

# Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – November 2022**

Please find attached the November Budget Accountability Report (BAR) based on information through November 30, 2022. You may view all published reports on the [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.

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

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

Jack Ireland  
Chief Financial Officer

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Billieae 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

# BUDGET ACCOUNTABILITY REPORT

As of November 30, 2022



Cover Photo Credit: City of Dallas - Mural by Daniel Yanez, "No Space for Hate"

Prepared by Budget & Management Services

1500 Marilla Street, 4FN  
Dallas, TX 75201

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

# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	✓	✓
Development Services	✓	✓
Municipal Radio	✓	7.0% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	6.0% under budget	6.0% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 21  
On Target

! 5  
Near Target

✗ 9  
Not on Target

#### Year-End Forecast

✓ 35  
On Target

! 0  
Near Target

✗ 0  
Not on Target

### Budget Initiative Tracker

● 0  
Complete

! 0  
At Risk

✓ 35  
On Track

✗ 0  
Canceled

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through November 30, 2022, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 28, 2022, effective October 1, 2022, through September 30, 2023. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-date (YTD) actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the year-end (YE) forecast, which projects anticipated revenues and expenditures as of September 30, 2023. The variance is the difference between the FY 2022-23 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

## General Fund Overview

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

	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$308,405,349	\$308,405,349		\$308,405,349	\$0
Revenues	1,706,814,187	1,706,814,187	158,536,695	1,705,600,121	(1,214,066)
Expenditures	1,706,814,187	1,706,814,187	256,666,257	1,712,921,313	6,107,127
Ending Fund Balance	\$308,405,349	\$308,405,349		\$301,084,158	(\$7,321,193)

**Fund Balance.** As of November 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2021-22 unaudited unassigned ending fund balance as projected during budget development (July 2022). The ending fund balance for the adopted and amended budget does not reflect changes in encumbrances or other balance sheet accounts. We anticipate updates to the beginning fund balance after the FY 2021-22 audited statements become available in April 2023.

**Revenues.** Through November 30, 2022, General Fund revenues are projected to be \$1,214,000 under budget primarily due to declines in charges for service and intergovernmental revenue.

**Expenditures.** Through November 30, 2022, General Fund expenditures are projected to be \$6,107,000 over budget primarily due to uniform overtime expenses. These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments. DPD uniform overtime expenses are projected to be \$13.9 million over budget, fully offset by \$14.3 million in projected savings in uniform salary expenses. This is due in part to elevated attrition in FY 2021-22, consistent demand for police services (P1 call volume), focused support for 911 (\$2 million) and the speeding/racing initiative (\$1.8 million), as well as increased response/deployment to "hot spots". DFR uniform overtime expenses are projected to be \$19.2 million over budget as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements.

## FY 2022-23 Financial Forecast Report

**GENERAL FUND REVENUE**

Revenue Category		FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$961,502,880	\$961,502,880	\$52,958,552	\$961,502,880	\$0
2	Sales Tax	417,232,383	417,232,383	131,465	417,232,383	0
3	Franchise and Other	127,865,821	127,865,821	22,978,159	127,865,821	0
4	Charges for Services	115,554,550	115,554,550	7,817,879	114,792,531	(762,019)
5	Fines and Forfeitures	23,776,847	23,776,847	3,222,121	24,200,917	424,070
6	Operating Transfers In	28,185,836	28,185,836	0	28,185,836	0
7	Intergovernmental	13,161,563	13,161,563	940,556	12,698,296	(463,267)
8	Miscellaneous	7,967,394	7,967,394	1,714,015	7,643,321	(324,073)
9	Licenses and Permits	5,616,913	5,616,913	411,743	5,528,137	(88,776)
10	Interest	5,950,000	5,950,000	626,447	5,950,000	0
	<b>Total Revenue</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$90,800,938</b>	<b>\$1,705,600,121</b>	<b>(\$1,214,066)</b>

**VARIANCE NOTES**

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

## FY 2022-23 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

	Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$285,227,838	\$285,162,653	\$39,996,550	\$282,647,029	(\$2,515,624)
	Non-uniform Overtime	8,144,953	8,144,753	2,660,307	9,022,379	877,626
	Non-uniform Pension	40,352,092	40,344,739	5,841,026	40,507,892	163,153
	Uniform Pay	527,979,958	527,979,959	70,853,904	501,185,989	(26,793,970)
	Uniform Overtime	39,791,958	50,791,958	14,354,837	83,928,304	33,136,346
	Uniform Pension	182,727,572	182,727,571	22,137,889	182,320,399	(407,172)
	Health Benefits	79,837,068	79,837,068	7,823,642	79,837,068	0
	Workers Comp	11,152,531	11,152,531	0	11,152,531	0
	Other Personnel Services	13,091,916	13,088,992	1,904,871	13,322,116	233,124
<b>1</b>	<b>Total Personnel Services</b>	<b>\$1,188,305,887</b>	<b>\$1,199,230,224</b>	<b>\$165,573,025</b>	<b>\$1,203,923,707</b>	<b>\$4,693,483</b>
<b>2</b>	<b>Supplies</b>	<b>84,389,204</b>	<b>82,946,644</b>	<b>15,082,431</b>	<b>82,663,426</b>	<b>(283,218)</b>
<b>3</b>	<b>Contractual Services</b>	<b>507,274,125</b>	<b>508,791,198</b>	<b>68,298,197</b>	<b>510,833,259</b>	<b>2,042,062</b>
<b>4</b>	<b>Capital Outlay</b>	<b>16,465,953</b>	<b>16,465,953</b>	<b>8,088,741</b>	<b>15,767,563</b>	<b>(698,390)</b>
<b>5</b>	<b>Reimbursements</b>	<b>(89,620,981)</b>	<b>(100,619,832)</b>	<b>(376,138)</b>	<b>(100,266,642)</b>	<b>353,190</b>
	<b>Total Expenditures</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$256,666,257</b>	<b>\$1,712,921,313</b>	<b>\$6,107,127</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 projected to be \$4,693,000 over budget primarily due to uniform overtime expenses in Dallas Fire-Rescue (\$19,215,000) and Dallas Police Department (\$13,922,000) and non-uniform overtime expenses which are primarily offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments.

## FY 2022-23 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

#	Expenditure by Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,277,919	\$4,277,919	\$577,663	\$4,277,919	\$0
2	Building Services	30,390,891	30,390,891	6,263,840	30,390,891	0
3	City Attorney's Office	20,971,242	20,971,242	3,062,258	20,971,242	0
4	City Auditor's Office	3,163,255	3,163,255	478,773	3,119,166	(44,089)
5	City Controller's Office	8,567,559	8,567,559	1,523,689	8,567,559	0
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,205,072	456,319	3,205,072	0
8	City Secretary's Office	3,141,520	3,141,520	570,090	3,197,900	56,380
9	Elections	2,022,829	2,022,829	(150,671)	2,022,829	0
10	Civil Service	3,064,698	3,064,698	359,720	2,964,857	(99,841)
11	Code Compliance	41,342,433	41,342,433	6,931,367	41,342,433	0
12	Court & Detention Services	26,923,902	26,923,902	3,767,074	26,801,626	(122,276)
13	Jail Contract	8,344,443	8,344,443	0	8,344,443	0
14	Dallas Animal Services	17,725,448	17,725,448	2,708,616	17,725,448	0
15	Dallas Fire-Rescue	369,069,665	369,069,665	54,751,255	377,699,454	8,629,789
16	Dallas Police Department	611,908,283	611,908,283	86,076,596	611,908,283	0
17	Data Analytics & Business Intelligence	5,281,114	5,281,114	536,184	5,206,835	(74,279)
18	Housing & Neighborhood Revitalization	4,639,881	4,639,881	623,651	4,567,888	(71,993)
19	Human Resources	8,140,152	8,140,152	1,538,985	8,140,151	0
20	Judiciary	4,273,646	4,273,646	659,251	4,273,646	0
21	Library	37,544,060	37,544,060	4,370,328	37,264,497	(279,563)
	Management Services					
22	311 Customer Service Center	5,850,487	5,850,487	1,208,709	5,641,821	(208,666)
23	Communications, Outreach, & Marketing	3,699,446	3,699,446	360,542	3,699,446	0
24	Office of Community Care	9,365,486	9,365,486	741,284	9,365,486	0
25	Office of Community Police Oversight	811,382	811,382	77,083	811,382	0
26	Office of Emergency Management	1,344,664	1,344,664	176,600	1,344,664	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,898,850	1,617,344	6,475,283	(423,567)
28	Office of Equity & Inclusion	3,809,929	3,809,929	309,994	3,787,559	(22,370)
29	Office of Government Affairs	956,162	956,162	163,374	956,162	0
30	Office of Historic Preservation	1,341,076	1,341,076	105,756	1,341,076	0
31	Office of Homeless Solutions	15,197,632	15,197,632	6,455,608	15,197,632	0
32	Office of Integrated Public Safety Solutions	5,630,099	5,630,099	384,983	5,606,591	(23,508)
33	Small Business Center	3,746,673	3,746,673	471,136	3,746,673	0
34	Mayor & City Council	6,645,643	6,645,643	818,224	6,772,170	126,527
35	Non-Departmental	135,306,683	135,306,683	5,571,899	134,343,403	(963,280)
36	Office of Arts & Culture	22,496,061	22,496,061	7,958,933	22,496,061	0
37	Office of Economic Development	3,918,798	3,918,798	732,150	3,918,234	(564)
38	Park & Recreation	106,863,878	106,863,878	21,834,227	106,863,878	0
39	Planning & Urban Design	5,150,852	5,150,852	877,936	5,135,809	(15,043)
40	Procurement Services	3,014,089	3,014,089	395,653	3,003,074	(11,015)
41	Public Works	89,209,383	89,209,383	24,332,606	89,020,671	(188,712)
42	Transportation	51,984,903	51,984,903	6,967,227	51,828,101	(156,802)
	<b>Total Departments</b>	<b>\$1,697,995,188</b>	<b>\$1,697,995,188</b>	<b>\$256,666,257</b>	<b>\$1,704,102,314</b>	<b>\$6,107,127</b>
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	3,501,999	3,501,999	0	3,501,999	0
45	Salary and Benefit Stabilization	5,317,000	5,317,000	0	5,317,000	0
	<b>Total Expenditures</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$256,666,257</b>	<b>\$1,712,921,313</b>	<b>\$6,107,127</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.

**8 City Secretary Office.** SEC is projected to be \$56,000 over budget primarily due to a City Council approved adjustment.

**15 Dallas Fire-Rescue.** DFR is projected to be \$8,630,000 over budget primarily due to uniform overtime expenses (\$19,215,000 over budget) as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements. This is partially offset by salary savings as a result of vacant uniform positions and a reimbursement from the American Rescue Plan Act (ARPA) for eligible uniform salary expenses (\$2,500,000 for paramedic training) initially budgeted in FY 2021-22. The department is working to implement additional recruiting strategies that will positively impact headcount levels in the field.

**27 Office of Environmental Quality & Sustainability.** OEQS is projected to be \$424,000 under budget primarily due to salary savings as a result of 19 vacant positions.

**34 Mayor & City Council.** MCC is projected to be \$127,000 over budget primarily due to organizational changes. Funding to support positions moved to MCC will be reallocated from COM at FY 2022-23 mid-year.

**35 Non-Departmental.** Non-D is projected to be \$963,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns.

## FY 2022-23 Financial Forecast Report

**ENTERPRISE FUNDS**

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
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**1 AVIATION**

Beginning Fund Balance	\$53,227,959	\$53,227,959		\$53,227,959	\$0
Total Revenues	158,542,590	158,542,590	32,575,283	158,542,590	0
Total Expenditures	163,476,405	163,476,405	21,271,573	163,476,405	0
Ending Fund Balance	\$48,294,144	\$48,294,144		\$48,294,144	\$0

**2 CONVENTION & EVENT SERVICES**

Beginning Fund Balance	\$43,463,338	\$43,463,338		\$43,463,338	\$0
Total Revenues	113,230,392	113,231,392	11,621,061	115,005,793	1,774,401
Total Expenditures	113,231,392	113,231,392	7,879,157	115,005,793	1,774,401
Ending Fund Balance	\$43,462,338	\$43,463,338		\$43,463,338	\$0

**3 DEVELOPMENT SERVICES**

Beginning Fund Balance	\$45,375,814	\$45,375,814		\$45,375,814	\$0
Total Revenues	35,340,940	35,340,940	5,974,131	35,368,826	27,886
Total Expenditures	43,830,455	48,830,455	8,656,621	48,750,847	(79,608)
Ending Fund Balance	\$36,886,299	\$31,886,299		\$31,993,794	\$107,495

**4 MUNICIPAL RADIO**

Beginning Fund Balance	\$745,490	\$745,490		\$745,490	\$0
Total Revenues	1,003,095	1,003,095	250,777	1,004,094	999
Total Expenditures	1,003,095	1,003,095	425,424	932,730	(70,365)
Ending Fund Balance	\$745,490	\$745,490		\$816,855	\$71,365

**5 SANITATION SERVICES**

Beginning Fund Balance	\$19,328,242	\$19,328,242		\$19,328,242	\$0
Total Revenues	145,369,518	145,369,518	23,898,040	144,391,389	(978,129)
Total Expenditures	143,785,140	143,785,140	13,403,204	143,785,140	0
Ending Fund Balance	\$20,912,620	\$20,912,620		\$19,934,491	(\$978,129)

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

Beginning Fund Balance	\$15,732,597	\$15,732,597		\$15,732,597	\$0
Total Revenues	72,433,742	72,433,742	11,913,379	72,433,742	0
Total Expenditures	72,433,742	72,433,742	3,849,373	72,433,742	0
Ending Fund Balance	\$15,732,597	\$15,732,597		\$15,732,597	\$0

**7 WATER UTILITIES**

Beginning Fund Balance	\$133,050,983	\$133,050,983		\$133,050,983	\$0
Total Revenues	755,226,160	755,226,160	130,165,720	755,226,160	0
Total Expenditures	761,226,160	761,226,160	100,950,386	761,226,160	0
Ending Fund Balance	\$127,050,983	\$127,050,983		\$127,050,983	\$0

## FY 2022-23 Financial Forecast Report

**INTERNAL SERVICE FUNDS**

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
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**8 BOND & CONSTRUCTION MANAGEMENT**

Beginning Fund Balance	(\$14,768)	(\$14,768)		(\$14,768)	\$0
Total Revenues	23,087,146	23,087,146	92,072	21,809,763	(1,277,383)
Total Expenditures	23,087,146	23,087,146	2,459,756	21,794,994	(1,292,152)
Ending Fund Balance	(\$14,768)	(\$14,768)		\$0	\$14,768

**9 EQUIPMENT & FLEET MANAGEMENT**

Beginning Fund Balance	\$10,783,384	\$10,783,384		\$10,783,384	\$0
Total Revenues	66,009,566	66,009,566	187,469	66,009,566	0
Total Expenditures	66,600,148	66,600,148	7,175,842	66,600,148	0
Ending Fund Balance	\$10,192,802	\$10,192,802		\$10,192,802	\$0

**10 EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$5,684,817	\$5,684,817		\$5,684,817	\$0
Total Revenues	2,593,790	2,593,790	245,635	2,593,790	0
Total Expenditures	2,361,983	2,361,983	327,719	2,361,983	0
Ending Fund Balance	\$5,916,624	\$5,916,624		\$5,916,624	\$0

**11 INFORMATION TECHNOLOGY**

Beginning Fund Balance	\$9,119,837	\$9,119,837		\$9,119,837	\$0
Total Revenues	108,985,933	108,985,933	16,360,944	109,034,451	48,518
Total Expenditures	110,191,357	110,191,357	31,732,202	110,079,759	(111,598)
Ending Fund Balance	\$7,914,413	\$7,914,413		\$8,074,529	\$160,116

**12 RADIO SERVICES**

Beginning Fund Balance	\$1,139,315	\$1,139,315		\$1,139,315	\$0
Total Revenues	16,863,428	16,863,428	2,452,169	16,863,428	0
Total Expenditures	16,867,557	16,867,557	4,214,186	16,746,200	(121,357)
Ending Fund Balance	\$1,135,186	\$1,135,186		\$1,256,543	\$121,357

## FY 2022-23 Financial Forecast Report

**OTHER FUNDS**

Department	FY 2022-23 Adopted Budget	FY 2022-23 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		\$4,180,269	\$0
Total Revenues	12,017,444	12,017,444	1,804,012	12,017,444	0
Total Expenditures	14,212,742	14,212,742	3,264,302	14,198,743	(13,999)
Ending Fund Balance	\$1,984,971	\$1,984,971		\$1,998,970	\$13,999

**14 DEBT SERVICE**

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$66,867,697	\$0
Total Revenues	408,298,161	408,298,161	20,395,541	408,298,161	0
Total Expenditures	412,314,869	412,314,869	0	412,314,869	0
Ending Fund Balance	\$62,850,989	\$62,850,989		\$62,850,989	\$0

**15 EMPLOYEE BENEFITS**

City Contributions	\$108,965,789	\$108,965,789	\$11,943,578	\$109,342,754	\$376,965
Employee Contributions	44,675,798	44,675,798	7,183,024	44,675,798	0
Retiree	26,927,732	26,927,732	(18)	26,927,732	0
Other	0	0	61,740	61,740	61,740
Total Revenues	180,569,319	180,569,319	19,188,324	180,631,059	438,705
Total Expenditures	\$189,583,785	\$189,583,785	\$(7,733,038)	\$189,583,785	\$0

Note: FY 2022-23 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

**16 RISK MANAGEMENT**

Worker's Compensation	\$16,041,001	\$16,041,001	\$122,348	\$16,041,001	\$0
Third Party Liability	10,033,670	10,033,670	4,575,698	10,033,670	0
Purchased Insurance	13,445,548	13,445,548	1,286	13,445,548	0
Interest and Other	0	0	90,817	90,817	90,817
Total Revenues	39,520,219	39,520,219	4,790,149	39,611,036	90,817
Total Expenditures	\$57,449,878	\$57,449,878	\$12,877,203	\$57,449,878	\$0

Note: FY 2022-23 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (worker's compensation/liability/property insurance).

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of November 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2021-22 unaudited projected ending fund balance and does not reflect additional YE savings. We anticipate adjustments to the FY 2022-23 amended beginning fund balance after FY 2021-22 audited statements become available in April 2023. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

**2 Convention & Event Services.** CCT revenues are projected to be over budget by \$1,774,000 due to higher collection of revenue, primarily due to events increasing the use of internet services, space rental, electrical and sound/lighting services. CCT expenses are projected to be over budget \$1,774,000 due to an increased capital transfer.

**3 Development Services.** City Council increased DEV's budget by \$5,000,000 on November 9 by resolution 22-1676 for construction services at 7800 N Stemmons.

**4 Municipal Radio.** WRR is expected to be \$70,000 under budget due to lower sales commission expenses.

**8 Bond & Construction Management.** BCM revenues are projected to be \$1,277,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$1,292,000 under budget primarily due to salary savings associated with 45 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

## FY 2022-23 Financial Forecast Report

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

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$533,981,000	\$216,660,755	\$136,635,264	\$180,684,981
B	Park and Recreation Facilities	261,807,000	261,291,060	166,949,068	12,714,825	81,627,167
C	Fair Park	50,000,000	50,000,000	30,162,742	2,853,814	16,983,445
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	11,607,839	12,592,402	24,549,759
E	Library Facilities	15,589,000	15,589,000	14,865,298	218,016	505,686
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	12,283,285	958,686	993,028
G	Public Safety Facilities	32,081,000	32,081,000	25,811,317	468,446	5,801,236
H	City Facilities	18,157,000	18,157,000	2,281,013	482,435	15,393,552
I	Economic Development	55,400,000	55,400,000	19,234,665	10,529,228	25,636,107
J	Homeless Assistance Facilities	20,000,000	20,000,000	14,992,711	539,780	4,467,509
<b>Total</b>		<b>\$1,050,000,000</b>	<b>\$1,049,484,060</b>	<b>\$514,848,693</b>	<b>\$177,992,896</b>	<b>\$356,642,470</b>

**2012 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$266,938,887	\$256,593,205	\$5,833,571	\$4,512,111
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	240,882,437	57,519,758	27,972,805
3	Economic Development	55,000,000	55,000,000	37,827,528	4,559,412	12,613,059
<b>Total</b>		<b>\$642,000,000</b>	<b>\$648,313,887</b>	<b>\$535,303,170</b>	<b>\$67,912,742</b>	<b>\$45,097,975</b>

**2006 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$393,352,307	\$8,610,973	\$4,527,274
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	288,764,101	21,011,942	32,981,122
3	Park and Recreation Facilities	343,230,000	353,343,060	347,136,011	1,850,293	4,356,757
4	Library Facilities	46,200,000	48,318,600	47,669,994	11,042	637,563
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	398	669,561
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	31,924,125	638,337	3,654,016
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	42,405,945	922,500	1,731,608
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,487,420	237,544	11,002,487
11	Court Facilities	7,945,000	8,146,606	7,869,762	120	276,724
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,323,005	6,299	743,634
<b>Total</b>		<b>\$1,353,520,000</b>	<b>\$1,401,388,107</b>	<b>\$1,307,142,341</b>	<b>\$33,289,461</b>	<b>\$60,956,305</b>

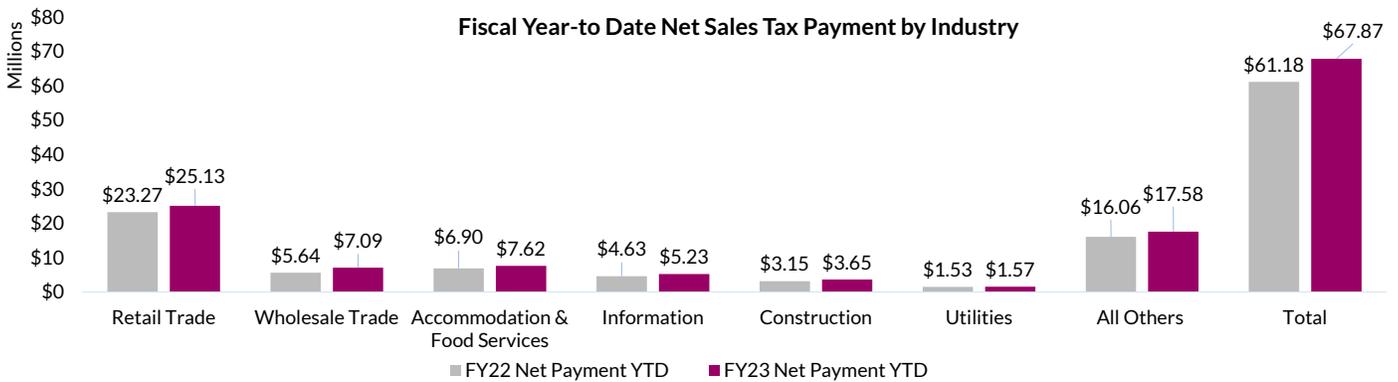
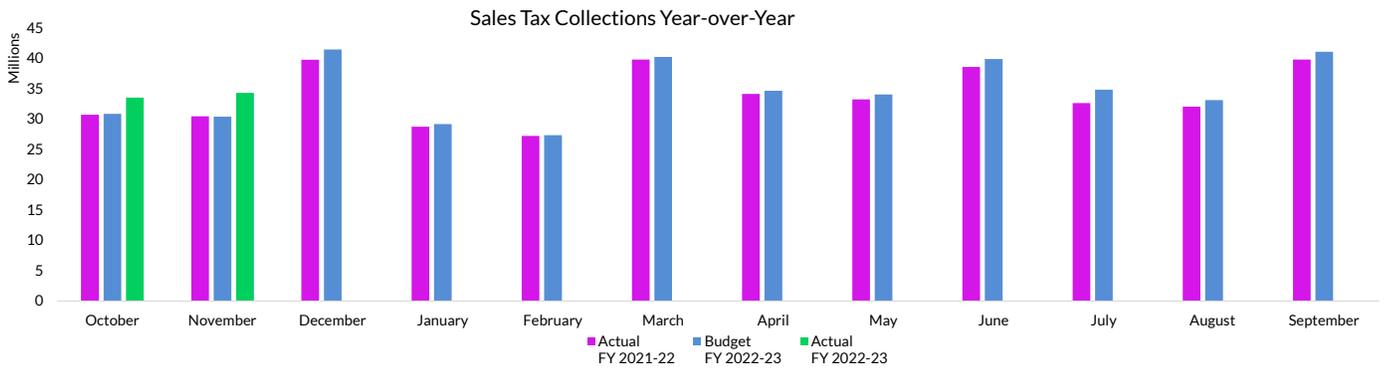
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

FY 2022-23 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 2021-22, the City received \$407,309,124 in sales tax revenue. In FY 2022-23, the City budgeted \$417,232,383. As of November 30, 2022, the sales tax forecast is at budget. We will update the forecast throughout the year as additional information becomes available. The charts in this section provide more information about sales tax collections.



## FY 2022-23 Financial Forecast Report

**ECONOMIC INDICATORS**

Year-over-Year Change in Sales Tax Collections		
Industry	November FY23 over November FY22	FYTD23 over FYTD22
Retail Trade	12%	8%
Wholesale Trade	35%	26%
Accommodation and Food Services	5%	10%
Information	13%	13%
Construction	15%	16%
Utilities	-18%	3%
All Others	12%	9%
Total Collections	13%	11%

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

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

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

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

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

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

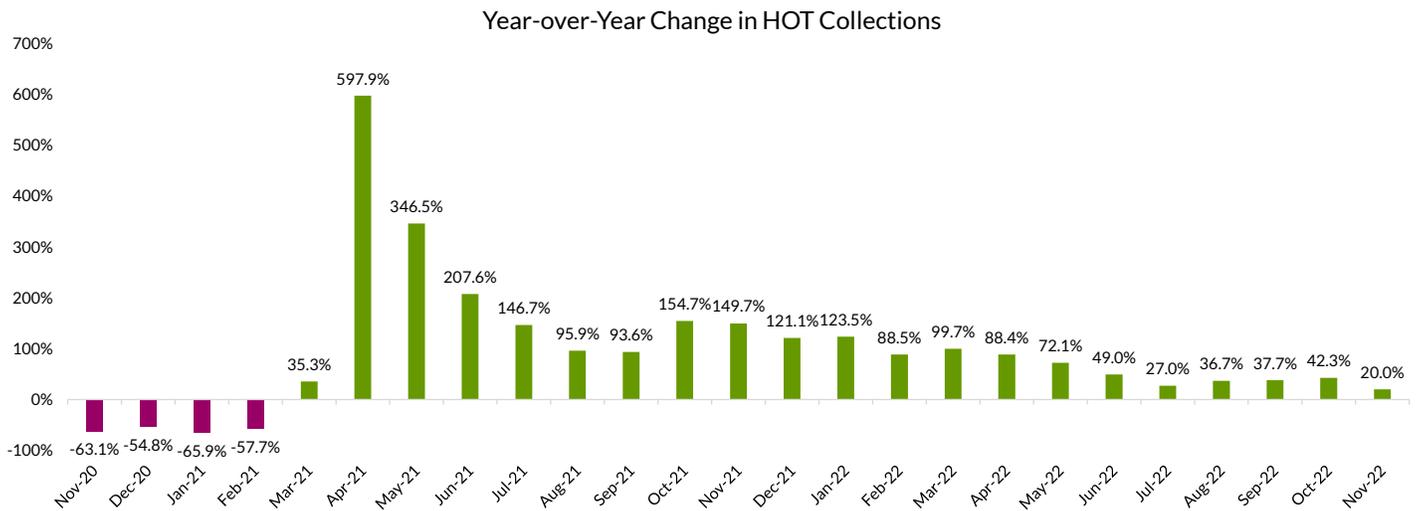
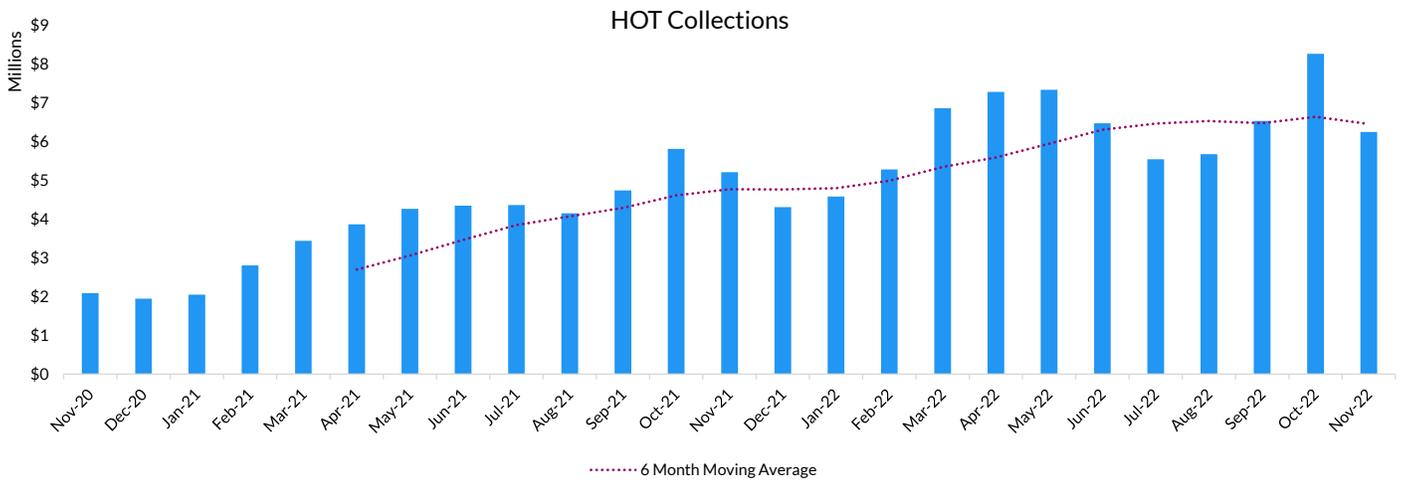
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

## Hotel Occupancy Tax

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



## FY 2022-23 Financial Forecast Report

**ECONOMIC INDICATORS**

## Convention Center Event Bookings

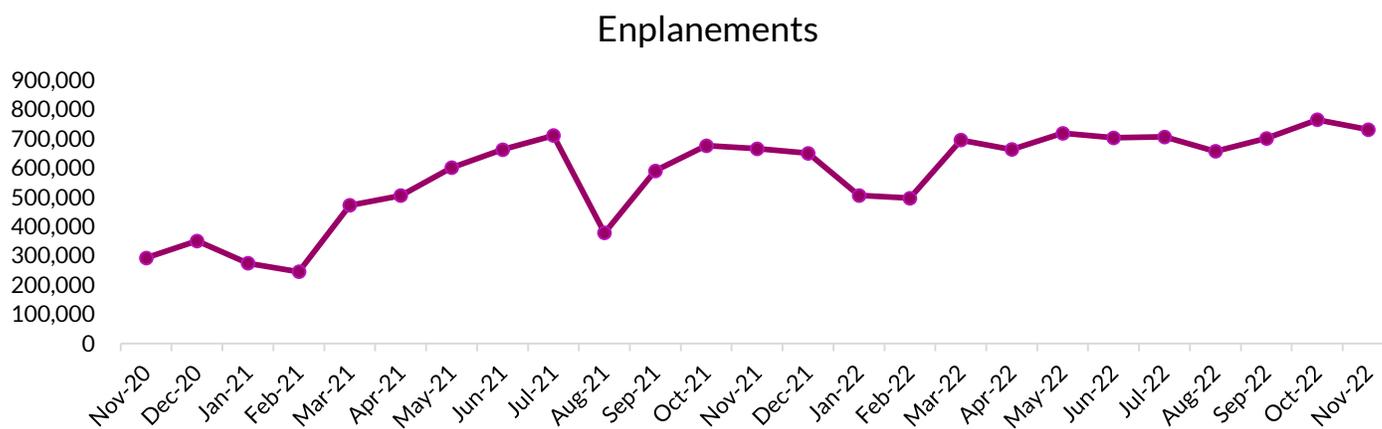
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY21 Actual	FY22 Actual	FY23 Planned	FY23 Actual/Forecast*
October	3	6	10	10
November	1	5	2	2
December	2	9	11	11
January	1	4	7	7
February	0	10	9	9
March	2	13	7	7
April	1	8	5	5
May	6	6	9	9
June	7	11	9	9
July	7	4	10	10
August	4	8	5	5
September	5	10	4	4
<b>Total</b>	<b>39</b>	<b>94</b>	<b>88</b>	<b>88</b>

\* Due to shifts in cancellations and rescheduling, FY22 actuals for prior months may be updated.

## Love Field Enplanements

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



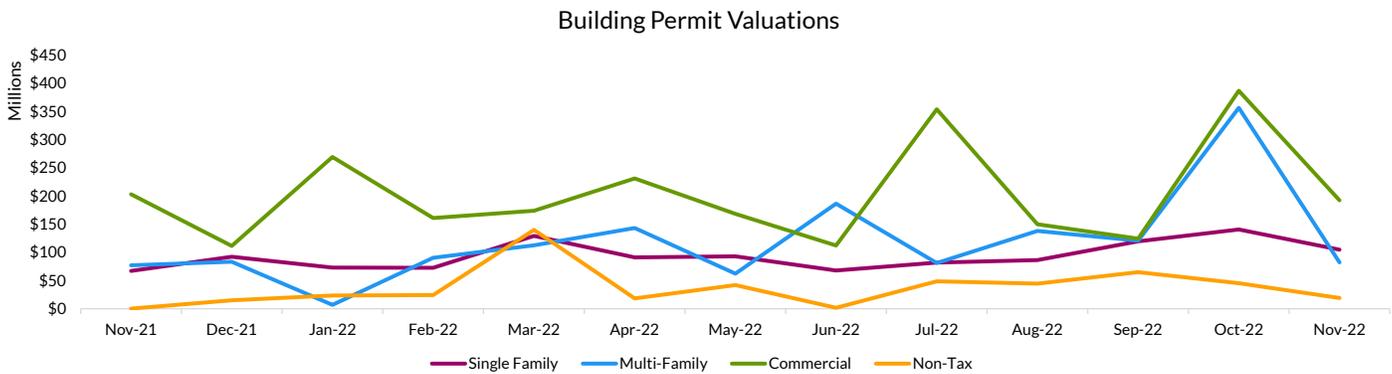
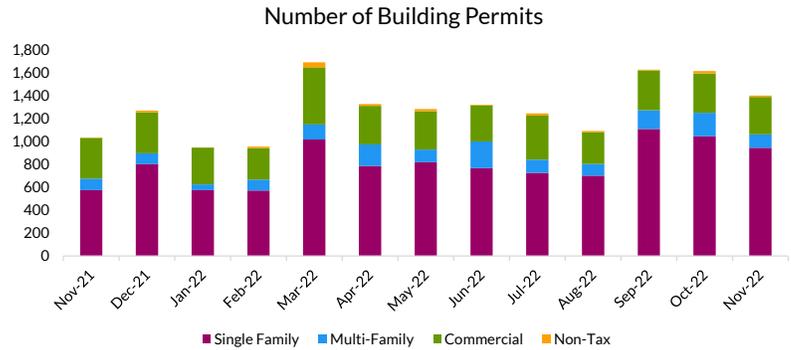
FY 2022-23 Financial Forecast Report

# 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 2022-23 data is not available, N/A is listed.

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

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



#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Economic Development</b>						
1	Average number of business days to complete commercial permit application prescreen (Development Services)	5.7	5.0	2.0	5.0	5.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	97.5%	98.0%	98.0%
3	Percentage spent with local businesses (Small Business Center)	36.7%	40.0%	52.7%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	70.0%	84.6%	70.0%	70.0%
<b>Environment &amp; Sustainability</b>						
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	54.6%	75.3%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	95.0%	99.8%	95.0%	95.0%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	20.0%	18.2%	20.0%	20.0%

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

## FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Government Performance &amp; Financial Management</b>						
8	Percentage of invoices paid within 30 days (City Controller's Office)	88.1%	92.0%	90.3%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	90.0%	92.0%	90.0%	90.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	79.5%	60.0%	60.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	22.0%	80.0%	80.0%
<b>Housing &amp; Homeless Solutions</b>						
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	60.0%	0.0%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	94.0%	85.0%	94.3%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	98.6%	80.0%	143.2%	80.0%	80.0%
<b>Public Safety</b>						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.1%	90.0%	84.3%	90.0%	90.0%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.5%	90.0%	90.3%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302.0	2,000.0	2,089.0	2,000.0	2,000.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	47.6%	60.0%	51.6%	60.0%	60.0%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	96.4%	90.0%	98.4%	90.0%	90.0%
20	Complaint resolution rate (Office of Community Police Oversight)	82.2%	70.0%	67.5%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	52.6%	60.0%	53.8%	60.0%	60.0%

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

## FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Quality of Life, Arts, &amp; Culture</b>						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	83.6%	65.0%	81.8%	65.0%	65.0%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	33.4%	5.0%	-27.2%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	75.0%	78.5%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	99.0%	93.0%	89.7%	93.0%	93.0%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	30.2%	25.0%	25.8%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,469	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	29.8%	80.0%	80.0%
<b>Transportation &amp; Infrastructure</b>						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	71.0%	71.9%	97.0%	97.0%
30	Percentage of planned lane miles improved (787 of 11,770 miles) (Public Works)	81.6%	1.0%	0.9%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	99.0%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.4%	91.0%	90.8%	91.0%	91.0%
33	Percentage of faded long line pavement marking miles improved (611 of 1,223 miles) (Transportation)	83.4%	0.0%	0.0%	50.0%	50.0%
<b>Workforce, Education, &amp; Equity</b>						
34	Percentage increase of original multicultural and multilingual content (on public, educational, and government) (Communications, Outreach, & Marketing)	40.2%	25.0%	226.8%	25.0%	25.0%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	97.1%	60.0%	60.0%

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

## FY 2022-23 Dallas 365

**VARIANCE NOTES**

**7** There is a slight reduction in the SAN residential recycling diversion rate due to the transition from four days a week to five days a week schedule and fleet availability challenges. However, SAN expects this rate to increase as the year continues, the new schedule becomes more routine, and challenges continue to be addressed proactively.

**11** Due to POM staffing levels, informal solicitation requests are being carefully monitored to ensure processing within 15 business days. POM is working to address the performance variance by identifying temporary staffing to ensure timely solicitation reviews, stabilize ongoing workload, and reduce incurred delays. POM expects the percentage to improve in future reporting periods.

**12** No developments have been approved for funding by City Council this fiscal year. HOU brings developments to council as applications are received and processed. Winter tends to be a slower construction season. More applications are expected in the coming months.

**15** DFR continues to experience increased EMS response times due to a number of factors. Emergency call volume remains very high. Additionally, while DFR's EMS transport rate has historically been 40-45%, that figure is now over 60%. Increases in call volume and transport rates result in a decrease in the number of available units and an increase in unit hour utilization, which in turn cause increases in response times.

**18** DPD's goal is to increase staffing by hiring 250 police officers in FY 2022-23. A new academy class started in December with 30 recruits, and Class 384 graduated with 16 officers. The City saw a decrease in violent crime by -5.45% and is committed to the Violent Crime Plan and Domestic Violence Task Force to further reduce violent crime.

**21** IPS responded to 63.7% calls and 53.82% were behavioral health calls on operating RIGHT Care shifts. In December 2022, IPS will launch an overnight team to operate 24/7. IPS anticipates achieving the 80% response rate this fiscal year.

**23** DAS experienced difficulty in foster assistance for medium and large dogs exposed to illness, as well as feline foster assistance not currently utilized. DAS anticipates meeting the goal in early 2nd quarter.

**28** PKR Late Night Teen participation is down due to programming only being offered on the first Friday of each month. The TRec Program Manager is now onboarded, and a Program Coordinator will join the team in January. In addition, marketing initiatives are being developed for increased program participation.

**30** Forty-two (42) lane miles have been completed since the 7.4 lane miles reported in November and currently have 345 projects under construction. Additionally, PBW anticipates improved performance after a maintenance contract goes to Council in January.

# BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2022-23 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on track” for completion by the end of the fiscal year (green check mark), “at risk” of not being completed by the end of the fiscal year (yellow exclamation mark), or “canceled” (red x).



## In the Spotlight

Many of our communities have properties that are abandoned or underutilized because of suspected environmental contamination from past uses. These properties are commonly referred to as “Brownfields.”

In 2020, a Coalition led by the City of Dallas and supported by the St. Philip's School and Community Center, The Real Estate Council, and Lone Star Justice Alliance was awarded a \$600,000 Brownfield Assessment Grant by the U.S. Environmental Protection Agency (EPA). The Coalition is overseeing the program. The Coalition will work with property owners, developers, and other community stakeholders to identify and prioritize brownfield sites in need of environmental



assessments and site clean up/ reuse plans to support near-term redevelopment opportunities. The grant is managed by the City with support from an environmental consulting firm. The grant will fund environmental site assessment (ESA), regulated building materials (RBM) survey, site clean up/reuse planning, and related activities at publicly- and privately-owned brownfield sites.

## FY 2022-23 Budget Initiative Tracker

**ECONOMIC DEVELOPMENT****1 Building Permit Process** ✓

**INITIATIVE** Reform the City's building permit process and improve the customer experience through investments in a new centrally located facility, enhanced technology, and expanded staffing. In FY 2022-23, Development Services will hire additional staff to expand the Project Dox Intake Division, add a Housing Team to improve quality inspections, and add a 2nd Q-Team to increase the timeliness of project completions. (DEV)

**STATUS** DEV purchased a centrally located building at 7800 N Stemmons that will be used as a "One Stop Permitting Shop". The building should be partially occupied during the late spring or early summer of 2023. DEV plans to deploy a second Q-Team and an Affordable Housing Team and have the Statement of Work for the new permitting software by early spring 2023. Of the 54 newly added positions, the department has filled 21 and will continue to work on filling the remaining open positions.

**2 City Development Code** ✓

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

**STATUS** Procurement for the consultant will close on January 13. The next steps will be to score, select, and negotiate the contract.

**3 Planning and Urban Design** ✓

**INITIATIVE** Provide critical administrative support to boards and committees supported by Planning and Urban Design. In FY 2022-23, PNV will hire four additional positions to provide administrative and technical support, which are key critical functions currently performed by planning staff, managers, and executive staff. (PNV)

**STATUS** The hiring process is underway for one position, and the remaining three will post in January with the anticipation of hiring by February. The manager position is key to building the new team.

**4 City Auto Pound** ✓

**INITIATIVE** Pave the way for redevelopment of the Vilbig Auto Pound by fully implementing the terms of the service contract that includes wrecker dispatch, wrecker response, storage of vehicles, collection of fees, and disposition of unclaimed vehicles for non-evidentiary tows and implementation of fee changes for towing and storage. (DPD)

**STATUS** The Auto Pound Management contract was awarded by Council in September 2022. Dallas City Code will be amended in December 2022 to update the maximum fees charged for towing, impoundment, and storage related to emergency wrecker services. Implementation of the contract is underway and DPD anticipates 85 percent of inventory being cleared from Vilbig Auto Pound by April 2023.

## FY 2022-23 Budget Initiative Tracker

**ENVIRONMENT & SUSTAINABILITY****5 Water Conservation Five-Year Work Plan** 

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

**STATUS** The contract was awarded in fall 2022. A kick-off meeting will be held in spring 2023 between consultants and the City team to establish final steps, deliverables, stakeholders, and modeling for technical strategies.

**6 Emerald Ash Borer (EAB) Mitigation** 

**INITIATIVE** Protect the City's tree canopy and slow the spread of Emerald Ash Borer (EAB) through a multi-departmental mitigation effort. In FY 2022-23, PKR will hire four positions for the Forestry EAB strike team to respond to Emerald Ash Borer deterioration effects and plant trees in city parks. In FY 2022-23, PBW will hire seven positions and focus on tree inventory and EAB treatments to slow the spread of EAB and develop a tree planting plan for citywide right-of-way and parkways. (PKR and PBW)

**STATUS** The EAB response plan has been initiated. PKR staff Arborist will continue special assignment assessing and mapping ash trees on park properties, while the Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team. PKR staff on special assignment has recorded over 700 ash trees in the maintained portions of park properties. The hiring process has begun for the new Sr. Environmental Coordinator position with an anticipated hire date by spring 2023.

The seven positions to be hired by PBW have been posted. Two positions have been filled, two are in the onboarding process, and three are still open.

**7 Comprehensive Environmental & Climate Action Plan (CECAP) Outreach** 

**INITIATIVE** Develop a comprehensive multimedia outreach, education, and engagement program to provide information on environmental stewardship and sustainability, energy efficiency, and other related topics in the CECAP. In FY 2022-23, OEQ will implement effective community outreach in all areas of the City, including creative, media buys, banners, and other material to support greater community outreach and engagement efforts. (OEQ)

**STATUS** During the first three months of FY 2022-23, a vendor was selected to develop the marketing tool kit. OEQS staff is currently developing a Media Campaign Plan draft with plans to be finalized by February 2023.

**8 Solar Energy Initiative** 

**INITIATIVE** Invest \$1.0 million in FY 2022-23 for a solar energy initiative, to install solar panels, energy efficient lighting, retrofit controls, and weatherization at City facilities; and invest \$500,000 for solar battery pack at a city facility. (BSD)

**STATUS** BSD is currently developing the RFP for the solar energy initiative and solar battery pack. The expected RFP publication is set for January 2023.

## FY 2022-23 Budget Initiative Tracker

**ENVIRONMENT & SUSTAINABILITY****9 Brownfield Program** 

**INITIATIVE** Further environmental justice efforts by setting aside \$1.5 million for educational programs and/or community-led solutions for environmental remediation projects as well as seed money for grants to build a brownfield program. In FY 2022-23, OEQ will hire two positions that will manage the program and develop a comprehensive Brownfields Program focused on community-informed solutions and potential Environmental Protection Agency (EPA) grants for environmental remediation projects to address brownfields throughout the city. (OEQ)

**STATUS:** One Environmental Coordinator position has been filled, and the other position is anticipated to be hired by the end of February. Data Analytics & Business Intelligence has delivered a Dallas-based environmental justice screening tool to OEQS, and staff is currently testing the tool to identify any needed modifications.

**10 Comprehensive Environmental and Climate Action Plan (CECAP)** 

**INITIATIVE** Continue advancement of various components of the CECAP including the neighborhood air quality program. In FY 2022-23, OEQ will complete the data platform and data qualification procedures to begin testing air quality in designated neighborhoods. (OEQ)

**STATUS** The monitors are undergoing testing and calibration, with anticipated deployment in January 2023. Procurement for additional monitors is underway.

**11 Environmental Justice (EJ)** 

**INITIATIVE** With an emphasis on effectively addressing environmental justice, and the focus on using data to drive related policy, OEQ will hire one new Environmental Coordinator to develop, evaluate, and track environmental justice metrics for the department, and coordinate city-wide efforts association with EJ priorities, goals, and actions. The new position will work with other city departments to develop a Dallas-based EJ screening tool and help with the development of training to better ensure City staff integrate environmental justice into city work. (OEQ)

**STATUS** Hiring is anticipated by early spring 2023.

**GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT****12 Equipment and Fleet** 

**INITIATIVE** Achieve a state of good repair in five years for all City fleet vehicles, including sanitation trucks, fire apparatus, police cruisers, and heavy equipment vehicles used by Public Works and Dallas Water Utilities by investing \$72.6 million for the purchase of replacement and additional fleet and equipment. (EFM, DFR, DPD, SDM, DWU, and SAN)

**STATUS** EFM has 23 vehicles on order for 12 departments; the current orders total \$2.6 million. EFM anticipates another 165 units will be ordered in December 2022 to bring the total obligated amount to \$29.1 million. DFR Fleet Maintenance Division has reviewed and approved the specifications for the Engines, Trucks, and Ambulances that will be purchased with FY 2022-23 funds. One Engine has already been ordered through General Fund appropriations and the Fleet Maintenance Division is now in the process of finalizing purchase agreements for the remainder of the order.

## FY 2022-23 Budget Initiative Tracker

**HOUSING & HOMELESSNESS SOLUTIONS****13 Addressing Homelessness** 

**INITIATIVE** Contribute \$25 million to leverage an additional \$47 million in public and private investment for an overall \$72 million program. The program employs housing navigation services, landlord incentives, rental subsidies, move-in kits, and case management to reduce and prevent homelessness, in partnership with Dallas County, the Dallas Housing Authority, the Metro Dallas Homeless Alliance, and other cities in Dallas County. The program began in FY 2021-22 and will be implemented over three years (FY 2021-22 – FY 2023-24). It is anticipated that over 2,700 individuals will be housed by the end of 2023. The third year (FY 2023-24) of the program will be focused solely on providing rental assistance and case management to those individuals housed in FY 2021-22 and FY 2022-23. (OHS)

**STATUS** The Dallas Rapid Rehousing Initiative has housed 1,462 individuals since its onset in October 2021 to November 2022. Of those 1,462 individuals housed, 50% percent are from households consisting of adults with children and 50% percent are adults only. OHS is partnering with Housing Forward to launch the encampment decommissioning effort offering individuals in established encampments housing solutions.

**15 Healthy Community Collaborative (HCC) Program** 

**INITIATIVE** Invest \$1.5 million [including \$523,000 of new funding] to provide services to persons who are homeless and have a mental illness or who might also have co-occurring substance use or primary health care issues. In FY 2022-23, HCC anticipates serving 750 clients. (OHS)

**STATUS** From October 2022 to November 2022, the three organizations contracted by OHS have provided services for 327 clients.

**14 Homeless Action Response Team (HART)** 

**INITIATIVE** Launch a cross-departmental Homeless Action Response Team (HART) to deliver immediate interventions to expedite the improvement of unsafe encampments in need of immediate resolution, and address issues concerning panhandling. In FY 2022-23, implement a collaborative approach and hire seven positions in the Office of Homeless Solution, one position in the Office of Integrated Public Safety Solutions, seven positions in Public Works, four positions in Park and Recreation, two positions in Dallas Animal Services, four positions in Court and Detention Services, and eight positions in Code Compliance Services. (OHS, IPS, PBW, PKR, DAS, CTS, and CCS)

**STATUS** The departments involved in the HART initiative are currently all in various stages of filling positions. OHS hired seven positions in November; the IPSS position is expected to be filled and operational in December; PBW has onboarded the supervisor position, three additional positions are hired with an anticipated start in January 2023, and interviews will be held in January 2023 to hire for the remaining three positions; PKR is anticipating to hire three positions in January 2023; DAS has filled two positions; CTS plans to launch two teams in 2023 with existing Deputy Marshals and then hire new recruits to backfill vacancies. CCS has filled two of their eight positions and plans to continue hiring efforts. While waiting on heavy equipment procurement, the HART abatement team is working jointly with the Nuisance Abatement Heavy Clean Teams to cover the program's needs.

## FY 2022-23 Budget Initiative Tracker

**PUBLIC SAFETY****16 Police Response Times** ✓

**INITIATIVE** Improve response times to high priority calls by hiring 250 police officers in FY 2022-23 and implement retention incentive program targeted at reducing the attrition rate of experienced officers. (DPD)

**STATUS** A new Academy class started in December 2022 with 30 recruits and Class 384 graduated with 18 officers. Year to date, DPD has hired 31 officers with a goal of hiring 321 by the end of FY 2022-23.

**18 Single Function Paramedic Program** ✓

**INITIATIVE** Expand the Single Function Paramedic Program to increase recruiting flexibility, provide a more diverse workforce, improve response times, and increase operational efficiency. In FY 2022-23, DFR will invest \$3.2 million to begin conversion of five existing peak demand units into units staffed by certified uniformed paramedics whose sole focus will be to staff ambulances at peak hours of call volumes. (DFR)

**STATUS** The Pilot Program has been successfully completed, with two Single Function staffing aspects of Paramedic units in South Oak Cliff providing testing for the operational, dispatch, and the project. The newly budgeted Program Manager position was just filled and is working to build out the program's logistics and procedures. Civil Service and DFR Recruiting are developing recruitment, testing, and hiring strategies to be launched in early 2023.

**20 City Facility Security Assessment** ✓

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

**STATUS** Quotes and proposals were received for access controls, surveillance systems, intercom system and exterior lighting at City Hall and PKR facilities. The new P25-compliant radios for Dallas security were issued and activated and the project is nearly complete. CTS is continually receiving quotes and proposals for lighting, fencing, access controls, and camera systems. As of November, CTS has encumbered \$2.1 million and expensed \$1.0 million of the department's total \$6.4 million ARPA allocation.

**17 Innovative Equipment and Technology** ✓

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

**STATUS** The portable radio replacement is scheduled to begin in February 2023 with the mobile radio upgrade to occur simultaneously. The new Taser 7 contract was approved by Council on December 14, 2022.

**19 Inspection Life Safety Education Night Detail Team** ✓

**INITIATIVE** Effective safety begins with prevention and compliance with safety standards. In FY 2022-23, DFR will launch the ILSE Night Detail Team (sworn personnel) to educate, monitor, and inspect venues in the City's entertainment zones during their peak hours of operation. (DFR)

**STATUS** The Bureau's reorganization has been finalized to reflect new promotions and personnel transfers, which include the formation of the newly budgeted ILSE Night Detail Team. The team is in the early stages of operation and is currently developing procedures and performance metrics.

## FY 2022-23 Budget Initiative Tracker

**QUALITY OF LIFE, ARTS, & CULTURE****21 Proactive Team ("Pro Team")** 

**INITIATIVE** Proactively identify and abate illegal dumping sites before residents submit a service request by expanding the number of proactive teams from two to four teams assigned to each quadrant of the city. In FY 2022-23, CCS will hire sixteen positions, and develop a metric to track the effectiveness of the team. (CCS)

**STATUS** Hiring is in progress for the additional two proactive illegal dumping abatement teams. Out of the budgeted 16 positions, five have been onboarded and three are pending hires. CCS has developed performance measures for the Pro Teams that include 30 illegal dumping site abatements per week. Full deployment is scheduled for FY 2023-24 due to procurement of heavy equipment.

**22 Multi-Family Violence Crime Reduction Plan** 

**INITIATIVE** In FY 2022-23, add twelve [10 added as budget amendment] Code Compliance officers focused on the multi-family violent crime reduction plan in partnership with the Dallas Police Department and Integrated Public Safety Solutions. (CCS, and IPS)

**STATUS** Seven positions have been filled, and the additional staff are being hired and onboarded with an anticipated January completion. Orientation and expected launch of all new staff is projected for early January 2023.

**23 Expanding Library Access** 

**INITIATIVE** Provide Library access to invaluable resources, programs, and services. In FY 2022-23, LIB will hire 55 personnel and expand Library hours from five days per week to six days per week at 15 locations, expanding children's services, workforce development, SMART summer participation, and adult learning programs at those locations. (LIB)

**STATUS** LIB is positioned with increased staffing levels to implement expanded hours at the 15 locations beginning mid-January 2023.

**24 Historic Resource Survey** 

**INITIATIVE** Invest \$1.0 million over the next two years to support a Historic Resource Survey and a strategic plan, which will identify historic resources, help determine what resources need to be preserved, and assist in guiding and developing local ordinances and planning efforts for preservation. In FY 2022-23, OHP will invest \$500,000 to start implementation of the survey and strategic plan. (OHP)

**STATUS** OHP has applied for a grant to increase funding for the Historic Resources Survey. The department is waiting to allocate funding while the outcome of the grant application pending.

## FY 2022-23 Budget Initiative Tracker

**TRANSPORTATION & INFRASTRUCTURE****25 Sidewalk Master Plan** ✓

**INITIATIVE** Continue improving pedestrian mobility by reconstructing and repairing sidewalks in the Sidewalk Master Plan. In FY 2022-23, PBW will spend \$5.0 million in bond funds (certificate of obligation bonds), \$1.0 million in Community Development Block Grant (CDBG) funds, and \$0.3 million from the General Fund to complete 17 sidewalk projects, which equates to approximately 14.25 miles of sidewalk improvements. (PBW)

**STATUS** Two sidewalk projects and 1.4 lane miles of sidewalk improvements have been completed to date. PBW anticipates all projects and sidewalk improvement miles to be completed by September 2023.

**27 Vision Zero Action Plan** ✓

**INITIATIVE** Invest funding in Dallas's mobility infrastructure, emphasizing a system focuses on life-saving improvements, and infrastructure solutions that reduce the risk of serious incidents. In FY 2022-23, TRN will hire an Engineer and focus on low-cost improvements that include safety evaluations for streets prone to high rates of injury, road safety improvements, and a citywide speed limit evaluation. (TRN)

**STATUS** The Vision Zero Engineer is scheduled to start mid-December 2022.

**29 Crosswalks** ✓

**INITIATIVE** This initiative began in FY 2021-22 and will be implemented over two fiscal years. In FY 2022-23, TRN will spend \$2.5 million (of \$5.0 million allocated) to restripe 320 lane miles and paint 864 crosswalks. (TRN)

**STATUS** Longline restriping and crosswalks are scheduled to start in February. TRN is on track to complete restriping of 320 miles and painting of 864 crosswalks by year end.

**26 Bridge Maintenance** ✓

**INITIATIVE** Implement an Annual Bridge Maintenance Program to address over 600 bridges and culverts inspected by the Texas Department of Transportation on a bi-annual basis. In FY 2022-23, PBW will spend \$3.4 million to maintain 20 bridges and set aside existing funding of \$1.0 million for emergency repairs. (PBW)

**STATUS** PBW will complete the maintenance of two bridges in January. The maintenance for the remaining 18 bridges will be completed by September 2023 as well as the \$1.0 million of funding for emergency repairs.

**28 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 Action Plan. This initiative was started in FY 2021-22 and implemented in three phases. In FY 2022-23, TRN will spend \$2.1 million to design 44 traffic signals to leverage federal and county funds. (TRN)

**STATUS** TRN is currently waiting to receive the match fund agreement from TxDOT for the design of 44 signals in total. A draft agreement with TxDOT for 44 signals is pending a review by the contracts team. The project to replace traffic lights will be a multi-year effort.

FY 2022-23 Budget Initiative Tracker

# TRANSPORTATION & INFRASTRUCTURE

## 30 School Zone Flashing Beacons

**INITIATIVE** Replace 1,000 outdated school zone flashing beacons with state-of-the-art technology to protect students as they walk to school. This initiative began in FY 2021-22 and will be implemented in three phases. In FY 2022-23 spend \$2.5 million to procure equipment and complete installation for 500 school zone flashing beacons. (TRN)

**STATUS** As of November, forty school zone flashing beacons have been installed. TRN expects to complete installation of all 500 by year end.

## 31 Bike Lanes

**INITIATIVE** Extend and improve the bike lane network throughout the city with an increased annual investment to \$2.5 million to design and/or implement approximately 10 lane miles of bicycle facilities per year. (TRN)

**STATUS** As of November, 0.58 miles have been designed for the Tyler/Polk Buffered Bike Lanes Gap Connection.

## FY 2022-23 Budget Initiative Tracker

**WORKFORCE, EDUCATION, & EQUITY****32 Mentor Protégé Program** 

**INITIATIVE** Establish a mentor protégé program to support equity and capacity building of small and emerging businesses. (SBC)

**STATUS** SBC initiated the recruitment and posting of the SBC Coordinator - Mentor Protégé position. Additionally, a proposed vendor has been identified as sole source to support the Mentor-Protégé Matching system. Program kickoff is anticipated for March 2023.

**33 Equity Education Through Engagement** 

**INITIATIVE** Hire a new Public Engagement Coordinator to effectively communicate the City's equity initiatives, programs, services and events through public awareness, outreach, engagement, and transparency. (OEI).

**STATUS** OEI staff is working with Human Resources Department to post the Engagement Coordinator position by early January 2023.

**34 Accessibility** 

**INITIATIVE** Advance the City's compliance with the Americans with Disabilities Act by continuing to complete building assessments, review departmental policies, and provide employee training. In FY 2022-23, OEI will complete approximately 20 assessments. (OEI)

**STATUS** OEI will continue ADA building assessments in 2023 and anticipates having preliminary reports from 10 buildings assessed in 2022 completed by early 2023. The department review, consisting of the collection and review of department programs, services, and activities, has been completed. ADA Department surveys have been issued and are due by end of the end of December 2022 with Department ADA interviews to follow in January 2023. Online ADA training courses are being reviewed and training is anticipated continue in the beginning of 2023.

**35 Bridging the Digital Divide** 

**INITIATIVE** Expand efforts to bridge the digital divide by allocating \$2.0 million for Digital Navigators to make internet access to individual households affordable, install reliable computer hardware, and enhance digital literacy skills and training. (CMO)

**STATUS** Staff have completed the evaluation and review of proposals submitted for the RFCSP for Digital Navigators and City Council is scheduled to award the contract in February 2023.

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES**

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

**FY 2018-19****23 Historic Resource Survey (FY 19)**

**INITIATIVE** Devote \$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 2021-22****1 Economic Development Entity**

**INITIATIVE** Launch the economic development entity called for in the Economic Development Policy with \$7 million over three years to pay formation costs and hire staff to begin the entity's business and real estate development work, after which it will be self sustaining. In FY22, ECO will spend \$2.0 million to launch operations, hire a new Economic Development Corporation Director, develop a 3-year work plan, and develop an operational budget for Year 2 (FY 2022-23) and Year 3 (FY 2023-24). (ECO)

**STATUS** City Council approved creation of the Economic Development Corporation (EDC) on January 12, 2022, and the certificate of formation was filed with the State of Texas in February. The City Council approved the initial Board of Directors to the EDC on August 24, 2022. The target hire date for the EDC Director is winter 2022-23. After that, work will begin to develop a three-year work plan and operational budget.

**6 Comprehensive Food & Urban Agriculture Plan**

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

**STATUS** OEQS staff are continuing efforts under the contract for the Comprehensive Food & Urban Agriculture Plan, including internal and external engagement with over 35 different farms (both community and commercial scale) and other Dallas food stakeholders. OEQS staff are also working with the City's internal Food Equity Working group and the Office of Procurement efforts to pilot a project to provide small growing units for food desert homes. Once implemented, the units will be deployed on a rolling basis.

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES****8 Water Distribution System** ✓

**INITIATIVE** Enhance monitoring for lead and copper in the water distribution system and develop a plan to educate and support customers in regulatory-driven programs for lead and copper monitoring within schools, childcare centers, and public spaces. In FY22, DWU will hire two FTEs and spend approximately \$75,000 to develop an outreach plan and procedures to sample both schools and day care operations; develop a data management and reporting procedure to comply with the new regulations; and begin initial sampling in the second quarter of 2022 with a goal of 50 sites sampled by September 30, 2022. (DWU)

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

**13 Affordability Housing Units** ✓

**INITIATIVE** Incentivize developers to build affordable housing by subsidizing \$10 million worth of water and sewer infrastructure required for up to 250 new affordable single-family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY 2022-22-FY 2023-24 with new units projected in years 2 and 3 due to construction timelines. (HOU)

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

**14 Preservation of Affordable Housing** ✓

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

**STATUS** In December 2021, City Council approved the program design to use ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. The application opened in May 2022. The program has received 72 applications and staff has so far committed \$1,413,821 across 16 homes.

**19 Non-Emergency Enforcement** ✓

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

**STATUS** Parking violations services have been fully transferred from DPD to TRN and most of the Parking team will relocate to the new 7800 Stemmons Freeway facility in FY 2022-23. "Train the Trainer" courses began in early November, and will eventually be incorporated into the Parking Enforcement training program. Street Blockage Clearance has been partially transferred to TRN, with non-emergency calls for handicapped/fire lane enforcement planned to be transferred in January 2023.

**27 Wi-Fi at Park Facilities** ✓

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

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

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES****29 Traffic Signals** 

**INITIATIVE** Devote \$14 million over three years to leverage over \$50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero strategy. In FY22 spend \$3.5m to design 46 traffic signals to leverage federal and county funds

**STATUS** TRN is currently waiting to receive the match fund agreement from TxDOT for the design of 44 signals in total. TxDOT has reported that the draft agreement is complete and is now pending review by the contracts team. The project to replace traffic lights will be a multi-year effort.

**32 Bike Lanes** 

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

**STATUS** TRN continues to work with engineering firm Gresham Smith and neighborhoods on bicycle facility studies for Lawnview Avenue and Meandering Way. Bicycle facility design continues for Jackson Cycle Track, Five Mile Gap, and Vernon/Tyler Gap.

**34 Accessibility** 

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

**STATUS** EQU, ITS, and the proposed ADA software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. Testing of a comparative ADA tracking program was completed. ITS has completed the documentation process with request for all stakeholders signed-off. The purchasing and procurement process is planned for winter 2023.

**35 Water/Wastewater Service** 

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

**STATUS** Engineering work for the remaining occupied and unserved areas began in February 2022 and includes the design of approximately 211,219 feet of new pipelines to the remaining unserved areas. Upon completion of design, these projects will be packaged and awarded for construction beginning in FY 2022-23. Construction in the University Hills area was awarded in October 2022 and began on November 14, 2022. In addition, approximately 11,146 feet of new pipelines to four unserved locations that were designed in-house was awarded on November 9, 2022. Work is scheduled to begin April 1, 2023.

# PROCESS IMPROVEMENT

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

The Process Improvement Team has focused on building awareness among departments, creating an organization-wide framework for process improvement, and establishing a cross-functional knowledge base for greater inter-departmental coordination. The following table summarizes current Process Improvement projects for FY 2022-23 which will be reported as Complete, On Track, Delayed, or Pre-Kickoff. The Baseline for Key Performance Indicators is the starting point of metric to engage success for completing projects. Additional projects will be added to the list throughout the course of the fiscal year.



#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	<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:</b> Action items from the Rolling Action Items List have been submitted for work through ITS team and all enhancements are being worked in to project management schedule.			
2	<b>DPD Workload Optimization</b> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan 2022 - March 2023	TBD	TBD	TBD
			<b>Status Update:</b> Site visits currently being scheduled, to be followed by brainstorming sessions to fill the gaps identified during the data analysis. Timeline extended due to coordination of DPD schedules.			
3	<b>DFR Workload Optimization</b> Assess current operational demands to identify process improvement opportunities for workload management (DFR)		Jan 2022 - TBD	TBD	TBD	TBD
			<b>Status Update:</b> Several different strategies have been developed and are being vetted by the DFR team. Following the vetting process, leadership will present the most viable strategies for consideration. Timeline extended due to awaiting DFR leadership decision.			

# PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
4	<b><u>New Employee Onboarding</u></b> Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. Establish Customer Survey for hiring managers and new hires (HR)		Aug 2022 - Dec 2022	Percentage of hiring managers providing survey feedback to HR (50%)	0%	TBD
			<b>Status Update:</b> The current process has been documented and is being measured manually. Based on the data the team is collecting, there are bottlenecks during the handoff from NeoGov to Workday, during background checks, and during the drug screening and physicals. There is a separate project in the works to move the NeoGov part of the process into workday by the end of 2023, and HR is looking into alternate options/vendors for background checks, drug screenings, and physicals. The team has developed customer surveys that are being sent to hiring managers and new hires starting Q1 2023 to identify areas of concern/delays.			
5	<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)		June 2022 - March 2022	Average number of contract development days (90 days)	190	TBD
			<b>Status Update:</b> Initial data assessment complete. Weekly team meetings have begun, process to be documented and opportunities for improvement to be identified, and brainstorming sessions to follow. Timeline extended due to increase of project details.			
6	<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)		Aug 2022 - Dec 2022	Days and time to process Risk Reviews and Certificates of Insurance, Reduce amount of backlog	TBD	TBD
			<b>Status Update:</b> The software used for Risk Review information is being customized to better serve ongoing improvements. Executive leadership has approved additional changes to be included for new business processes and standard operations developments.			
7	<b><u>"Lew Sterrett Officer Turnaround Process"</u></b> Decrease the amount it takes to write arrest reports		Dec 2022 - June 2023	Streamline arrest reporting to minimize cycle time while maintaining effectiveness and accuracy.	TBD	TBD
			<b>Status Update:</b> 2 site visits have occurred, additional site visits/observations are scheduled for January.			

