitting process.	Infrastructure	DEV	12/2022	Delayed
19	Relocate Development Services to New Facility	In September 2022, the City of Dallas purchased a new facility at 7800 N. Stemmons Freeway which will serve as the offices and storefront for the Development Services Department (DEV). This project will provide all new IT infrastructure including cabling, network, workstations, printers, radio equipment, etc. in line with the facility opening.	Infrastructure	DEV	01/2023	In Process
20	Telestaff Workforce Management for Public Safety	Implementation of a web-based hosting, Software as a Service (SaaS) solution Workforce TeleStaff System for automation of scheduling and staffing for City of Dallas Public Safety 24-hour employees.	Public Safety	DFD	9/2022	Delayed

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

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

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

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#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
41	DWU Billing CIS and Customer Portal Replacement	DWU's current Customer Information System (CIS) will no longer be supported as of 2025. This project will perform market research, procure, and implement a new CIS and Customer Portal that needs minimal customization (95% out of the box functionality) for billing Water, Wastewater, Sanitation, and Stormwater utilities.	Infrastructure	DWU	7/2023	In Process
42	Enterprise Work Order and Asset Management (EWAMS) Phase 2	Implementation of an Enterprise Work Order and Asset Management System (EWAMS), that can be utilized as the standard for the City of Dallas. The Phase 2 effort of this Enterprise platform implementation will manage Work Orders and Maintenance.	Infrastructure	DWU	9/2023	In Process
43	Enterprise Work Order and Asset Management (EWAMS) Phase 3	This professional service contract allows for continuous consultant services for the expansion of the Enterprise Work Order and Asset Management System (EWAMS). Phase 3 will oversee the implementation of Dallas Water Utilities (DWU) Meter Services division.	Infrastructure	DWU	5/2028	In Process
44	Payment Vendor (SAP Users - DWU)	This project is to migrate DWU and other user departments of online (Biller Direct) and IVR payments to a new payment platform which provides real-time information for payments and reconciliation.	Infrastructure	DWU	12/2023	In Process
45	HUD Income Limits Eligibility Survey - HOU Website	Updates and enhancements to the Housing & Neighborhood Revitalization Department's (HOU) website to help reduce uncertainty or confusion amongst City of Dallas residents when determining their income eligibility for the various programs based on the Housing and Urban Development (HUD) Income Limits.	Economic Development	HOU	2/2023	In Process
46	Unsupported Software Remediation	Identify Servers running unsupported Software, DBs running unsupported versions of software, and Applications that will require modifications to bring up to supported software levels. Develop a plan to upgrade, in a sequenced fashion.	Infrastructure	ITS	6/2023	Ongoing
47	Network Unified Communications (UC) Upgrade	The City's current collaboration suite is at end of life and requires an update to maintain functionality and reduce risk. This project will upgrade the Unified Communications Management (UCM) to the latest version available.	Infrastructure	ITS	12/2022	In Process

As of 09/30/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
48	Apptio IT Financial Transparency SaaS	This project is for a cloud-based solution for the Department of Information and Technology Services (ITS) to gain detailed insight into information technology (IT) expenses, cloud infrastructure / software usage and other IT related costs.	GPFM	ITS	12/2022	In Process
49	DocuSign Use Case Review	Reassess business needs for an e-Notary and X.509 compliant digital signature solution for the City Secretary's Office (SEC), City Attorney's Office (ATT) and the Real Estate Division of Public Works (PBW).	GPFM	ITS	12/2022	In Process
50	ServiceNow Phase 2	ServiceNow Phase 2 comprises 4 major tasks or subprojects - "IT Software and Hardware Asset Management", "ServiceNow Stabilization and Workflow Improvement", "ServiceNow Fedramp Cloud Migration", and "ServiceNow Version Upgrade to San Diego Q1 2022".	Infrastructure	ITS	1/2023	In Process
51	IT Project and Portfolio Management Tool	This project will implement a new Project and Portfolio Platform (PPM) tool suite to provide a centralized and automated project management portfolio, assist with project intake, and improve the tracking and management of IT projects.	GPFM	ITS	3/2023	In Process
52	Visualization Engineering Services	Purchase of Visualization Engineering services will provide an authoritative visualization of our Current State and Future States - an effort critical to information data center improvements. The outputs of this engagement will be crucial to the success o	Infrastructure	ITS	4/2023	In Process
53	Data Center Improvement Program	This program provides a comprehensive review, assessment, and cleanup of the City Hall Data Center and all other locations which hold primary and ancillary equipment used for IT operations in the City.	Infrastructure	ITS	4/2024	Ongoing
54	Digital Equity Infrastructure	This project seeks to meet the City's vision of ensuring that all Dallas households will have high-speed, reliable internet and access to devices in their homes by seeking commercial telecommunication service providers to develop and implement digital equity infrastructure which addresses established gaps in targeted communities.	Infrastructure	ITS	12/2023	In Process
55	Infrastructure Upgrade of Dallas LIB system (formerly called E-Rate)	This project will refresh existing, and add new components, to LIB Network Infrastructure. The upgraded infrastructure will dramatically improve the delivery of digital services to LIB patrons.	Quality of Life	LIB	9/2023	In Process
56	Library Website update	The library's website needs to be updated to meet the current and future needs of the library including being able to support additional online content and online programs and education.	Quality of Life	LIB	3/2023	In Process

As of 09/30/22

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
57	Neighborly Expansion - Fair Housing	The purpose of the software is to complete the Fair Housing assessment of housing projects. This ensures we affirmatively further fair housing in the City as required by the Fair Housing Act and HUD.	Quality of Life	OEI	3/2023	In Process
58	ADA Software Tracking System	This request acquires a software system to track identified ADA Compliance issues, track barrier removal costs, and to provide public interface to show City's progress toward removing barriers. Public reporting of barrier removal is a federal requirement.	Quality of Life	OEI	3/2023	In Process
59	Stormwater Compliance Information Management System	OEQ staff currently manage mission-critical and legally sensitive environmental management consent decree (EMCD) /permit-required tasks through a 20-year-old "homemade" information system built on MS Access 2002 and InfoPath. This project will procure and implement a new, modern system which provides timely information through dashboards and reports.	Infrastructure	OEQ	3/2023	In Process
60	Implement Workday Prism	The Workday Prism Project will aggregate historical data from the City's prior payroll system and make it available with new payroll data in Workday.	GPFM	PER	5/2022	Delayed
61	IT Infrastructure for Parks and Recreation Sites Phase 2	This project includes the acquisition and installation of IT infrastructure and services for new PKR facilities. New IT Infrastructures include local and metro network, internet, PCs, printers, security systems, point of sale systems, telephones, etc.	Quality of Life	PKR	12/2022	Ongoing
62	IT Infrastructure for Bachman Aquatic Center	Park and Recreation Department is building a new Aquatic Center at 2750 Bachman Drive which requires full IT infrastructure implementation.	Quality of Life	PKR	6/2023	In Process
63	PKR Recreational Management System	Dallas Park and Recreation Department is looking for a recreation management system to manage recreation activities and programs of its 43 recreation centers, 107 pavilions, 19 aquatic facilities and over 200 athletic fields.	Quality of Life	PKR	12/2023	In Process
64	Electronic Document Management - EDMS	Project Provides Electronic Document Management and Document Archive System for City Secretary's Office.	GPFM	SEC	12/2022	In Process
65	SEC Records Inventory Management Solution	Replace the current obsolete unsupported FoxPro database with a state-of-the-art software application (preferably SaaS) that provides full functionality for operating a records center. Replacing this application will improve the management of the 70,000+	GPFM	SEC	11/2022	In Process
66	Boards and Commissions Management Solution	The business objective for this project is to assist and upgrade the City Council's Boards and Commission appointment process in 3 key areas: New Boards and Commission Application Portal, Upgraded Boards and Commission Tracking/Reporting Solution and a Ne	GPFM	SEC	12/2022	In Process

**As of 09/30/22**

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
67	Build an Ethics Financial Reporting Solution	The purpose of this system is to promote and support ethical financial compliance.	GPFM	SEC	2/2023	In Process
68	Advanced Traffic Management System (ATMS)	The objective of this project is to transition from the City of Dallas 25+ year old analog traffic management system to a new Advanced Traffic Management System (ATMS). The transition includes a new GUI (Graphical User Interface) and Central Traffic Management system.	Infrastructure	TRN	10/2022	In Process

**NOTES**

**2 Core Financial System Upgrade.** The contract requirements and project timeline have been finalized and the contract action is scheduled for Council review on December 14<sup>th</sup>.

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

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

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

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

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

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**As of 09/30/22**

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

**18 Land Management System POSSE replacement project.** ITS is working with Development Services to complete Statement of Work (SOW) to support discussions with proposed vendor. Office of Procurement Services, Development Services, Information & Technology Services met with proposed vendor in mid-October and conducted detailed reviews of SOW.

**19 Relocate Development Services to New Facility.** ITS has conducted multiple building surveys of new site and is working with vendors on the ordering of new equipment and installation of circuits.

**21 Fire Station Alerting System.** ITS and DFR team has completed market research and finalized the Business Requirements Document (BRD) in preparation for the release of a Request for Proposals (RFP) for a new system. ITS is working with Procurement Services and City Attorney's Office to release the RFP by November 15, 2022.

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

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

**27 P25 Compliant Radio Project.** Effective with August 2022, the new P25 Public Safety Radio system was live, operational, and performing as designed. Non Public Safety departments have already been migrated to the new system. DPD, DFR and other Public Safety departments are undergoing final testing and training and will begin migrating to the new system after the State Fair of Texas in November 2022. Final migration of all City of Dallas Departments expected for completion by February 2023.

**32 Real-Time Crime Center (RTCC) Video Integration.** A vendor has been identified to provide the platform which integrates camera feeds from non-City businesses into the RTCC. The Technology Request (TR) for the purchase was approved by the ITGB on September 15, 2022 and a purchasing request (PR) has been submitted for approval. This item will required Council approval.

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**As of 09/30/22**

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

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

**68 Advanced Traffic Management System (ATMS).** The vendor has substantially completed the required work for this project per the scope of the contract. There are a number of remaining functions for which ITS and TRN are working with the vendor to establish a go-forward plan to include in subsequent releases or phases of the project.

## Section 2: IT Operations

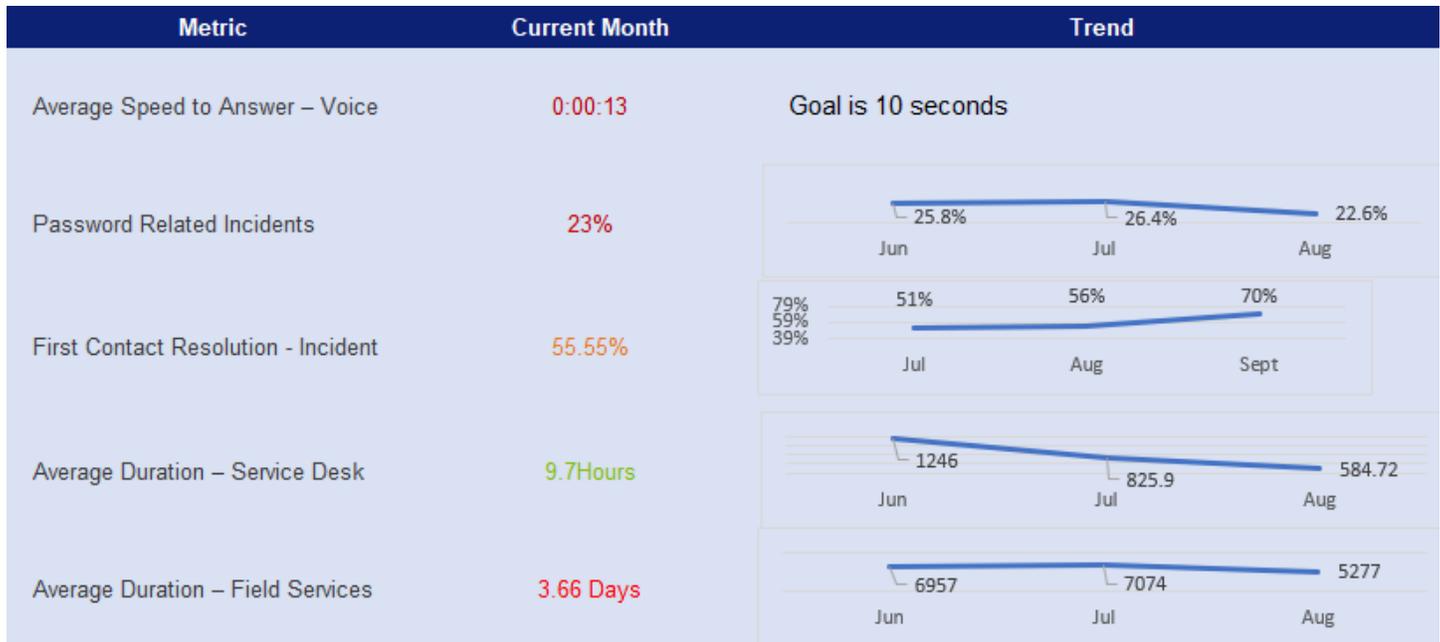
IT Operations provides information and status updates on the IT operations to include outages and incidents impacting city operations. Source data is drawn from the City's ServiceNow platform which was implemented in April 2021 to better manage incident reporting and resolution and to better track and control requests for IT services. ServiceNow documents incidents and service requests and is used by technicians and departments alike to submit, track, manage, and resolve pending requests and issues.

As of 09/30/22

## A. Outage Report

### 1. Monthly Help Desk Report

	Jun	Jul	Aug	Sep
Total Calls	7502	7546	8006	7252
Answered	7136	7138	7763	7017
Abandoned	366	408	243	235
Abandoned (<10sec)	166	172	115	93
Abandoned %(<10sec)	2.3	2.4	1.5	1.3

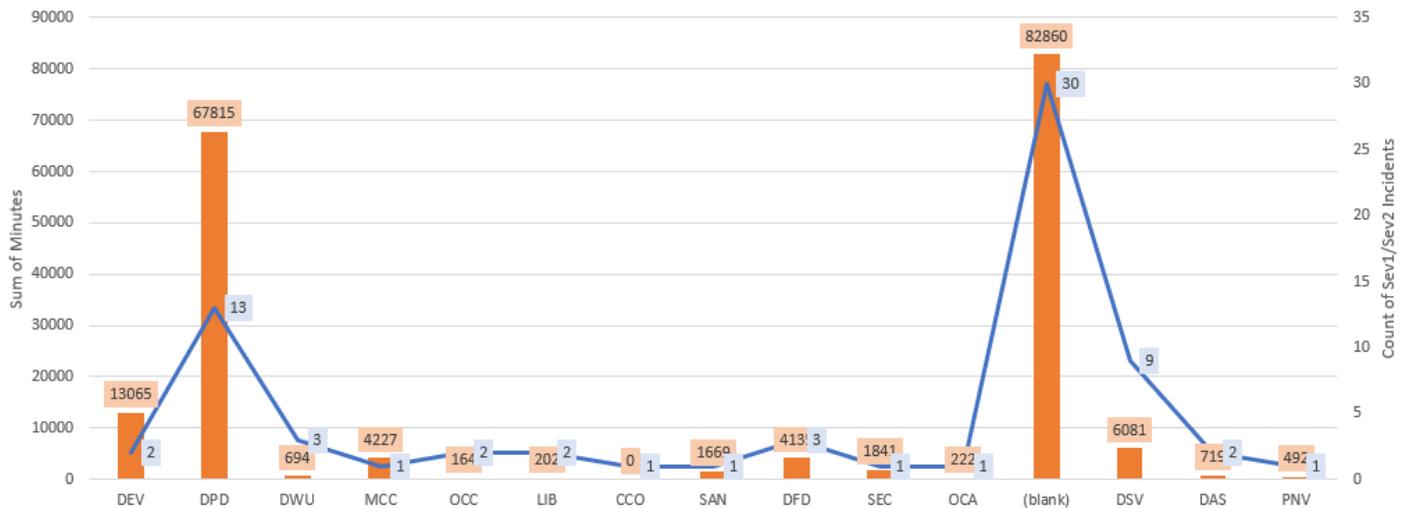


#### NOTES:

1. In September 2022, the IT Helpdesk received 7017 calls for support. This is a significant decrease from the prior month.
2. In September 2022, the IT Helpdesk resolved 70% on first contact. This was an increase from prior months.

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

Impact Minutes by Department  
Severity 1 and Severity 2

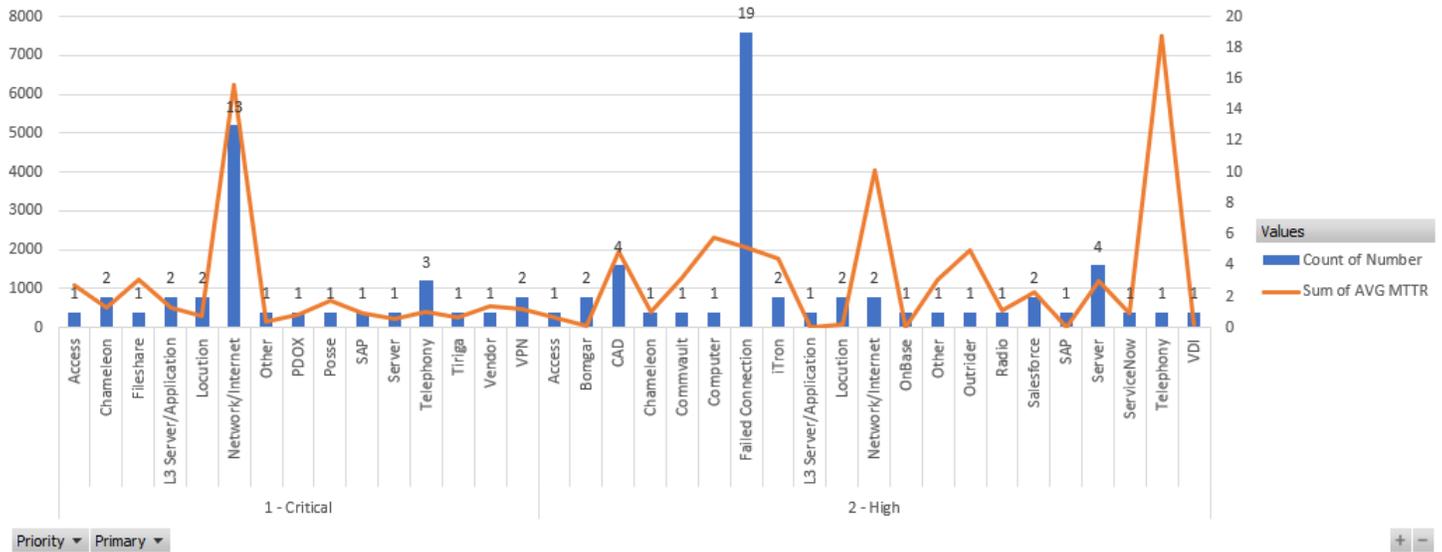


**NOTES:**

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

Count of Number Sum of AVG MTTR

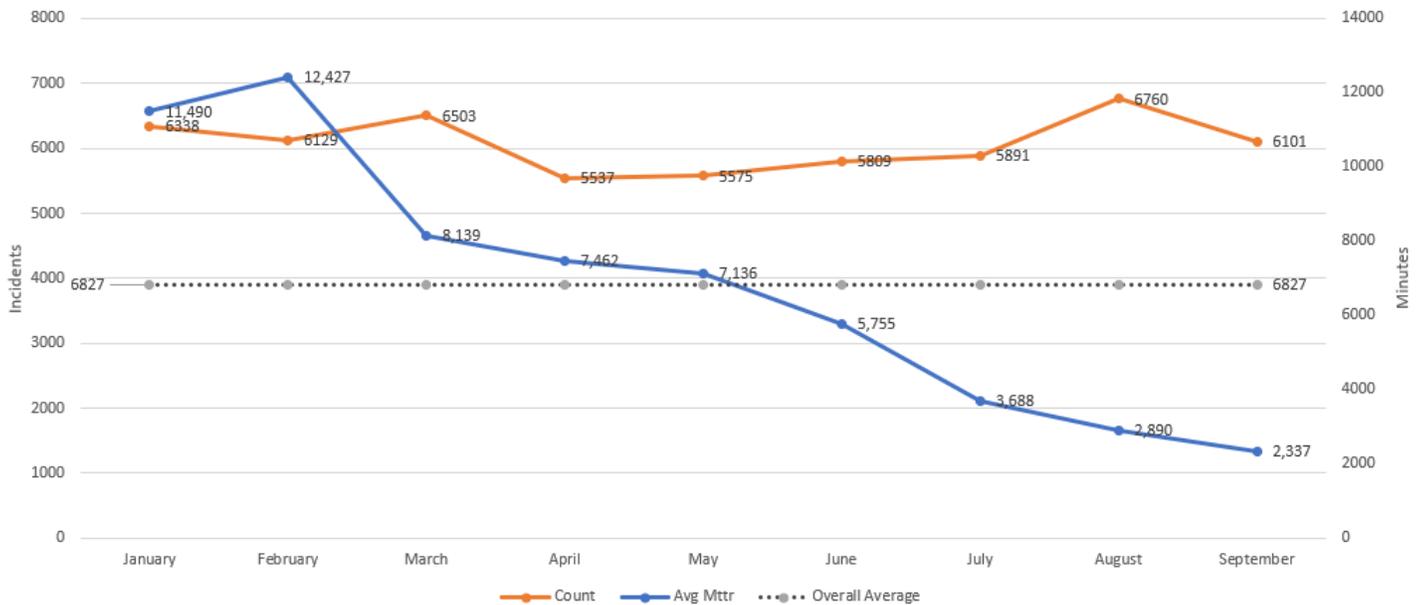
Priority 1 and 2 by Issue Category  
Impact in total minutes



NOTES:

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

Monthly Mean Time to Repair (MTTR)

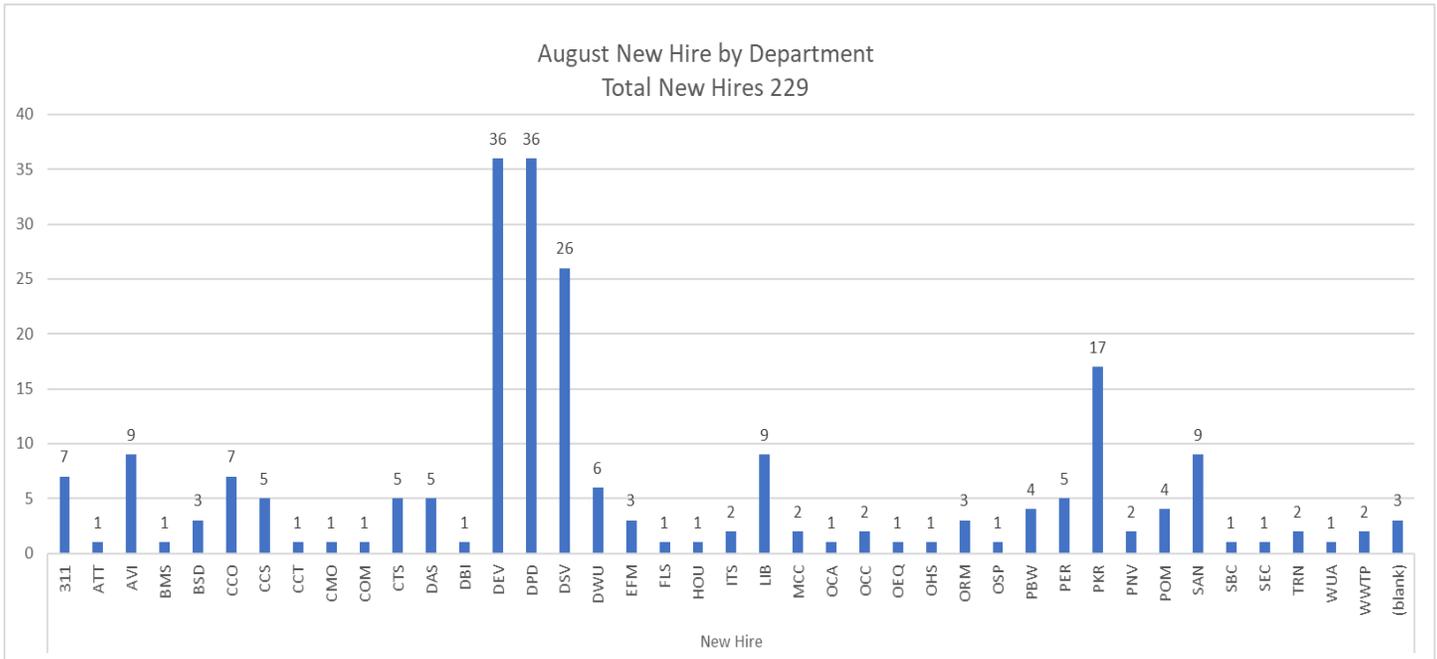


NOTES

1. This chart provides the trendline for the average mean time to repair (MTTR), an industry standard for tracking the timeliness of resolution on reported incidents.
2. In September 2022 there was a continued downward trend for the MTTR.

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

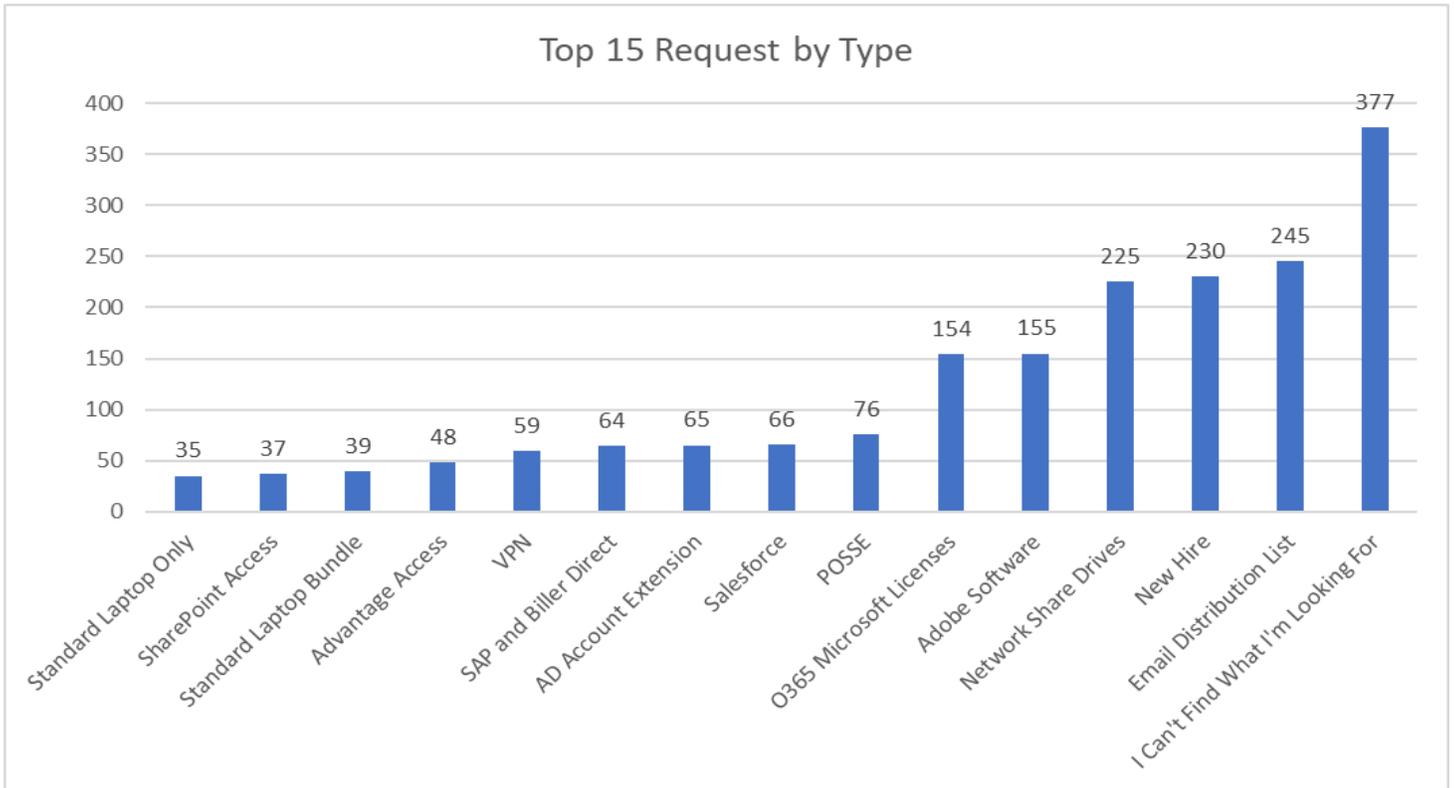
### 1. New Hire Report



### Notes

1. In the month of August, a total of 229 new employees were onboarded.
2. DEV, DPD, and DSV being the top 3 hiring departments.
3. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

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



**Note**

1. August Service Request totaled 1875. This report depicts the top 15 Request by type that were selected.
2. “I Can’t Find What I’m Looking For” is a category used when a service catalog item does not exist for what the user is asking.

## Section 3: IT Budget Execution

IT Budget Execution provides information on the execution of the IT budget, the management of technology procurements, and the management of IT Human Capital. Information in this section is effective through 8/31/2022.

### A. Contract/Procurement Management

#### Upcoming Contracts Requiring Council Approval

- Professional Services for Visualization Engineering for Data Center Improvements, \$686K (New)
- Data Access Governance Solution, \$492K (New)
- Network Cabling Services, \$7.2M (Continuation of Existing Services)
- Voice and Data Network Services, \$30.2M (Continuation of Existing Services)
- Document Management System for Dallas Police, \$218K (Continuation of Existing Software)
- Web Application Firewall (WAF) & Distributed Denial of Services (DDoS) Protective Technology to support the City's website redesign, \$653K (New)
- NeoGov Modules, \$1.3M (Continuation of Existing Software)
- Project and Portfolio Management Software, \$287K (Replacement of Existing Software)

## B. Budget Performance & Execution

### Fund 0191-9-1-1 System Operations

Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	621,187	621,187	470,298	531,888	(89,299)
Overtime Pay	0	0	0	0	0
Pension	88,488	88,488	67,818	73,843	(14,645)
Health Benefits	52,227	52,227	34,456	52,227	0
Worker's Compensation	1,403	1,403		1,403	0
Other Personnel Services	19,701	19,701	10,192	11,333	(8,368)
<b>Total Personnel Services</b>	<b>783,006</b>	<b>783,006</b>	<b>582,764</b>	<b>670,694</b>	<b>(112,312)</b>
Supplies	201,464	201,464	91,679	149,764	(51,700)
Contractual Services	13,357,002	14,308,434	10,422,478	14,307,550	(884)
Capital Outlay	0	0	0	0	0
Reimbursements	0	0	0	0	0
<b>Total Expenditures</b>	<b>14,341,472</b>	<b>15,292,904</b>	<b>11,096,921</b>	<b>15,128,008</b>	<b>(164,896)</b>

### Fund 0197 - Communication Services (Radio Network)

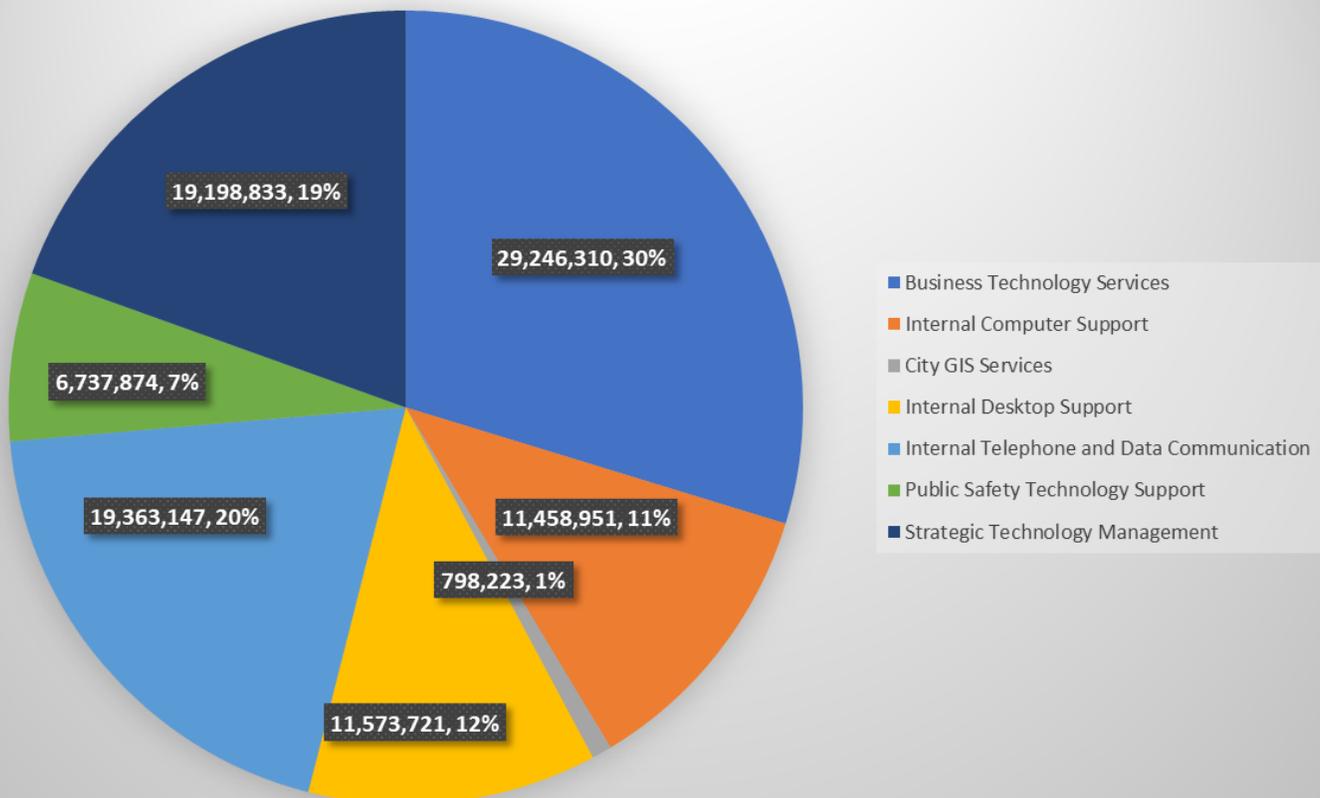
Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	1,936,838	1,936,838	1,378,525	1,571,398	(365,440)
Overtime Pay	58,386	58,386	120,098	131,015	72,629
Pension	274,180	274,180	215,681	238,018	(36,162)
Health Benefits	224,725	224,725	130,372	224,725	0
Worker's Compensation	6,357	6,357	0	6,357	0
Other Personnel Services	032,926	32,926	35,462	38,888	5,962
<b>Total Personnel Services</b>	<b>2,533,412</b>	<b>2,533,412</b>	<b>1,880,138</b>	<b>2,210,401</b>	<b>(323,011)</b>
Supplies	1,132,380	1,132,380	435,401	583,372	549,008)
Contractual Services	9,582,858	9,963,658	8,323,483	10,460,388	496,730
Capital Outlay	0	0	36,292	36,292	36,292
Reimbursements	0	0	0	0	0
<b>Total Expenditures</b>	<b>13,248,650</b>	<b>13,629,450</b>	<b>10,675,313</b>	<b>13,290,454</b>	<b>(338,996)</b>

## Budget Performance & Execution (continued)

### Fund 0198 – Data Services

Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	18,995,007	18,995,007	13,789,105	15,616,958	(3,378,049)
Overtime Pay	41,612	41,612	17,094	41,612	0
Pension	2,689,811	2,689,811	1,991,943	2,147,058	(542,753)
Health Benefits	1,484,959	1,484,959	861,619	1,484,959	0
Worker's Compensation	40,807	40,807	0	40,807	0
Other Personnel Services	1,006,373	1,006,373	385,815	547,860	(458,513)
<b>Total Personnel Services</b>	<b>24,258,569</b>	<b>24,258,569</b>	<b>17,045,577</b>	<b>19,879,253</b>	<b>(4,379,316)</b>
Supplies	748,032	748,032	300,373	602,125	(145,907)
Contractual Services	74,170,290	74,170,290	61,836,117	77,285,282	3,114,992
Capital Outlay	0	0	519,484	610,398	610,398
Reimbursements	0	0	0	0	0
<b>Total Expenditures</b>	<b>99,176,891</b>	<b>99,176,891</b>	<b>79,701,551</b>	<b>98,377,059</b>	<b>(799,832)</b>

Fund 0198 by Service



## C. ITS Staffing & Hiring Report

### 1. ITS Funded Staffing Levels

IT Fund	FY 20	FY 21	FY 22	FY 23	FY 24 Plan
<b>Fund 0191 - 9-1-1 Technology Support</b>	7.0	7.0	7.0	7.0	7.0
<b>Fund 0197 - Radio Communications</b>	28.2	28.5	30.1	29.5	29.5
<b>Fund 0198 - Data Services</b>	204.0	190.1	204.0	212.0	214.0
<b>Total</b>	<b>239.2</b>	<b>225.6</b>	<b>241.1</b>	<b>248.5</b>	<b>250.5</b>

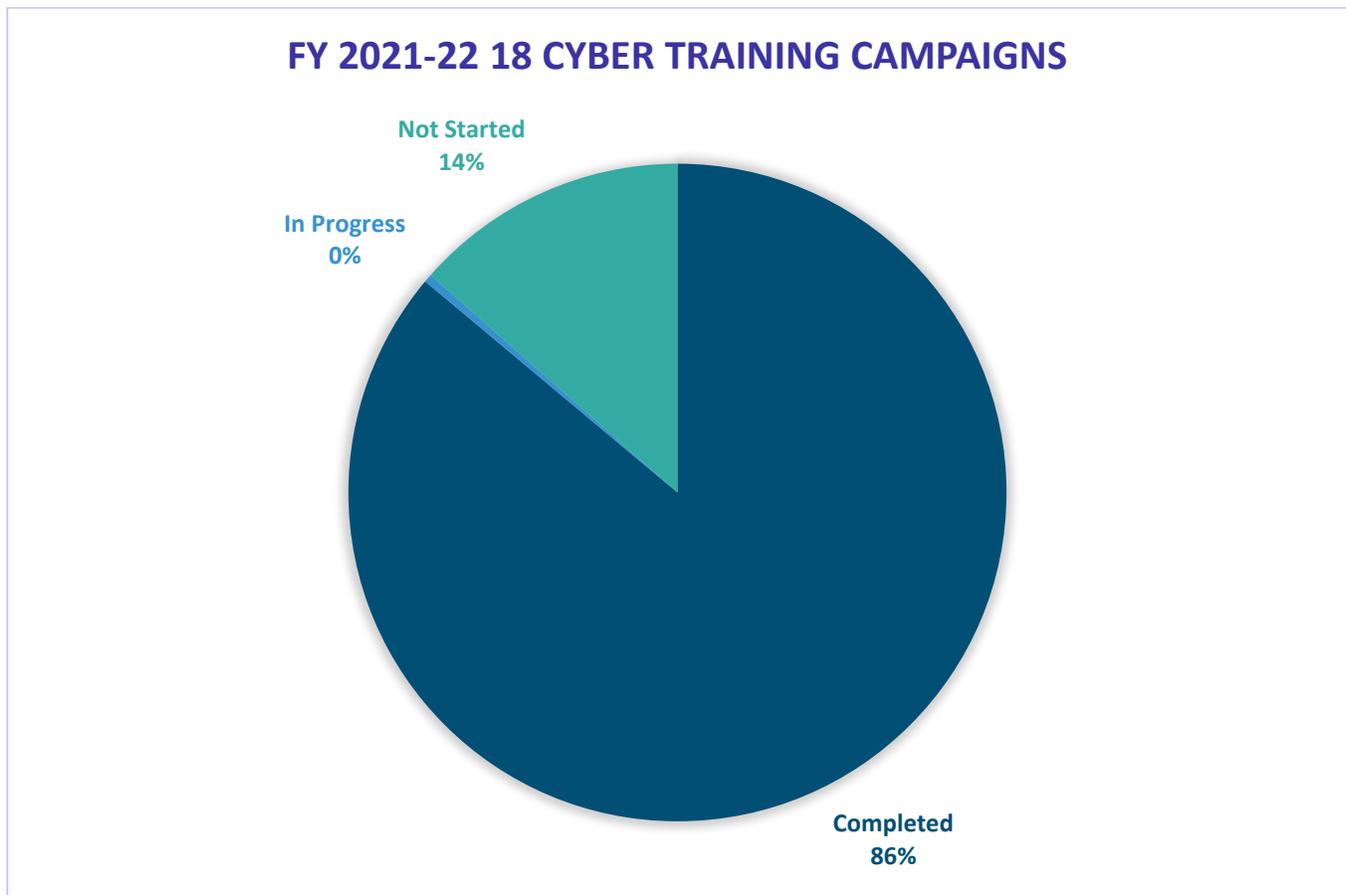
### 2. Vacancies and Hiring Activities

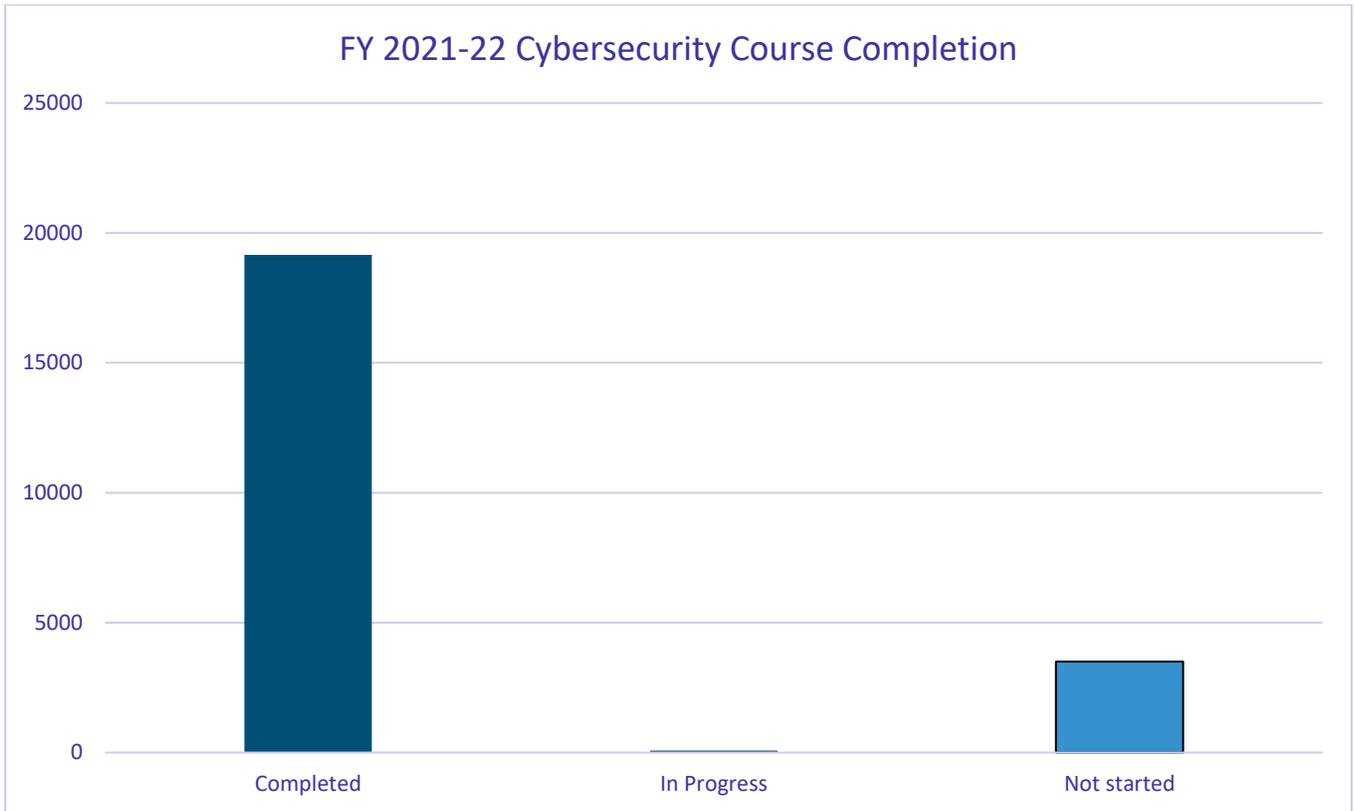
- As of September 30, 2022, ITS had 49 vacancies out of the available 248.5 positions.
- As of September 30, 2022, of the 49 vacancies the disposition was:
  - 3 positions are actively posted
  - 21 had been previously posted and are undergoing review
  - 5 are at the interview stage
  - 6 are undergoing reclassification to re-align within the ITS department
  - 14 are awaiting posting

## Section 4: Cybersecurity Programs

### A. Awareness Training

- Security Awareness training is measured on an annual basis. Over the past 12 months ITS has witnessed a steady decline in risk scoring for Employee’s annual training. Beginning with each new fiscal year the City will undergo a new set of security awareness courses to meet not only the best practices, but State of Texas House Bill 3834 requirements for all government employees. The information below illustrates the enrollment and completion efforts of employee training over the course of the year. FY 2021-22 the City completed 99% of 18 training campaigns covering HIPAA, PCI, and Cybersecurity.
  - Note employees with less than 25% of job function on technology are not required to complete cybersecurity training.





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





## B. Situational Awareness

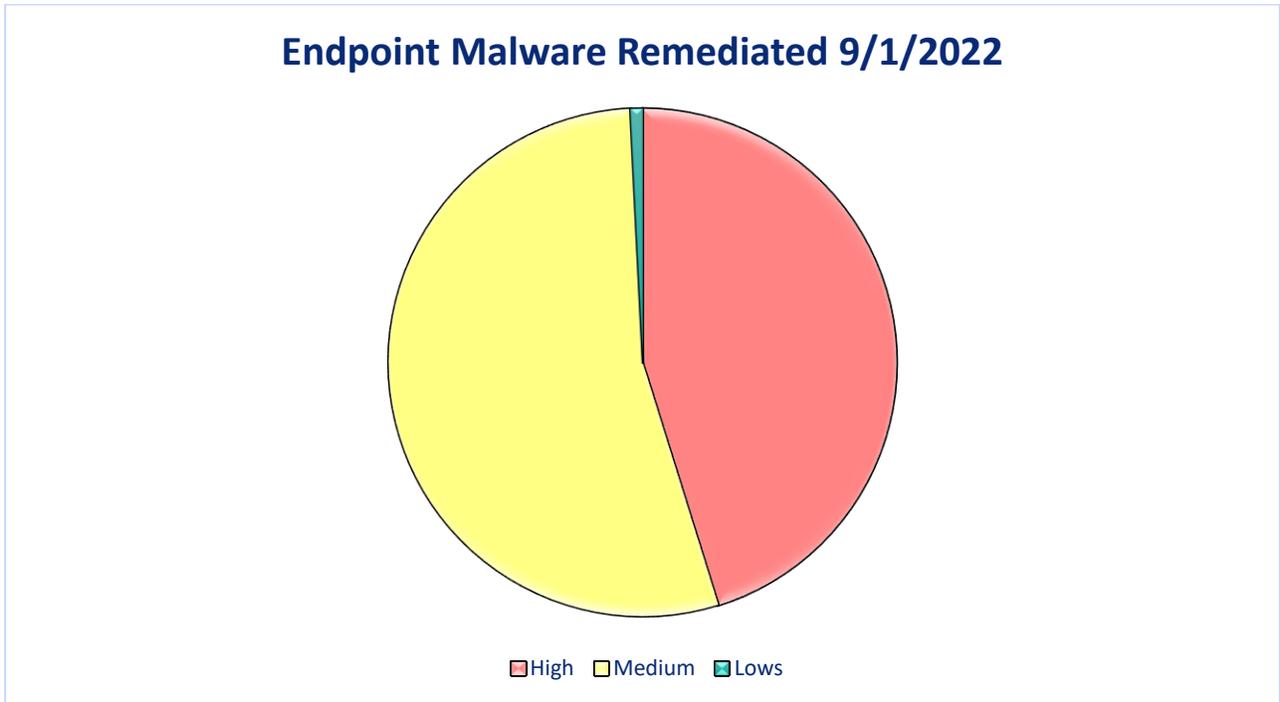
Annually ITS assess the overall Security posture of the organization based upon the NIST Cybersecurity Framework (CSF). Each category within the NIST CSF is evaluated for the current level of maturity and expectant maturity level. This process uses current and projected technologies and documented standards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

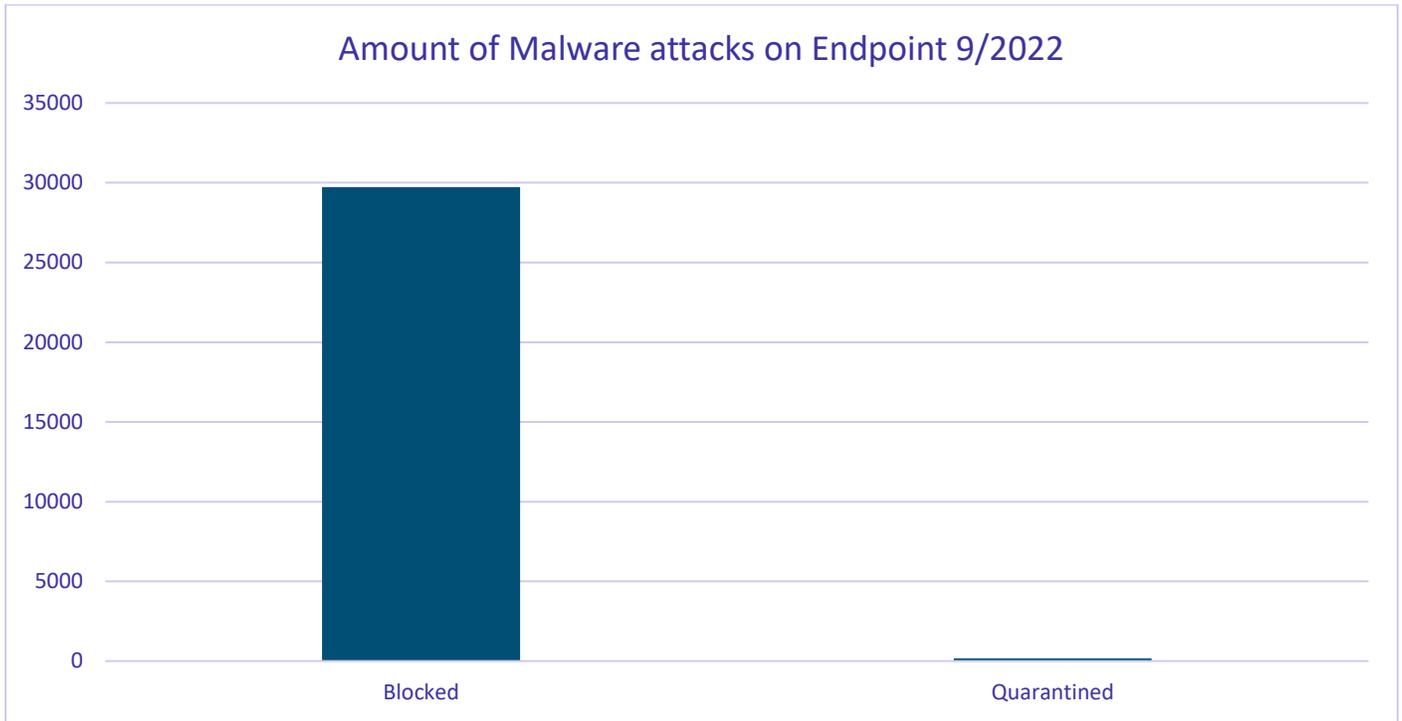
		Capability Maturity Model Levels				
		Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimized
NIST Cybersecurity Framework Functions	Identify	Little to no cybersecurity risk identification.	Process for cybersecurity risk identification exists, but it is immature.	Risks to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

Figure 3: Assessing Cybersecurity Maturity

## C. Data Protection & Privacy

Endpoint protection is one component to the organization's ability to handle daily malware. All devices needing connection to the internet are subject to attacks. Attacks are mitigated through technologies monitoring the systems in real time reacting and responding to those attacks. Below are the current status for endpoint attack metrics.





## Section 5: IT Infrastructure

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

### A. Network and Telecommunications

*Information to be provided pending further review*

### B. Compute & Storage

*Information to be provided pending further review*

### C. Data Center Improvements

*Information to be provided pending further review*

### D. Disaster Recovery and Business Continuity

*Information to be provided pending further review*

# Memorandum



CITY OF DALLAS

DATE October 21, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Upcoming Agenda Items for October 26, 2022, City Council Agenda - Ordinance Amending Chapter 28 “Motor Vehicles and Traffic” and Ordinance Amending Chapter 13 “Courts, Fines and Imprisonments”**

During the October 26, 2022, City Council Agenda Meeting, there will be two related items for consideration:

- **Agenda Item 8:** An ordinance amending Chapter 13, “Courts, Fines and Imprisonments,” of the Dallas City Code by amending Section 13-10 by (1) authorizing the city marshal and his or her deputies to enforce the city’s provisions regarding standing or walking on medians contained 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
- **Agenda Item 16:** An ordinance amending Chapter 28, “Motor Vehicles and Traffic,” of the Dallas City Code by adding Section 28-61.1. “Standing and Walking in Certain Areas Prohibited” 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
  - *Please note, Agenda Item No. 16 must be considered before Agenda Item No. 8 may be considered.*

Information regarding these items has been presented at both the Government Performance and Financial Management Committee and the Transportation and Infrastructure Committee (TRNI) and a briefing memorandum was submitted to the Public Safety Committee on October 11, 2022. For additional information, please see the link below from the most recent TRNI Committee memo, dated September 16, 2022: <https://cityofdallas.legistar.com/View.ashx?M=F&ID=11243209&GUID=491311BC-C162-4972-8C23-F9ACE1FE24F0>

If you have questions or need additional information, please contact Ghassan “Gus” Khankarli, Ph.D. P.E., PMP, CLTD, Director of the Department of Transportation, at [Ghassan.Khankarli@dallas.gov](mailto:Ghassan.Khankarli@dallas.gov), or Gloria Carter, Director of Court & Detention Services, at [g.carter@dallas.gov](mailto:g.carter@dallas.gov).

DATE October 21, 2022

SUBJECT **Upcoming Agenda Item for October 26, 2022, City Council Agenda - Ordinance Amending Chapter 28 "Motor Vehicles and Traffic"**



Dr. Robert Pérez  
Assistant City Manager

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager

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

# Memorandum



CITY OF DALLAS

DATE October 21, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Taking Care of Business – October 20, 2022**

## **Budget Development – Process Improvement Opportunity**

Budget and Management Services (BMS) is continuing to foster a department culture of innovation. BMS utilized its own Process Improvement team to conduct a rapid improvement process to build a better budget development experience. The team identified opportunities to improve the budget development process and discussed what worked, what didn't work, and how it can improve. The one-and-a-half-day session was conducted at Singing Hills Recreation Center and resulted in action items that removed redundant processes and identified efficiencies. Improvements will be scheduled for implementation in the FY24 budget cycle. Should you have any questions, please contact Janette Weedon, Director of Budget and Management Services, at [janette.weedon@dallas.gov](mailto:janette.weedon@dallas.gov).



## **311 Citywide Dashboard of Dallas 311 Service Requests**

The Office of Data Analytics and Business Intelligence partnered with Dallas 311 to develop an interactive [311 Citywide Dashboard](#) that provides a convenient and accessible tool for residents to engage with and explore 311 service requests. The dashboard tool provides insight on the volume, time, and locations of service requests used to improve the quality of life for the residents of Dallas.

The 311 Citywide Dashboard displays selections with filters for date, department, and service request type. Additionally, it shows service level status (i.e., on time or overdue) and the number of service requests created daily. Charts and maps display where service requests are located with details including council district, service request type, and hour and day of the week. Each view is interactive, highlights council districts, and allows viewers to see which locations receive the most service requests.

Should you have any questions or concerns please reach out to Dr. Brita Andercheck, Chief Data Officer and Director of the Office of Data Analytics and Business Intelligence, at [Brita.Andercheck@dallas.gov](mailto:Brita.Andercheck@dallas.gov).

DATE October 21, 2022  
SUBJECT **Taking Care of Business – October 20, 2022**

### **Meet and Greet: Laurie McKendall, OCPO Mediation Program Manager**

In honor of Conflict Resolution Day, the Office of Community Police Oversight (OCPO) will host a 2-part event on Friday, October 21<sup>st</sup>. The first part of the event will be a webinar from 12pm-1pm on identifying the five mediation conflict resolution styles. It will be led by Laurie McKendall, the OCPO Mediation Program Manager. The second part of the event is a meet and greet with Laurie from 1 pm-2 pm, giving staff an opportunity to engage with Laurie and the rest of OCPO in person, where lemonade and a sweet treat will be served. Should you have any other questions or interest in joining the webinar, please contact Laurie McKendall, Mediation Program Manager for the Office of Community Police Oversight, at [laurie.mckendall@dallas.gov](mailto:laurie.mckendall@dallas.gov).

### **City of Dallas' Code Compliance Community Prosecution Team Addresses Neighborhood Blight**

In partnership with the City Attorney's Office, the Code Compliance Community Prosecution Team continues to address neighborhood blight. A substandard, single-family structure with an accessory structure sat vacant and in disrepair for over three (3) years. The property owner passed away in 2017 and numerous calls were made to Code Compliance, Animal Services, and Nuisance Abatement to address loose/aggressive dogs, animal neglect, litter and debris, illegal outside storage, and open and vacant structures.

This property sat within one mile of a school, creating a public safety nuisance and an eyesore for the neighbors. In November 2019, this property was accepted by the Community Prosecution (CP) team. The team diligently worked the case and on September 13, 2022, a municipal court judge ordered the family to demolish the structures within 30 days. CP confirmed that the structures were demolished within the 30-day timeframe. The properties were demolished on Tuesday, October 11, 2022.

Should you have any questions, please contact Renee Paramo, (214) 766-1055, Code Compliance Community Prosecution, and via email at [renee.paramo@dallas.gov](mailto:renee.paramo@dallas.gov).

### **Code staff engages with the Dallas community at local events**

Code Compliance Services (CCS) engaged with Dallas residents and communities last week at several events and gatherings. The department participated in the Sunset Hill Community Fall Festival Block Party, Automotive Association meeting in Oak Cliff, and assisted with a cleanup with volunteers from local schools at Bachman Lake. At every event, Code educated and engaged with the communities by promoting the resources the department provides. Additionally, CCS held cleanup events at Crawford Park and Stults Elementary school, which yielded multiple tons of bulk trash, tires, batteries, oil, and paint collected. Should you have

DATE October 21, 2022  
SUBJECT Taking Care of Business – October 20, 2022

any questions, please contact Eric, Onyechefule, Public Information Coordinator of Code Compliance Services, at [eric.onyechefule@dallascityhall.com](mailto:eric.onyechefule@dallascityhall.com).



### Office of Procurement Services New Opportunities

The Office of Procurement Services (OPS) is excited to announce the following new contract opportunities. More information can be found on the City's [electronic bid portal](#):

Opportunity No.	Opportunity Name
CIZ22-TRN-2079	October 2022 Signals, by Transportation
BV23-00020457	Barricading Traffic Control Services
BAZ23-00020579	City of Dallas Solar Siting Program
BQZ23-00020596	Inventory Management Software Solution
BV23-00019503	Large Diameter Concrete Water Pipes
BV23-00020451	Removal & Disposal of Excavated Materials

We are also pleased to share the latest, [Procurement Quarterly](#) listing citywide opportunities for the current quarter (of the fiscal year) and published on the OPS [website](#). The City of Dallas Office of Procurement Services will host [in-person and virtual meetings](#) to engage business and non-profit vendors with technical assistance regarding "Doing Business with the City of Dallas". For more information about the City of Dallas Office of Procurement Services or to schedule an appointment, please contact DeNita Lacking-Quinn, at [Denita.quinn@dallas.gov](mailto:Denita.quinn@dallas.gov) or call 469.792.1111.

Please be advised that once an opportunity is advertised, it is considered an open procurement until the City Council awards the contract. The Code of Ethics prohibits communication between councilmembers and vendors/ suppliers on open procurements. Should you have any questions, please contact Danielle Thompson, Director of Procurement Services.

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SUBJECT **Taking Care of Business – October 20, 2022**

### **OHS Street Outreach Update**

The Dallas Real Time Rapid Rehousing (D.R.T.R.R.) team of homeless service providers, co-led by the Office of Homeless Solutions (OHS) and Metro Dallas Homeless Alliance (MDHA), is currently targeting several encampments, which will result in closure through the housing of those unsheltered individuals throughout the year. The team will outreach to these sites and meet with various persons experiencing homelessness to assess their needs in preparation for site closure via housing. During this time, the OHS Street Outreach Team will continue to engage with unsheltered residents through normal street outreach, connecting people with the needed resources, such as: getting IDs, working with Community Courts on expunging eligible tickets and offenses from their records, identifying medical needs, and getting them access to the Coordinated Access System (CAS). The DRTRR Community Dashboard is live and may be found [here](#).

Please see the below schedule for homeless encampment cleaning the week of October 17 through October 21, 2022. Please note that these will be for debris removal and outreach only. All encampment cleaning requests are being resolved as time allows. We appreciate everyone’s patience.

### **Encampment Resolution (Cleaning) Schedule October 17 – October 21, 2022**

<b>LOCATION</b>
9334 E RL Thornton Fwy
Buckner Blvd & I30
3677 Samuell Blvd & I30
Main St & 45
Houston St viaduct
530 S RL Thornton
Abrams Rd & Park Ln
10431 Allegheny Dr
4472 Frankford Rd
N Hampton Rd & Ft Worth Ave SB
10409 Sander Dr
9107 LBJ Fwy WB
9229 Markville Dr
200 Wilding Way

OHS continues to urge people who see an encampment to report it via 311 or 311’s OurDallas smartphone app to ensure strategic alignment with comprehensive OHS outreach. The OHS Service Request dashboard can be utilized to track the progress of encampment resolution efforts. Please visit the [dashboard](#) and feel free to share this tool with residents. If you have any questions please reach out to Christine

DATE October 21, 2022  
SUBJECT **Taking Care of Business – October 20, 2022**

Crossley, Director of the Office of Homeless Solutions, at [Christine.Crossley@dallas.gov](mailto:Christine.Crossley@dallas.gov).

### Media Inquiries

As of October 17, 2022, the Communications, Outreach, and Marketing (COM) Department has received various media inquiries available to view [here](#). Should you have any questions, please contact Catherine Cuellar, Director of Communication, Outreach, & Marketing.

The following storylines reference the major media inquiries addressed by Dallas Fire-Rescue (DFR) during the period dating from October 4<sup>th</sup> – 10<sup>th</sup>. A more detailed account of the department's responses to those inquiries, and others, can be viewed at [this link](#). Should you have any questions or concerns, please contact Fire Chief, Dominique Artis.

- Family Displace from North Dallas Apartment After Candle Left Burning in Closet
- Dallas Police Officer Killed by Wrong Way Driver
- Student Injured After Gun Accidentally Goes Off in Dallas Elementary School
- Couple Uninjured After Emergency Plane Landing on South Dallas Roadway

Should you have any questions or concerns, please contact Genesis D. Gavino, Chief of Staff.



T.C. Broadnax  
City Manager

c: Chris Caso, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager

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

# Memorandum



CITY OF DALLAS

DATE October 21, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **October 26, 2022 City Council FINAL Agenda – Additions/Revisions/Deletions Memorandum**

On October 14, 2022, a DRAFT City Council Agenda for October 26, 2022, was provided for your review. This memorandum outlines any additions, revisions or deletions made to the FINAL agenda after the distribution of the DRAFT agenda. In addition, we have highlighted agenda items which have been briefed to the City Council and/or Committee by briefing memorandums.

Additional items and deletions to the DRAFT agenda are outlined below, including *revisions* to the FINAL agenda are underlined in blue and *deletions* are strikethrough in red. A brief explanation for revisions along with staff's contact information is provided.

## **Additions:**

46. 22-2513 Authorize the recommended most advantageous proposal submitted for City Solicitation BVZ22-00019439 (Request for Proposals for the development of City-owned vacant properties addressed as 3011-3039 South Lancaster Road) with UCR Development Services LLC, most advantageous proposer of three - Financing: No cost consideration to the City
47. 22-2517 Authorize **(1)** the City Manager or designee to execute a development agreement with UCR Development Services LLC ("UCR" or "Developer") incorporating the proposal submitted by UCR for City Solicitation BVZ22-00019439 to provide for the development of approximately 1.23 acres of land addressed as 3011-3039 South Lancaster Road generally at the northwest corner of South Lancaster Road and East Corning Avenue (the "Property"), and including the sale of the Property to UCR for a sale price no less than fair market value, and subject to **(i)** a right of reverter in favor of the City in the event UCR fails to develop the Property as required, **(ii)** a 365-day right-of-entry in favor of UCR for due diligence purposes, and **(iii)** other terms, including operating covenants, as may be deemed necessary and approved as to form by the City Attorney, to ensure that, after sale of the Property, the Property is developed and operated in substantial conformance with the Proposal; and **(2)** the Chief Financial Officer to receive and deposit proceeds of the Property sale - Estimated Revenue: General Capital Reserve Fund \$240,000.00
48. 22-2503 Authorize **(1)** the City Manager to amend Resolution No. 18-1158, previously approved on August 22, 2018 to include approval of the FOUR-TRACK STRATEGY proposed by Office of Homeless Solutions, implement track one (Increase Shelter Capacity - expand capacity of existing providers through contracted pay to stay shelter beds); and **(2)** adopt or approve the proposed

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updates as presented to the Housing & Homelessness Solutions Committee on September 29, 2022 - Financing: No cost consideration to the City

**Revisions:**

18. 22-2359 Authorize contracts with cultural organizations for the provision of artist services to the City through the Cultural Organizations Program for the period October 1, 2022 through September 30, 2023 (list attached to Agenda Information Sheet) - Not to exceed \$5,694,617.00 - Financing: General Fund **This item is being revised to update the Owner section information. Please contact Anne Marie Gan, interim Assistant Director, Office of Arts and Culture, at 214-671-7023, for more information.**
34. 22-2165 Authorize **(1)** the ratification of a meet and confer agreement between the City of Dallas and the Dallas Black Firefighters Association, Dallas Hispanic Fire Fighters Association, Dallas Fire Fighters Association, Black Police Association of Greater Dallas, National Latino Law Enforcement Organization, and the Dallas Police Association (collectively, the Meet and Confer Team); and **(2)** the City Manager to execute the agreement, approved as to form by the City Attorney, to be effective October 26, 2022 through September 30, 2025 - Not to exceed \$111,063,230.00 - Financing: General Fund (subject to annual appropriations) **This item is being revised to include a committee statement in the Prior Action. Please contact Jon Fortune, Deputy City Manager, City Manager's Office, at 214-670-5299, for more information.**
- PH1. 22-2292 A public hearing to receive comments and to approve ~~an ordinance~~ [a resolution](#) granting a request to consider the Ceremonial Street Name request for "Rosa Lopez" as a street topper on Winnetka Avenue between Canada Drive and Shaw Street, Shaw Street between Winnetka Avenue and Obenchain Street, Vecinos Boulevard between Winnetka Avenue and Shaw Street, and El Triunfo Street between Winnetka Avenue and Shaw Street - NC212-006(CM) – Financing: [This action has no cost consideration to the City](#) (see Fiscal Information for potential future costs) **This item is being revised to update language in the Subject. Please contact Samuell Eskander, Development Services, Assistant Director, at 214-948-4029, for more information.**

**Memorandums:**

A memorandum was previously provided to Committee and/or City Council regarding the following items. A link to the memorandums is attached for more information.

5. 22-2187 Ordinance authorizing the issuance and sale of City of Dallas, Texas Waterworks and Sewer System Revenue Bonds, Series 2022C, in the amount of \$114,800,000 to the Texas Water Development Board; awarding the sale of the bonds; approving the execution of agreements in connection

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with the sale of the bonds; and all other matters related thereto - Total not to exceed \$330,050 - Financing: Dallas Water Utilities Fund  
[City Council was briefed by memorandum regarding this matter on April 15, 2022.](#)

[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on August 22, 2022.](#)

[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on October 21, 2022.](#)

6. 22-2197 Authorize the annual adoption of the City's Investment Policy and investment strategies regarding funds under the City's control and management - Financing: No cost consideration to the City  
[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on October 21, 2022.](#)

8. 22-2385 An ordinance amending Chapter 13, "Courts, Fines and Imprisonments," of the Dallas City Code by amending Section 13-10 by **(1)** authorizing the city marshal and his or her deputies to enforce the city's provisions regarding standing or walking on medians contained 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; **(2)** providing a saving clause; **(3)** providing a severability clause; and **(4)** providing an effective date - Financing: No cost consideration to the City  
[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on May 23, 2022.](#)

[The Public Safety Committee was briefed by memorandum regarding this matter on October 11, 2022.](#)

10. 22-2330 Authorize the **(1)** sale of up to 5 Land Transfer Program lots to Citybuild Community Development Corporation, and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution of all necessary documents, pursuant to the City's Land Transfer Program; **(2)** release of lien for all non-tax City liens, notices, or orders that were filed on up to 5 Land Transfer Program lots sold to Developer prior to or subsequent to the deeds transferring the lots to the City of Dallas; and **(3)** execution of a development agreement with Developer for the construction of a Health and Wellness Center on the Land Transfer Program lots – Estimated Revenue: General Fund \$6,500.00; Estimated Revenue Foregone: General Fund \$10,257.31 (see Fiscal Information)  
[The Housing and Homelessness Solutions Committee was be briefed by memorandum regarding this matter on September 29, 2022.](#)

16. 22-2265 An ordinance amending Chapter 28, "Motor Vehicles and Traffic," of the Dallas City Code by adding Section 28-61.1. "Standing and Walking in Certain Areas Prohibited" **(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; **(2)** providing a penalty not to exceed \$500.00;

DATE October 21, 2022

SUBJECT **October 26, 2022 City Council FINAL Agenda - Additions/Revisions/Deletions**

**(3)** providing a saving clause; **(4)** providing a severability clause; and **(5)** providing an effective date - Financing: This action has no cost consideration to the City (see Fiscal Information)

[City Council was briefed by memorandum regarding this matter on December 3, 2021.](#)

[The Transportation and Infrastructure Committee was briefed by memorandum regarding this matter on September 19, 2022.](#)

19. 22-2222

Authorize a public hearing to be held on November 9, 2022 to receive comments on the proposed amendments to the Project Plan and Reinvestment Zone Financing Plan ("Plan") for Tax Increment Reinvestment Zone Number Three, the Oak Cliff Gateway Tax Increment Financing ("TIF") District (the "TIF District" or the "Zone") to: **(1)** increase the geographic area of the TIF District by approximately 244 acres including: (a) expanding the Bishop Arts/Jefferson Sub-District by approximately 96 acres in an area generally along Jefferson Boulevard from Storey Street to 6th Street west of IH-35 and (b) adding the Clarendon/Beckley/Kiest Sub-District with approximately 148 acres in an area including the future Southern Gateway Deck Park at IH-35 between Marsalis Avenue and Ewing Avenue and generally along Clarendon Drive from Moore Street to Beckley Avenue and along Beckley Avenue from Clarendon Drive to just north of Kiest Boulevard; **(2)** establish a termination date for the Clarendon/Beckley/Kiest Sub-District of December 31, 2052; **(3)** establish the percentage of tax increment contributed by the City of Dallas during the term of the Clarendon/Beckley/Kiest Sub-District at 90%; **(4)** authorize an amendment to the participation agreement with Dallas County to request the County's participation in the Clarendon/Beckley/Kiest Sub-District; **(5)** create a new budget category for the Clarendon/Beckley/Kiest Sub-District; **(6)** create a new budget category for the TIF District for homeowner stabilization, home repair, and displacement mitigation; **(7)** extend the termination date of the Oak Cliff Gateway Sub-District from December 31, 2027 to December 31, 2044 and reduce the City's participation rate from 85% to 50% during the extended term; **(8)** increase the total budget for the TIF District from \$28,621,027 net present value (approximately \$76,665,998 in total dollars) to \$99,381,853 net present value (approximately \$352,993,541 in total dollars); **(9)** increase the budget capacity of the Oak Cliff Gateway Sub-District and the Bishop Arts/Jefferson Sub-District to retain a portion of future tax increment to support future applications for project funding and annually transfer a portion of future tax increment to the following new budget categories: (a) budget line item for homeowner stabilization, home repair, and displacement mitigation programs and (b) Clarendon/Beckley/Kiest Sub-District; and **(10)** make corresponding modifications to the TIF District's boundary, budget, and Plan; and, at the close of the public hearing, consider an ordinance amending Ordinance No. Ordinance No. 21466, as amended, previously approved on November 11, 1992, and Ordinance No. 23033, as amended, previously approved on February 12, 1997, to reflect these amendments - Financing: No cost consideration to the City

DATE October 21, 2022  
SUBJECT **October 26, 2022 City Council FINAL Agenda - Additions/Revisions/Deletions**

[The Economic Development Committee was briefed by memorandum regarding this matter on October 3, 2022.](#)

34. 22-2165 Authorize **(1)** the ratification of a meet and confer agreement between the City of Dallas and the Dallas Black Firefighters Association, Dallas Hispanic Fire Fighters Association, Dallas Fire Fighters Association, Black Police Association of Greater Dallas, National Latino Law Enforcement Organization, and the Dallas Police Association (collectively, the Meet and Confer Team); and **(2)** the City Manager to execute the agreement, approved as to form by the City Attorney, to be effective October 26, 2022 through September 30, 2025 - Not to exceed \$111,063,230.00 - Financing: General Fund (subject to annual appropriations)  
[The Public Safety Committee was briefed by memorandum regarding this matter on October 11, 2022.](#)
35. 22-2176 Authorize the second step of acquisition for condemnation by eminent domain to acquire a tract of land containing approximately 206,362 square feet, from One Morrell, LLC, located on Morrell Avenue near its intersection with Sargent Road for the Dallas Floodway Extension Project - Not to exceed \$4,158,174.00 (\$4,135,174.00 plus closing costs and title expenses not to exceed \$23,000.00) – Financing: Storm Drainage Management Capital Construction Fund (\$1,492,597.87), Flood Protection and Storm Drainage Facilities Fund (1995 General Obligation Bond Funds) (\$230,198.11), Trinity Corridor Project Fund (1998 General Obligation Bond Funds) (\$423,328.83), Flood Protection and Storm Drainage Facilities Fund (1998 General Obligation Bond Funds) (\$323,075.58), Flood Protection and Storm Drainage Facilities Fund (2003 General Obligation Bond Funds) (\$125,605.60), and Flood Protection and Storm Drainage Facilities Fund (2006 General Obligation Bond Funds) (\$1,563,368.01)  
[The Mobility Solutions, Infrastructure and Sustainability Committee was briefed by memorandum regarding this matter on April 22, 2019.](#)
38. 22-2334 A resolution to authorize payment of annual membership fees to **(1)** National League of Cities in the amount of \$38,384.00; **(2)** Texas Municipal League in the amount of \$59,542.00; **(3)** United States Conference of Mayors in the amount of \$40,235.00; **(4)** Dallas Regional Mobility Coalition in the amount of \$25,000.00; and **(5)** TEX-21 in the amount of \$25,000.00 - Total not to exceed \$188,161.00 - Financing: General Fund (subject to annual appropriations) (This item was deferred on September 28, 2022)  
The Ad Hoc Committee on Legislative Affairs was briefed by memorandum regarding this matter on September 13, 2022.
39. 22-2336 Authorize a personal services contract with Burkland Consulting, LLC for state legislative and information services for the period November 1, 2022 through September 30, 2023 - Not to exceed \$50,000.00 - Financing: Dallas Water Utilities Fund (This item was deferred on September 28, 2022)  
The Ad Hoc Committee on Legislative Affairs was briefed by memorandum regarding this matter on September 13, 2022.

DATE October 21, 2022

SUBJECT **October 26, 2022 City Council FINAL Agenda - Additions/Revisions/Deletions**

40. 22-2337 Authorize a personal services contract with Campos Consulting Group for state legislative and information services for the period November 1, 2022 through September 30, 2023 - Not to exceed \$60,000.00 - Financing: General Fund (subject to annual appropriations) (This item was deferred on September 28, 2022)  
The Ad Hoc Committee on Legislative Affairs was briefed by memorandum regarding this matter on September 13, 2022.
41. 22-2338 Authorize a personal services contract with Kwame Walker & Associates for state legislative and information services for the period November 1, 2022 through September 30, 2023 - Not to exceed \$70,000.00 - Financing: General Fund (subject to annual appropriations) (This item was deferred on September 28, 2022)  
The Ad Hoc Committee on Legislative Affairs was briefed by memorandum regarding this matter on September 13, 2022.
42. 22-2340 Authorize a personal services contract with Paul Schlesinger for federal legislative services for the period November 1, 2022 through September 30, 2023 - Not to exceed \$74,375.00 - Financing: General Fund (subject to annual appropriations) (This item was deferred on September 28, 2022)  
The Ad Hoc Committee on Legislative Affairs was briefed by memorandum regarding this matter on September 13, 2022.
43. 22-2341 Authorize a personal services contract with Randy C. Cain for state legislative and information services for the period November 1, 2022 through September 30, 2023 - Not to exceed \$71,000.00 - Financing: General Fund (subject to annual appropriations) (This item was deferred on September 28, 2022)  
The Ad Hoc Committee on Legislative Affairs was briefed by memorandum regarding this matter on September 13, 2022.
44. 22-2342 Authorize a professional services contract with CapitalEdge Strategies, LLC to provide federal legislative services to the City for the period November 1, 2022 through September 30, 2023 - Not to exceed \$160,000.00 - Financing: General Fund (subject to annual appropriations) (This item was deferred on September 28, 2022)  
The Ad Hoc Committee on Legislative Affairs was briefed by memorandum regarding this matter on September 13, 2022.
46. 22-2513 Authorize the recommended most advantageous proposal submitted for City Solicitation BVZ22-00019439 (Request for Proposals for the development of City-owned vacant properties addressed as 3011-3039 South Lancaster Road) with UCR Development Services LLC, most advantageous proposer of three - Financing: No cost consideration to the City  
[The Economic Development Committee was briefed by memorandum regarding this matter on October 3, 2022.](#)

DATE October 21, 2022  
SUBJECT **October 26, 2022 City Council FINAL Agenda - Additions/Revisions/Deletions**

47. 22-2517 Authorize **(1)** the City Manager or designee to execute a development agreement with UCR Development Services LLC (“UCR” or “Developer”) incorporating the proposal submitted by UCR for City Solicitation BVZ22-00019439 to provide for the development of approximately 1.23 acres of land addressed as 3011-3039 South Lancaster Road generally at the northwest corner of South Lancaster Road and East Corning Avenue (the “Property”), and including the sale of the Property to UCR for a sale price no less than fair market value, and subject to **(i)** a right of reverter in favor of the City in the event UCR fails to develop the Property as required, **(ii)** a 365-day right-of-entry in favor of UCR for due diligence purposes, and **(iii)** other terms, including operating covenants, as may be deemed necessary and approved as to form by the City Attorney, to ensure that, after sale of the Property, the Property is developed and operated in substantial conformance with the Proposal; and **(2)** the Chief Financial Officer to receive and deposit proceeds of the Property sale – Estimated Revenue: General Capital Reserve Fund \$240,000.00

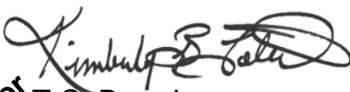
[The Economic Development Committee was briefed by memorandum regarding this matter on October 3, 2022.](#)

48. 22-2503 Authorize **(1)** the City Manager to amend Resolution No. 18-1158, previously approved on August 22, 2018 to include approval of the FOUR-TRACK STRATEGY proposed by Office of Homeless Solutions, implement track one (Increase Shelter Capacity - expand capacity of existing providers through contracted pay to stay shelter beds); and **(2)** adopt or approve the proposed updates as presented to the Housing & Homelessness Solutions Committee on September 29, 2022 - Financing: No cost consideration to the City

[The Housing & Homelessness Solutions Committee was briefed by memorandum regarding this matter on September 29, 2022.](#)

[City Council was briefed by memorandum regarding this matter on October 7, 2022.](#)

Please feel free to reach out to me or Kimberly Bizer Tolbert, Deputy City Manager if you have questions or should you require additional information at this time.

  
for T.C. Broadnax

City Manager

c: Chris Caso, City Attorney  
Mark Swann, City Auditor  
Billierae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
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Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

# Memorandum



CITY OF DALLAS

DATE October 17, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **M/WBE Participation for October 26, 2022 Council Agenda**

The policy of the City of Dallas is to engage certified Minority and Women-owned Business Enterprises (M/WBEs) to the greatest extent feasible on the City’s architecture & engineering, construction, goods, and professional services contracts. The City’s Business Inclusion and Development Policy (BID Policy) is overseen by the Business Inclusion and Development (BID) division of the Small Business Center, which is providing this summary of M/WBE participation for the October 26, 2022 City Council Agenda.

As a reminder, the M/WBE goals that became effective on October 1, 2020 are:

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

For this agenda, BID reviewed **11** agenda items; **7** items on this agenda include an M/WBE goal. Of those **11** items, **1** met the goal, **2** exceeded the goal, **2** received goal waivers and **2** did not meet the goal, but were found to comply with the BID Policy. This agenda includes **4** items that did not have an applicable M/WBE goal. The table below provides a summary of M/WBE participation for this agenda.

#	Contract Amount	Procurement Category	M/WBE Goal	M/WBE Subcontracting %	M/WBE Overall Participation %	M/WBE Overall \$	Status
10	\$2,258,216.00	Construction	32.00%	32.00%	32.00%	\$722,629.00	Meets Goal
15	\$2,363,597.20	Construction	32.00%	38.00%	100.00%**	\$898,166.94	Exceeds Goal
20	\$471,031.00	Revenue	N/A	N/A	N/A	N/A	M/WBE N/A Revenue
21	\$350,000.00	Other Services	N/A	N/A	N/A	N/A	M/WBE N/A CO-OP
22	\$20,035,560.00	Goods	32.00%	0.00%	0.00%	\$0.00	Goal Waived
23	\$439,743.23	Goods	32.00%	0.00%	0.00%	\$0.00	Goal Waived
24	\$8,786,180.00	Other Services	N/A	N/A	N/A	N/A	M/WBE N/A Other Services
25	\$907,798.82	Other Services	N/A	N/A	100.00%**	N/A	M/WBE N/A Other Services; Prime is M/WBE
30	\$11,486,301.00	Construction	32.00%	17.18%	17.18%	\$1,972,850.00	Does not meet goal but complies with BID Policy
31	\$280,613.16	Construction	25.00%*	0.20%	47.33%**	\$142,367.54	Does not meet goal but complies with BID Policy
32	\$1,962,835.00	Construction	32.00%	42.21%	35.77%	\$828,505.00	Exceeds Goal

\*This item reflects the previous BID Policy goal.

\*\*The certified M/WBE prime vendor is included in the “M/WBE Overall Participation %”.

“Our Product is Service”

Empathy | Ethics | Excellence | Equity

DATE October 17, 2022  
SUBJECT **M/WBE Participation for October 26, 2022 Council Agenda**

**The following items do not meet the M/WBE goal, but comply with the BID Policy:**

**Agenda Item No. 22** Authorize a three-year master agreement for the purchase of certified bulk liquid chlorine for the Water Utilities Department. This item received a goal waiver due to the lack of M/WBE availability.

**Agenda Item No. 23** Authorize a three-year master agreement for the purchase of temporary traffic signs, permanent signposts, and installation hardware for permanent signs for various departments. This item received a goal waiver due to the lack of M/WBE availability.

**Agenda Item No. 30** Authorize a construction services contract for the installation of water and wastewater main improvements at five locations. The prime vendor has selected 7 M/WBE subcontractors on this construction project. This contract results in 17.18% M/WBE participation on a 32.00% goal. This contract does not meet the M/WBE goal but complies with good faith efforts.

**Agenda Item No. 31** Authorize an increase in the construction services contract with BAR Constructors, Inc. for additional work associated with the construction of a new pump station to replace the existing Pump Station. This contract results in 0.20% M/WBE subcontractor participation on a 25.00% goal\*. This contract does not meet the M/WBE subcontractor goal for this increase in the contract amount, but the overall M/WBE participation is 47.33% for the original contract amount plus the three change orders and includes the certified M/WBE prime vendor.

**Local Businesses**

The table below provides the count of businesses by location for prime contractors and M/WBE subcontractors. There are a total of 11 prime contractors considered in this agenda. The local status for each prime contractor and the percentage of local workforce is also included in the agenda information sheet.

Vendor	Local		Non-Local		Total
Prime	7	63.64%	4	36.36%	11
M/WBE Sub	6	46.15%	7	53.85%	13

Please feel free to contact me if you have any questions or should you require additional information.



Kimberly Bizer Tolbert  
Deputy City Manager

DATE **October 17, 2022**

SUBJECT **M/WBE Participation for October 26, 2022 Council Agenda**

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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Majed A. Al-Ghafry, Assistant City Manager  
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Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



**M/WBE Agenda Item Matrix**  
**October 26, 2022 City Council Agenda**

<b>Agenda Item #</b>	<b>Contract Amount</b>	<b>Procurement Category</b>	<b>M/WBE Goal</b>
22-2330 10	\$2,258,216.00	Construction	32.00%
	<b>M/WBE Subcontracting %</b>	<b>M/WBE Overall %</b>	<b>M/WBE Overall Participation \$</b>
	32.00%	32.00% TBD	\$722,629.00
<b>Subject:</b>	Authorize the (1) sale of up to 5 Land Transfer Program lots to Citybuild Community Development Corporation, and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution of all necessary documents, pursuant to the City's Land Transfer Program; (2) release of lien for all non-tax City liens, notices, or orders that were filed on up to 5 Land Transfer Program lots sold to Developer prior to or subsequent to the deeds transferring the lots to the City of Dallas; and (3) execution of a development agreement with Developer for the construction of a Health and Wellness Center on the Land Transfer Program lots - Estimated Revenue: General Fund \$6,500.00; Estimated Revenue Foregone: General Fund \$10,257.31 (see Fiscal Information)		
This contract meets the MWBE goal.			
TBD			
Women That Soar LLC - Local; Workforce - 100.00% Local			

<b>Agenda Item #</b>	<b>Contract Amount</b>	<b>Procurement Category</b>	<b>M/WBE Goal</b>
22-1993 15	\$2,363,597.20	Construction	32.00%
	<b>M/WBE Subcontracting %</b>	<b>M/WBE Overall %</b>	<b>M/WBE Overall Participation \$</b>
	38.00%	100.00% HM, OF	\$898,166.94
<b>Subject:</b>	Authorize a construction services contract for the construction of Alley Reconstruction Group 17-1488 - (list attached to the Agenda Information Sheet) - Estrada Concrete Company, LLC, lowest responsible bidder of one - Not to exceed \$2,363,597.20 - Financing: Street and Transportation (A) Fund (2017 General Obligation Bond Funds) (\$1,023,735.20), Water Construction Fund (\$14,525.00), Water Capital Improvement F Fund (\$185,738.00), Wastewater Construction Fund (\$36,800.00), Wastewater Capital Improvement G Fund (\$1,102,799.00)		
This contract exceeds the M/WBE goal.			
Estrada Ready Mix Concrete, NL, HM, 30.00% - Concrete Supplier			
Cardenas Total Concrete Inc, L, HM, 7.00% - Sidewalk and Driveway Contractor			
Texas SWPPP Services, NL, OF, 1.00% - SWPPP and erosion control measures			
Estrada Concrete Company, NL, HM, 62.00% - GC			
Estrada Concrete Company, LLC – Non-local; Workforce – 68.00% Local			



**M/WBE Agenda Item Matrix**  
**October 26, 2022 City Council Agenda**

<b>Agenda Item #</b>	<b>Contract Amount</b>	<b>Procurement Category</b>	<b>M/WBE Goal</b>
22-1867 20	\$471,031.00	Revenue	N/A
	<b>M/WBE Subcontracting %</b>	<b>M/WBE Overall %</b>	<b>M/WBE Overall Participation \$</b>
	N/A	N/A	N/A
<b>Subject:</b>	Authorize a three-year concession contract for operation of a watercraft rental service at White Rock Lake for the Park & Recreation Department - Dallas Kayak Company, Inc., most advantageous proposer of two - Estimated Net Revenue: \$471,031.00		
The Business Inclusion and Development Policy does not apply to Revenue contracts.			
Dallas Kayak Company, Inc., - Local; Workforce – 100.00% Local			

<b>Agenda Item #</b>	<b>Contract Amount</b>	<b>Procurement Category</b>	<b>M/WBE Goal</b>
22-2242 21	\$350,000.00	Other Services	N/A
	<b>M/WBE Subcontracting %</b>	<b>M/WBE Overall %</b>	<b>M/WBE Overall Participation \$</b>
	N/A	N/A	N/A
<b>Subject:</b>	Authorize a three-year cooperative purchasing agreement for temporary staffing services for the Department of Human Resources with BGSF Professional, LLC, through the Houston-Galveston Area Council cooperative agreement - Estimated amount of \$350,000 - Financing: General Fund		
The Business Inclusion and Development Policy does not apply to Cooperative Purchasing Agreements			
BGSF Professional, LLC - Non-local; Workforce - 15.25% Local			

<b>Agenda Item #</b>	<b>Contract Amount</b>	<b>Procurement Category</b>	<b>M/WBE Goal</b>
22-2331 22	\$20,035,560.00	Goods	32.00%
	<b>M/WBE Subcontracting %</b>	<b>M/WBE Overall %</b>	<b>M/WBE Overall Participation \$</b>
	0.00%	0.00%	\$0.00



City of Dallas

## M/WBE Agenda Item Matrix October 26, 2022 City Council Agenda

<b>Subject:</b>	Authorize a three-year master agreement for the purchase of certified bulk liquid chlorine by railcar for the Water Utilities Department - Brenntag Southwest, Inc., lowest responsible bidder of two - Estimated amount of \$20,035,560 - Financing: Dallas Water Utilities Fund
M/WBE goal waived due to no M/WBE availability.	
Brenntag Southwest, Inc. Non-Local; Workforce – 14.63% Local	

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
22-2244 23	\$439,743.23	Goods	32.00%
	<b>M/WBE Subcontracting %</b>	<b>M/WBE Overall %</b>	<b>M/WBE Overall Participation \$</b>
	0.00%	0.00%	\$0.00
<b>Subject:</b>	Authorize a three-year master agreement for the purchase of temporary traffic signs, permanent signposts, and installation hardware for permanent signs for various departments - Dallas Lite & Barricade, only bidder - Estimated amount of \$439,743.23 - Financing: General Fund (\$69,798.00) Dallas Water Utilities Fund (\$361,945.23), and Stormwater Drainage Management-Operations Fund (\$8,000.00)		
M/WBE goal waived due to no M/WBE availability.			
Dallas Lite & Barricade - Local; Workforce – 100.00% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
22-2243 24	\$8,786,180.00	Other Services	N/A
	<b>M/WBE Subcontracting %</b>	<b>M/WBE Overall %</b>	<b>M/WBE Overall Participation \$</b>
	N/A	N/A	N/A
<b>Subject:</b>	Authorize a three-year service contract for large diameter concrete water pipes, accessories and emergency repair services for the Water Utilities Department - TPG Pressure, Inc. dba Thompson Pipe Group-Pressure, most advantageous proposer of two - Not to exceed \$8,786,180 - Financing: Dallas Water Utilities Fund (subject to annual appropriations)		
The Business Inclusion and Development Policy does not apply to Other Service contracts.			
TPG Pressure, Inc. dba Thompson Pipe Group-Pressure – Non-local; Workforce – 0.00% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
22-2355	\$907,798.82	Other Services	N/A



City of Dallas

## M/WBE Agenda Item Matrix October 26, 2022 City Council Agenda

25	<b>M/WBE Subcontracting %</b>	<b>M/WBE Overall %</b>	<b>M/WBE Overall Participation \$</b>
	N/A	100.00%	N/A
<b>Subject:</b>	Authorize a three-year service contract for large diameter concrete water pipes, accessories and emergency repair services for the Water Utilities Department - TPG Pressure, Inc. dba Thompson Pipe Group-Pressure, most advantageous proposer of two - Not to exceed \$8,786,180 - Financing: Dallas Water Utilities Fund (subject to annual appropriations)		
The Business Inclusion and Development Policy does not apply to Other Service contracts, however the prime contractor is a certified M/WBE.			
Ford Audio Video Systems, LLC - Non-Local; Workforce – 0.00% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
	\$11,486,301.00	Construction	32.00%
22-1700 30	<b>M/WBE Subcontracting %</b>	<b>M/WBE Overall %</b>	<b>M/WBE Overall Participation \$</b>
	17.18%	17.18% HF, HM, WF	\$1,972,850.00
<b>Subject:</b>	Authorize a construction services contract for the installation of water and wastewater main improvements at five locations (list attached to the Agenda Information Sheet) - John Burns Construction Company of Texas, Inc., lowest responsible bidder of two - Not to exceed \$11,486,301.00 - Financing: Wastewater Capital Improvement F Fund (\$11,236,301.00) and Water Construction Fund (\$250,000.00)		
This contract does not meet the M/WBE goal, but complies with good faith efforts.			
Partnering for Success, L, HF, 0.07% - Partnering Rocha Trucking, L, HM, 2.61% - Spoil Hauloff Trucking JT's Asphalt & Concrete, L, HM, 0.67% - Spoil Hauloff Trucking IMT Construction LLC, L, HF, 1.65% - Storm & Sanitary Structures LKT & Associates LLC, NL, WF, 10.30%- Material Supplier LB Transportation, NL, WF, 1.69% - Spoil Hauloff Trucking Buyers Barricades, NL, WF, 0.19% - Traffic Safety Supplier			
John Burns Construction Company of Texas – Non-local; Workforce – 50.37% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
	\$280,613.16	Construction	25.00%*
22-2198 31	<b>M/WBE Subcontracting %</b>	<b>M/WBE Overall %</b>	<b>M/WBE Overall Participation \$</b>



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## M/WBE Agenda Item Matrix

### October 26, 2022 City Council Agenda

	0.20%	This Item 50.73% HF Overall Item 47.33% HM, NM, WF, HF	\$142,367.54
<b>Subject:</b>	Authorize an increase in the construction services contract with BAR Constructors, Inc. for additional work associated with the construction of a new pump station to replace the existing Pump Station No. 1 at the Elm Fork Water Treatment Plant - Not to exceed \$280,613.16, from \$51,322,606.78 to \$51,603,219.94 - Financing: Water Construction Fund		
*This item reflects the previous Business Inclusion and Development Policy M/WBE goal.			
This contract does not meet the M/WBE goal, but complies with good faith efforts.			
<b>Change Order No. 3 – 50.73% Overall Participation</b>			
BAR Constructors Inc, L, HM, 41.27% - GC			
ARC-TRT, LLC dba Alpine Roofing, L, NM, 0.54% - Roofing			
Brock Environmental Services, NL, WF, 0.00% - SWPP prep			
C. Green Scaping LP, NL, HF, 0.02% - Hydromulch			
DFW Aggregates. LLC, L, HF, 1.98% - Hauling			
Partnering for Success, Inc, NL, HF, 0.04% - Partnering			
Ram Tool, L, WF, 0.14% - Misc Consumables			
Ricochet Fuel, NL, WF, 0.39% - Fuel			
ROC Construction, L, HM, 2.96% - Masonry			
<b>This Item – 50.73% participation</b>			
DFW Aggregates. LLC, L, HF, 0.20% - Hauling			
BAR Constructors Inc, L, HM, 50.53% - GC			
BAR Constructors, Inc – Local; Workforce – 35.25% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
22-2033 32	\$1,962,835.00	Construction	32.00%
	<b>M/WBE Subcontracting %</b>	<b>M/WBE Overall %</b>	<b>M/WBE Overall Participation \$</b>
	42.21%	This Item 42.21% HM Overall Item 35.77% HM	\$828,505.00
<b>Subject:</b>	Authorize an increase in the construction services contract with Douglas Dailey Construction, LLC, for additional pavement restoration associated with the installation of water and wastewater mains at 26 locations (list attached to the Agenda Information Sheet) - Not to exceed \$1,962,835.00, from \$11,941,371.00 to \$13,904,206.00 - Financing: Wastewater (Clean Water) - 2022 TWDB Fund (\$490,709.00) and Water (Drinking Water) - 2022 TWDB Fund (\$1,472,126.00)		
*This item reflects the previous Business Inclusion and Development Policy M/WBE goal.			
This contract exceeds the M/WBE goal.			



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**M/WBE Agenda Item Matrix**  
**October 26, 2022 City Council Agenda**

**Change Order No 1 – 35.77% Overall Participation**

Muniz Construction Inc, L, HM, 35.77% - Utility & Concrete

**This Item – 42.21% MWBE Participation**

Muniz Construction Inc, L, HM, 42.21% - Utility & Concrete

Douglas Dailey – Non-local; Workforce – 16.20% Local