

# Memorandum



CITY OF DALLAS

DATE February 24, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – December 2022**

Please find attached the December Budget Accountability Report (BAR) based on information through December 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.

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

[Attachment]

c: T.C. Broadnax, City Manager  
Tammy Palomino, Interim 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  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

# BUDGET ACCOUNTABILITY REPORT

As of December 31, 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	5% over budget	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	6% under budget	6% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	8% over budget	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 22  
On Target

! 4  
Near Target

✗ 9  
Not on Target

#### Year-End Forecast

✓ 35  
On Target

! 0  
Near Target

✗ 0  
Not on Target

### Budget Initiative Tracker

● 1  
Complete

! 0  
At Risk

✓ 34  
On Track

✗ 0  
Canceled

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through December 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 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 December 31, 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	864,163,223	1,708,427,712	1,613,525
Expenditures	1,706,814,187	1,706,814,187	409,347,914	1,714,723,741	7,909,552
Ending Fund Balance	\$308,405,349	\$308,405,349		\$302,109,320	(\$6,296,028)

**Fund Balance.** As of December 31, 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 December 31, 2022, General Fund revenues are projected to be \$1,614,000 over budget primarily due to increased revenue in charges for service and miscellaneous revenue.

**Expenditures.** Through December 31, 2022, General Fund expenditures are projected to be \$7,910,000 over budget primarily due to Dallas Fire Rescue (DFR) uniform overtime expenses, temporary staffing costs, and capital expenditures in Park and Recreation (PKR) and Transportation (TRN). These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments.

## 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	\$698,363,709	\$961,502,880	\$0
2	Sales Tax	417,232,383	417,232,383	102,192,639	417,232,383	0
3	Franchise and Other	127,865,821	127,865,821	26,896,862	127,865,821	0
4	Charges for Services	115,554,550	115,554,550	16,626,696	116,396,903	842,353
5	Fines and Forfeitures	23,776,847	23,776,847	5,650,574	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	1,015,596	13,161,563	0
8	Miscellaneous	7,967,394	7,967,394	2,255,588	8,301,947	334,553
9	Licenses and Permits	5,616,913	5,616,913	880,434	5,629,413	12,500
10	Interest	5,950,000	5,950,000	1,029,814	5,950,049	49
	<b>Total Revenue</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$854,911,912</b>	<b>\$1,708,427,712</b>	<b>\$1,613,525</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.

**4 Charges for Services.** Charges for Services are projected to be \$842,000 overbudget primarily due to higher-than-expected revenue collection for right-of-way permits.

**8 Miscellaneous.** Miscellaneous revenues are projected to be \$335,000 overbudget due to increased collection from Dallas Auto Pound (DAP) sales.

## 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	\$60,095,411	\$276,714,542	(\$8,453,747)
	Non-uniform Overtime	8,144,953	8,144,753	3,807,609	11,199,395	3,045,342
	Non-uniform Pension	40,352,092	40,344,739	8,574,356	40,174,362	(170,377)
	Uniform Pay	527,979,958	527,979,959	109,844,253	502,745,933	(25,234,026)
	Uniform Overtime	39,791,958	50,791,958	21,516,409	83,041,766	32,249,808
	Uniform Pension	182,727,572	182,727,571	38,037,100	182,320,397	(407,174)
	Health Benefits	79,837,068	79,837,068	12,276,511	79,834,065	0
	Workers Comp	11,152,531	11,152,531	11,152,531	11,152,531	0
	Other Personnel Services	13,091,916	13,088,992	2,852,516	13,352,071	284,579
<b>1</b>	<b>Total Personnel Services</b>	<b>\$1,188,305,887</b>	<b>\$1,199,230,224</b>	<b>\$268,156,696</b>	<b>\$1,200,535,062</b>	<b>\$1,314,404</b>
<b>2</b>	<b>Supplies</b>	<b>84,389,204</b>	<b>82,946,644</b>	<b>22,807,601</b>	<b>83,051,667</b>	<b>313,497</b>
<b>3</b>	<b>Contractual Services</b>	<b>507,274,125</b>	<b>508,791,198</b>	<b>109,620,068</b>	<b>510,619,707</b>	<b>3,486,476</b>
<b>4</b>	<b>Capital Outlay</b>	<b>16,465,953</b>	<b>16,465,953</b>	<b>10,118,379</b>	<b>21,845,825</b>	<b>3,503,863</b>
<b>5</b>	<b>Reimbursements</b>	<b>(89,620,981)</b>	<b>(100,619,832)</b>	<b>(1,354,830)</b>	<b>(101,328,520)</b>	<b>(708,688)</b>
	<b>Total Expenditures</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$409,347,914</b>	<b>\$1,714,723,741</b>	<b>7,909,552</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 \$1,314,000 over budget primarily due to uniform overtime expenses in Dallas Fire-Rescue (\$18,044,000) and Dallas Police Department (\$14,206,000) and non-uniform overtime expenses which are primarily offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments. DPD overtime expenses are due in part to elevated attrition in FY 2021-22, consistent demand for police services (P1 call volume), focused support for 911 (\$2.0 million) and the speeding/racing initiative (\$1.8 million), as well as increased response/deployment to “hot spots”. DPD uniform overtime expenses are partially offset by a budgeted American Rescue Plan Act (ARPA) reimbursement. DFR uniform overtime expenses are due to higher than anticipated attrition requiring backfill to meet minimum staffing requirements.

**4 Capital Outlay.** Capital outlay is projected to be \$3,504,000 over budget primarily due to PKR expenses related to unbudgeted preventive security and safety measures at recreational facilities, parks, and trails (\$3,170,000) and TRN expenses related to traffic signal systems and the Bike Plan Supplemental Agreement (\$440,000).

## 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	\$896,600	\$4,277,919	\$0
2	Building Services	30,390,891	30,390,891	9,556,273	30,390,891	0
3	City Attorney's Office	20,971,242	20,971,242	4,696,616	21,191,917	220,675
4	City Auditor's Office	3,163,255	3,163,255	675,798	3,115,001	(48,254)
5	City Controller's Office	8,567,559	8,567,559	2,231,399	8,842,170	274,611
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,205,072	686,002	3,205,072	0
8	City Secretary's Office	3,141,520	3,141,520	803,030	3,190,955	49,435
9	Elections	2,022,829	2,022,829	(129,927)	2,022,829	0
10	Civil Service	3,064,698	3,064,698	621,443	2,952,778	(111,920)
11	Code Compliance	41,342,433	41,342,433	10,314,949	41,342,433	0
12	Court & Detention Services	26,923,902	26,923,902	6,211,836	26,467,947	(455,955)
13	Jail Contract	8,344,443	8,344,443	1,390,741	8,344,443	0
14	Dallas Animal Services	17,725,448	17,725,448	4,366,602	17,674,572	(50,876)
15	Dallas Fire-Rescue	369,069,665	369,069,665	90,575,640	377,263,740	8,194,075
16	Dallas Police Department	611,908,283	611,908,283	141,997,794	611,908,283	0
17	Data Analytics & Business Intelligence	5,281,114	5,281,114	801,720	5,193,403	(87,711)
18	Housing & Neighborhood Revitalization	4,639,881	4,639,881	962,018	4,639,881	0
19	Human Resources	8,140,152	8,140,152	2,364,020	8,140,152	0
20	Judiciary	4,273,646	4,273,646	986,732	4,273,646	0
21	Library	37,544,060	37,544,060	8,074,324	37,246,243	(297,817)
	Management Services					
22	311 Customer Service Center	5,850,487	5,850,487	1,916,311	5,489,966	(360,521)
23	Communications, Outreach, & Marketing	3,699,446	3,699,446	561,698	3,681,868	(17,578)
24	Office of Community Care	9,365,486	9,365,486	1,169,070	9,365,486	0
25	Office of Community Police Oversight	811,382	811,382	116,898	811,382	0
26	Office of Emergency Management	1,344,664	1,344,664	322,023	1,344,664	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,898,850	3,199,064	6,369,583	(529,267)
28	Office of Equity & Inclusion	3,809,929	3,809,929	495,876	3,644,156	(165,773)
29	Office of Government Affairs	956,162	956,162	239,819	985,910	29,748
30	Office of Historic Preservation	1,341,076	1,341,076	160,431	1,341,076	0
31	Office of Homeless Solutions	15,197,632	15,197,632	6,872,377	15,197,632	0
32	Office of Integrated Public Safety Solutions	5,630,099	5,630,099	622,785	5,665,651	35,552
33	Small Business Center	3,746,673	3,746,673	589,998	3,724,638	(22,035)
34	Mayor & City Council	6,645,643	6,645,643	1,270,289	6,767,562	121,919
35	Non-Departmental	135,306,683	135,306,683	6,279,740	134,382,851	(923,832)
36	Office of Arts & Culture	22,496,061	22,496,061	15,678,113	22,489,266	(6,795)
37	Office of Economic Development	3,918,798	3,918,798	1,132,906	3,918,798	0
38	Park & Recreation	106,863,878	106,863,878	35,757,691	109,061,046	2,197,168
39	Planning & Urban Design	5,150,852	5,150,852	1,346,836	5,015,555	(135,297)
40	Procurement Services	3,014,089	3,014,089	614,086	3,014,089	0
41	Public Works	89,209,383	89,209,383	31,080,536	89,209,383	0
42	Transportation	51,984,903	51,984,903	11,837,757	51,984,903	0
	<b>Total Departments</b>	<b>\$1,697,995,188</b>	<b>\$1,697,995,188</b>	<b>\$409,347,914</b>	<b>\$1,705,904,742</b>	<b>\$7,909,552</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>\$409,347,914</b>	<b>\$1,714,723,741</b>	<b>\$7,909,552</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.

**3 City Attorney's Office.** ATT is projected to be \$221,000 over budget primarily due to termination payouts for retiring employees, partially offset by salary savings associated with 22 vacant positions.

**5 City Controller's Office.** CCO is projected to be \$275,000 over budget primarily due to temporary staffing costs and overtime expenses, partially offset by salary savings associated with 13 vacant positions.

**8 City Secretary Office.** SEC is projected to be \$49,000 over budget primarily due to a City Council approved equity adjustment.

**15 Dallas Fire-Rescue.** DFR is projected to be \$8,194,000 over budget primarily due to uniform overtime expenses (\$18,044,000 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.

**22 311 Customer Service Center.** 311 is projected to be \$361,000 under budget primarily due to salary savings associated with vacant positions.

**27 Office of Environmental Quality & Sustainability.** OEQS is projected to be \$529,000 under budget primarily due to salary savings associated with 20 vacant positions, partially offset by reduced reimbursements from Water Utilities and Storm Drainage Management.

**29 Office of Government Affairs.** OGA is projected to be \$30,000 over budget primarily due to temporary staffing costs of an executive assistant.

**32 Office of Integrated Public Safety Solutions.** OIPSS is projected to be \$36,000 over budget primarily due to vehicle rentals for the RIGHT Care Team while awaiting the arrival of purchased vehicles, partially offset by salary savings associated with 11 vacant positions.

**34 Mayor & City Council.** MCC is projected to be \$122,000 over budget primarily due to personnel costs associated with 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 \$924,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns.

**38 Park & Recreation.** PKR is projected to be \$2,197,000 over budget primarily due to unbudgeted preventive security and safety measures at recreational facilities and trails including cameras, lighting, and staff (\$1,500,000); high inflationary costs for supplies and services affecting park maintenance, repair, and cleanup (\$1,000,000); deferred maintenance (\$1,500,000); overtime and temporary staffing (\$2,249,000); and other costs (\$100,000). These costs are partially offset by salary savings associated with vacant positions (\$4,152,000).

## 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	47,858,511	158,542,590	0
Total Expenditures	163,476,405	163,476,405	37,518,861	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	22,920,280	115,005,793	2,182,446
Total Expenditures	113,231,392	113,231,392	29,693,662	115,005,793	2,182,446
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	8,656,293	35,380,339	39,399
Total Expenditures	43,830,455	48,830,455	11,932,187	48,472,433	(358,022)
Ending Fund Balance	\$36,886,299	\$31,886,299		\$32,283,720	\$397,421

**4 MUNICIPAL RADIO**

Beginning Fund Balance	\$745,490	\$745,490		\$745,490	\$0
Total Revenues	1,003,095	1,003,095	326,105	1,051,275	48,180
Total Expenditures	1,003,095	1,003,095	512,220	995,306	(7,789)
Ending Fund Balance	\$745,490	\$745,490		\$801,460	\$55,970

**5 SANITATION SERVICES**

Beginning Fund Balance	\$19,328,242	\$19,328,242		\$19,328,242	\$0
Total Revenues	145,369,518	145,369,518	36,014,340	143,785,140	(1,584,378)
Total Expenditures	143,785,140	143,785,140	25,005,993	143,785,140	0
Ending Fund Balance	\$20,912,620	\$20,912,620		\$19,328,242	(\$1,584,378)

**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	18,429,390	72,433,742	0
Total Expenditures	72,433,742	72,433,742	7,453,932	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	195,273,216	755,001,253	(224,907)
Total Expenditures	761,226,160	761,226,160	156,615,888	761,226,160	0
Ending Fund Balance	\$127,050,983	\$127,050,983		\$126,826,077	(\$224,906)

## 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	2,478,987	21,711,686	(1,375,460)
Total Expenditures	23,087,146	23,087,146	3,731,968	21,697,572	(1,389,574)
Ending Fund Balance	(\$14,768)	(\$14,768)		(\$654)	\$14,114

**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	5,416,327	66,529,923	520,357
Total Expenditures	66,600,148	66,600,148	11,656,643	67,218,948	618,800
Ending Fund Balance	\$10,192,802	\$10,192,802		\$10,094,360	(\$98,442)

**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	453,256	2,801,411	207,621
Total Expenditures	2,361,983	2,361,983	530,373	2,361,983	0
Ending Fund Balance	\$5,916,624	\$5,916,624		\$6,124,245	\$207,621

**11 INFORMATION TECHNOLOGY**

Beginning Fund Balance	\$9,119,837	\$9,119,837		\$9,119,837	\$0
Total Revenues	108,985,933	108,985,933	25,802,364	108,985,933	0
Total Expenditures	110,191,357	110,191,357	49,957,963	110,119,344	(72,013)
Ending Fund Balance	\$7,914,413	\$7,914,413		\$7,986,426	\$72,013

**12 RADIO SERVICES**

Beginning Fund Balance	\$1,139,315	\$1,139,315		\$1,139,315	\$0
Total Revenues	16,863,428	16,863,428	3,672,473	16,863,428	0
Total Expenditures	16,867,557	16,867,557	4,534,982	16,772,593	(94,964)
Ending Fund Balance	\$1,135,186	\$1,135,186		\$1,230,150	\$94,964

## 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		\$6,626,869	\$2,446,600
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		\$4,445,570	\$2,460,599

**14 DEBT SERVICE**

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$69,564,897	\$2,697,200
Total Revenues	408,298,161	408,298,161	263,998,515	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		\$65,548,189	\$2,697,200

**15 EMPLOYEE BENEFITS**

City Contributions	\$108,965,789	\$108,965,789	\$22,178,767	\$109,342,574	\$376,785
Employee Contributions	44,675,798	44,675,798	10,748,014	44,978,798	303,000
Retiree	26,927,732	26,927,732	(18)	26,928,732	1,000
Other	0	0	86,495	86,495	86,495
Total Revenues	180,569,319	180,569,319	28,774,103	181,336,599	767,280
Total Expenditures	\$189,583,785	\$189,583,785	\$755,187	\$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	\$15,991,645	\$14,085,135	\$0
Third Party Liability	10,033,670	10,033,670	10,849,118	11,688,742	0
Purchased Insurance	13,445,548	13,445,548	13,447,476	11,096,779	0
Interest and Other	0	0	203,756	121,238	121,238
Total Revenues	39,520,219	39,520,219	40,491,995	36,991,894	121,238
Total Expenditures	\$57,449,878	\$57,449,878	\$13,206,968	\$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 \$2,182,000 over budget due to higher number of events than budgeted. CCT expenses are projected to be \$2,182,000 over budget 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.** OCA revenues are expected to be \$48,000 over budget due to higher than budgeted reimbursements from KERA.

**5 Sanitation Services.** SAN revenues are projecting to be \$1,584,000 under budget due to a decline in the landfill business volume caused by the economic downturn.

**8 Bond & Construction Management.** BCM revenues are expected to be \$1,375,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$1,390,000 under budget primarily due to salary savings associated with 48 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

**9 Equipment and Fleet Management.** EFM revenues are projected to be \$520,000 over budget due to additional maintenance performed on SAN vehicles to address minimum trucks required for their daily routes. EFM expenses are projected to be \$619,000 over budget primarily due to contracted labor and temporary staffing used to offset 49 vacancies.

**10 Express Business Center.** Express Business Center revenues are projected to be \$208,000 over budget due to an increase in auto pound sales.

## 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	\$225,679,129	\$135,239,980	\$173,061,891
B	Park and Recreation Facilities	261,807,000	261,291,060	168,207,997	11,585,994	81,497,069
C	Fair Park	50,000,000	50,000,000	30,474,969	3,053,607	16,471,424
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	11,716,863	12,483,836	24,549,161
E	Library Facilities	15,589,000	15,589,000	14,865,298	229,265	494,437
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	12,383,172	858,799	993,028
G	Public Safety Facilities	32,081,000	32,081,000	25,958,225	321,539	5,801,237
H	City Facilities	18,157,000	18,157,000	2,378,013	83,955	15,695,032
I	Economic Development	55,400,000	55,400,000	19,647,678	10,129,938	25,622,385
J	Homeless Assistance Facilities	20,000,000	20,000,000	14,992,711	1,232,251	3,775,038
<b>Total</b>		<b>\$1,050,000,000</b>	<b>\$1,049,484,060</b>	<b>\$526,304,054</b>	<b>\$175,219,165</b>	<b>\$347,960,701</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	\$256,673,581	\$6,644,809	\$3,620,497
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>\$535,383,547</b>	<b>\$68,723,979</b>	<b>\$44,206,361</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	\$393,396,922	\$8,610,973	\$4,482,659
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	297,392,078	15,389,937	29,975,151
3	Park and Recreation Facilities	343,230,000	353,343,060	347,414,023	1,628,290	4,300,747
4	Library Facilities	46,200,000	48,318,600	47,669,994	10,521	638,084
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	32,071,605	488,009	3,656,863
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	4,737	745,196
<b>Total</b>		<b>\$1,353,520,000</b>	<b>\$1,401,388,107</b>	<b>\$1,316,240,425</b>	<b>\$27,293,040</b>	<b>\$57,854,641</b>

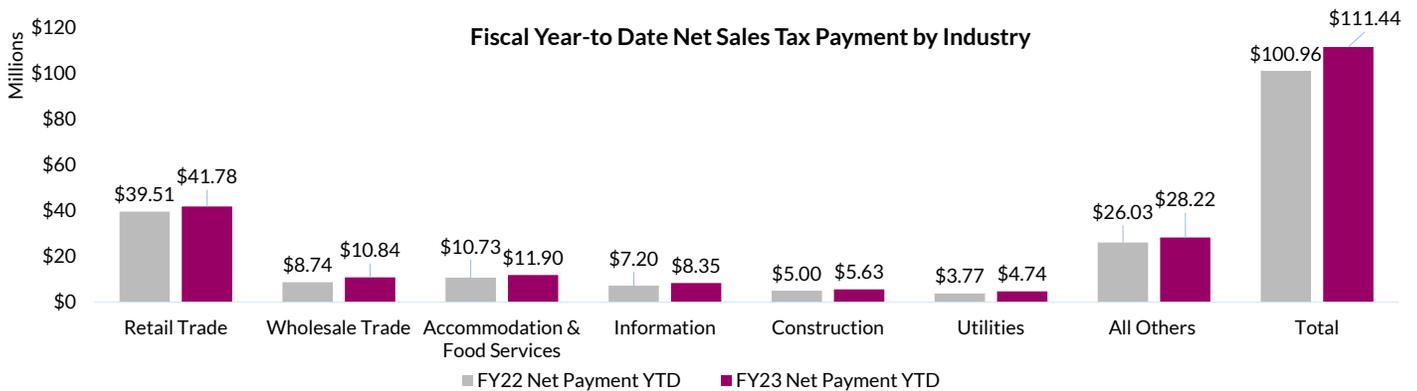
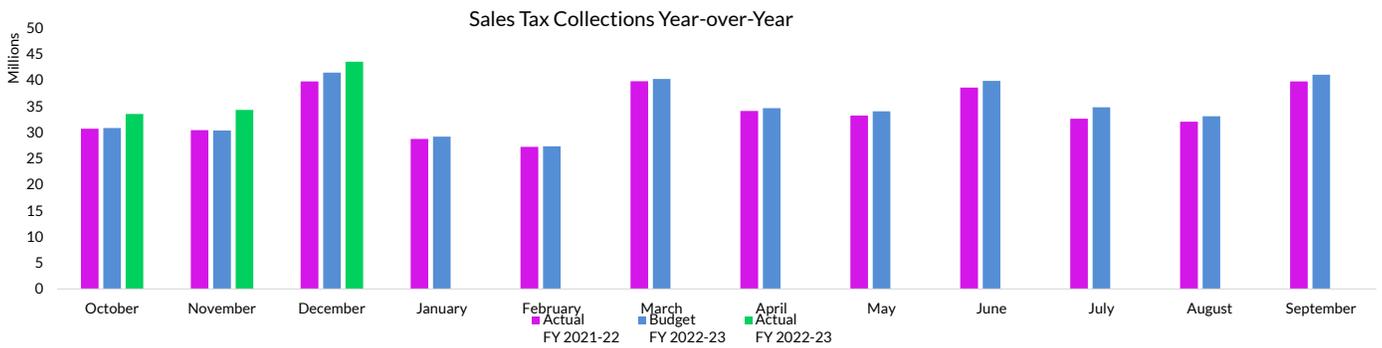
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

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. The FY 2022-23 Sales Tax Budget is \$417,232,383. As of December 31, 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	December FY23 over December FY22	FYTD23 over FYTD22
Retail Trade	3%	6%
Wholesale Trade	21%	24%
Accommodation and Food Services	11%	11%
Information	21%	16%
Construction	7%	13%
Utilities	42%	26%
All Others	7%	8%
Total Collections	10%	10%

**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.

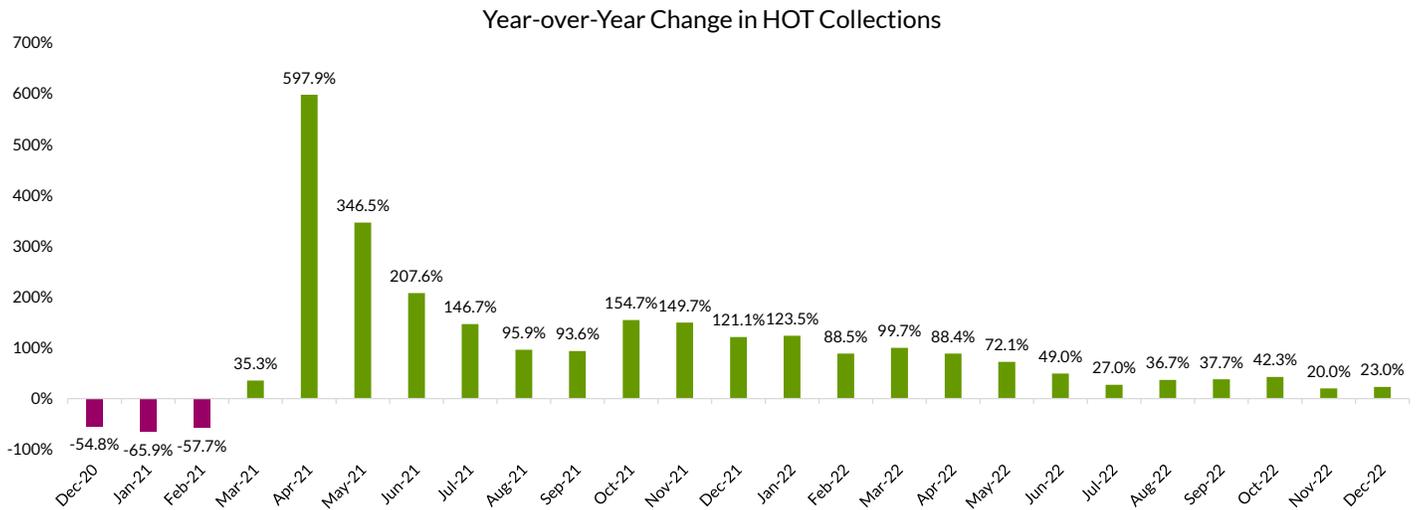
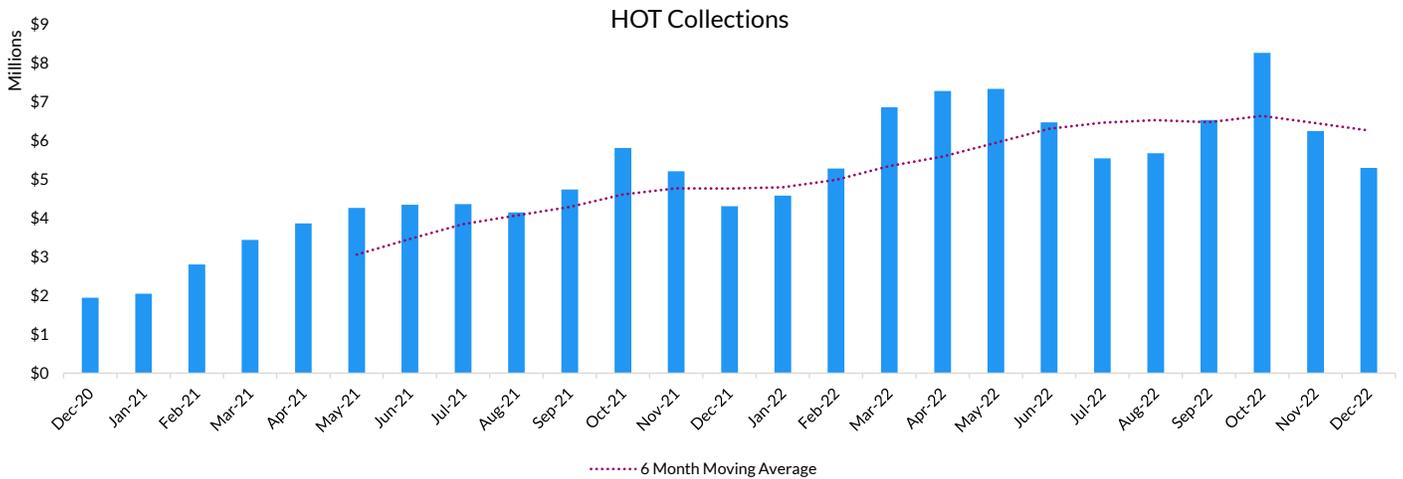
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

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

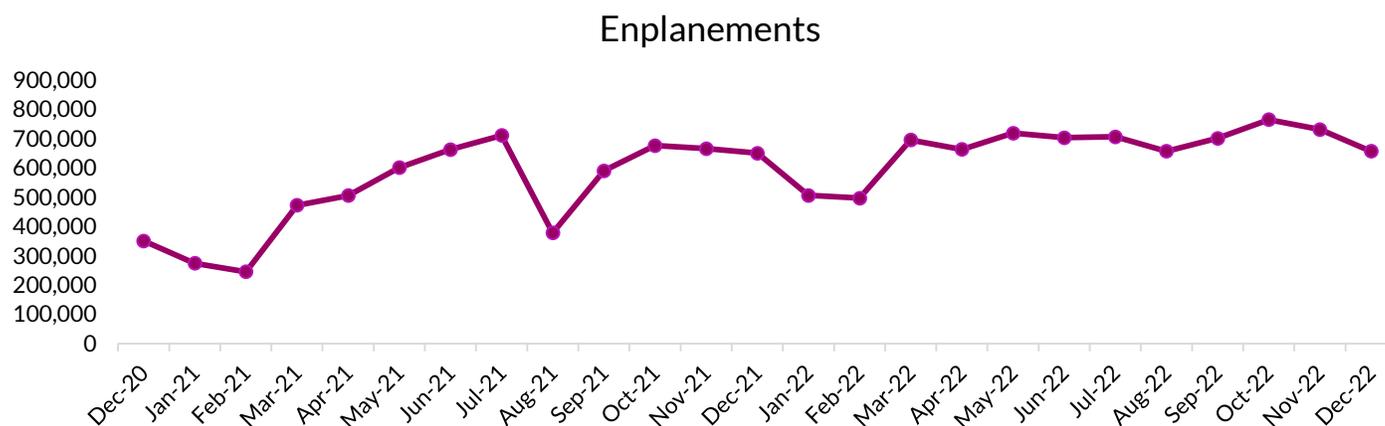
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY21 Actual	FY22 Actual	FY23 Planned	FY23 Actual/Forecast*
October	3	6	10	10
November	1	5	2	2
December	2	9	11	12
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>89</b>

\* Due to shifts in cancellations and rescheduling, FY23 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.



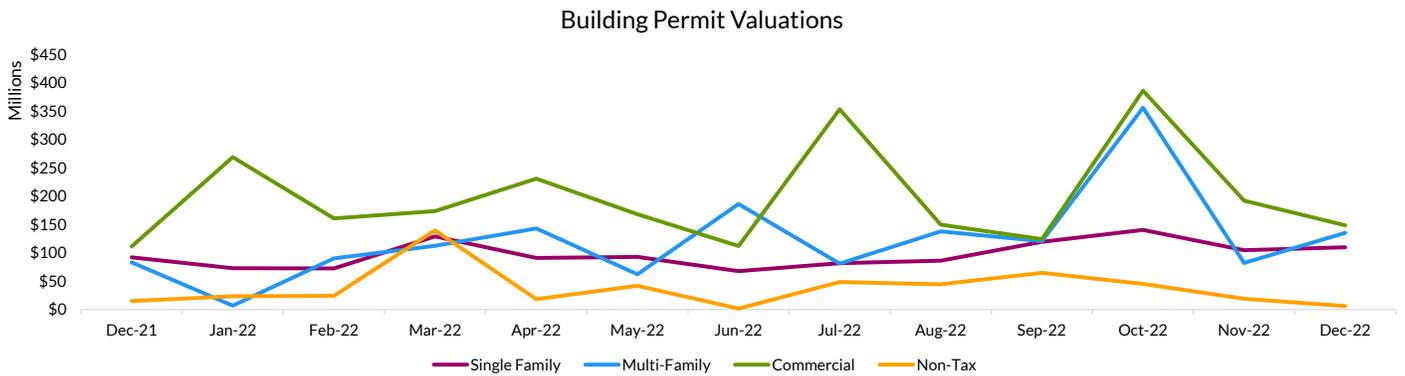
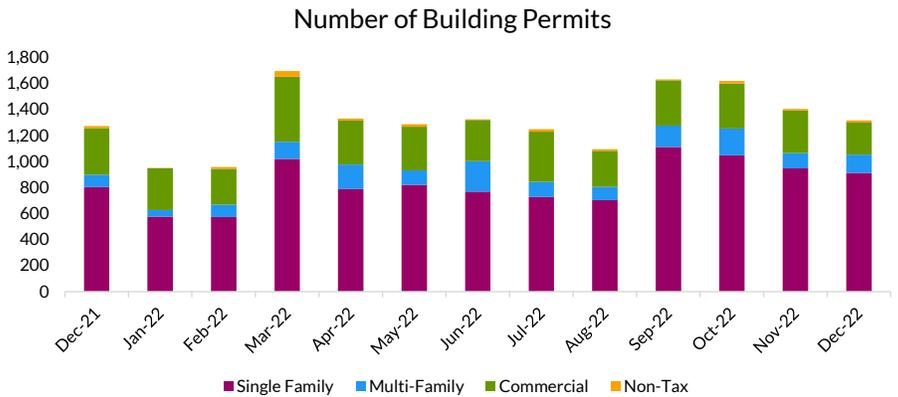
FY 2022-23 Financial Forecast Report

# 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, 2023.

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



#	Measure	FY 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	1.7	5.0	5.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	98.0%	98.0%	98.0%
3	Percentage spent with local businesses (Small Business Center)	36.7%	53.0%	52.7%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	62.0%	61.7%	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%	54.6%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	100.0%	100.0%	95.0%	95.0%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	18.0%	18.0%	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%	89.0%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	91.0%	91.0%	90.0%	90.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	72.0%	60.0%	60.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	20.5%	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%	142.5%	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%	90.4%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302.0	2,000.0	2,127.0	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%	98.2%	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%	54.8%	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%	-4.6%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	75.0%	76.3%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	99.0%	93.0%	98.0%	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%	28.8%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,437	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	31.0%	80.0%	80.0%
<b>Transportation &amp; Infrastructure</b>						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	71.0%	73.4%	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%	91.8%	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%	152.0%	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**

- 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 percent, that figure is now over 60 percent. Increases in call volume and transport rates result in a decrease in the number of available units and an increase in unit hour utilization, which in turn cause increases in response times.
- 17** Overall violent crime has decreased by 5.55 percent for December 2022. With the focus on interrupting and disrupting violent people and places, the department strives to continue to see a reduction in crimes against persons. With the Domestic Violence Task Force in place, the department remains committed to decreasing Family Violence. There has been a decrease of 3.49 percent in Family Violence Aggravated Assault offenses and a 49 percent decrease in Family Violence Sexual Assault offenses.
- 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.
- 21** In December 2022, IPS launched an overnight team to operate 24/7, resulting in 54.8 percent of crisis intervention calls handled by the RIGHT Care team. As the overnight team continues to operate, IPS anticipates achieving the 80 percent response rate this fiscal year.
- 23** DAS has increased its canine fosters FYTD but has seen a decrease in kittens in need of foster, which represented a large portion of prior fiscal year foster cases and represents the decrease thus far. As we enter kitten season, we anticipate welcoming in more foster families to the DAS facility and meeting our projected performance goal.
- 28** Late Night Teen participation is down due to the reduced number of offerings each month during the school year. The program is offered the first Friday of each month vs. every Friday of each month as it was offered in FY2021-22. PKR staff are taking steps to address the reduced attendance by offering additional teen related programs throughout the department that will draw in additional participation to the late night program. PKR anticipates meeting the stated goal during the summer.
- 30** Fifty (50.8) lane miles have been completed out of 11,770 miles. 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

The Office of Homeless Solutions aims to prevent and reduce homelessness through a Four-Track strategy designed to address every facet of homelessness. The Four-Track strategy concurrently meets the immediate needs of the homeless population through connection to services and shelter, while developing the infrastructure for sustainability by partnering with other departments and agencies to increase the supply of affordable housing. Through the Dallas R.E.A.L. Time Rapid Rehousing (DRTRR), OHS partners with Housing Forward and the larger Continuum of Care to employ housing navigation services, landlord incentives, rental subsidies, move-in kits, and case management to reduce and prevent homelessness, which is being implemented over three years. OHS also partners with homeless service providers on inclement weather sheltering, providing over 5,000 bed nights, across 20 days of inclement weather in 2022 alone. The Landlord Subsidized Leasing Program provided rental assistance of \$1.3 million through an agreement with City Square, assisting an average of 27 households annually. OHS also partners with Housing Forward to carry out encampment decommissionings as a part of the DRTRR. This element of the larger program offers individuals in established encampments housing solutions, by working with them where they are to sustainably close encampments through housing. This intervention expedites the improvement of unsafe encampments in need of immediate resolution through housing, based on Federally-supported best practices.



## 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** Two positions are currently undergoing interviews and the remaining two are being posted, with the goal of hiring all four positions by the end of February.

**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** Implementation of the Auto Pound Management contract is underway. ITS is finalizing the first data extract for the transfer of current inventory to the new platform. OKTA/AutoReturn log in connectivity testing will occur on January 27. Capital Improvements at the Ledbetter location are complete. Goodnight Ln. location fencing is 90 percent complete but DPD is waiting on permits before completing other capital improvements.

## 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 to put together the water supply plan was awarded in fall 2022. A kick-off meeting will be held in February 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. The PKR staff Arborist will continue special assignment assessing and mapping ash trees on park properties. As of December the Arborist has surveyed about 300 parks and inventoried approximately 900 ash trees in the maintained portions of park properties. The Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team. PKR will interview candidates for the Sr. Environmental Coordinator position in February 2023 with an anticipated hire date by spring 2023. The seven positions to be hired by PBW have been posted. Four positions have been filled, one position is in the onboarding process with an expected start date of February 20, and two 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. OEQ 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** An RFP solicitation for a \$1M (\$500K Solar PV + \$500K Battery) Solar Photovoltaic and Battery Energy Storage System at the Bachman Recreation Center was opened on January 18th and closes on February 24th. BSD is currently auditing the 8 resiliency centers, specifically focusing on ways to weatherize and increase energy efficiency, to determine the best use of the remaining \$500K.

## 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 OEQ, 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 first batch of monitors have been calibrated and deployed. The first three of eight are in the field and transmitting data from West Dallas and Dixon Circle. Staff are working with affected communities, Environmental Commission, and Council Members to schedule implementation of the remaining monitors in Joppa, Floral Farms, and Dixon Circle. Procurement of additional monitors are 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** Human Resources is currently finalizing the job description for the Environmental Coordinator position. 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** DFR Fleet Maintenance Division has ordered one engine through General Fund appropriations (budget amendment) and is now in the process of finalizing purchase agreements for the remainder of the order. EFM has ordered 188 units totaling \$29.1 million. Departments include CCS (18 units), CTS (3), AVI (1), DFD (9), DPD (101), DWU (3), EFM (1), OEM (1), PBW (13), PKR (4), SAN (33), and SEC (1).

## 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 1,545 individuals since its onset in October 2021 through December 2022. Of those individuals housed, 48% percent are from households consisting of adults with children and 52% 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 December 2022, the three organizations contracted by OHS have provided services for 474 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 IPS position was filled and became operational in December; PBW has onboarded the supervisor position, the Crew Leader position has been filled and will start in January, four Street Maintenance Worker positions have been filled with January and February starts, and the remaining Street Maintenance Worker position has interviews scheduled for the end of January; PKR will be attending job fairs in January and February, is in the process of posting positions, and anticipates filling positions in mid-April; CTS launched two teams in December with two existing Deputy Marshals, one new Deputy has been hired and is currently in the six-month training program, and the Marshal's Office is currently conducting interviews for the remaining positions. DAS positions were filled with current employees to move the HART initiative forward and they are using already procured vehicles while DAS works with EFM to purchase the vehicles allotted to DAS for HART. CCS has filled and onboarded four of their eight positions and plans to continue hiring efforts. While waiting on heavy equipment procurement, CCS' 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. DPD was authorized to end FY 2021-22 at 3,155 officers; however, they ended the year at 3,077 officers, a shortfall of 71 officers. The additional 71 officers hired by the end of FY 2022-23 will allow DPD to stay on track to hire 3,155 officers by the end of the fiscal year.

**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 operations and dispatch. 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** CTS is continually receiving quotes and proposals for lighting, fencing, access controls and camera systems. As of December, CTS has encumbered \$3.0 million and expensed \$1.2 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 project is scheduled to begin in February 2023 with the mobile radio upgrade to occur simultaneously. The new Taser 7 deployment is currently in the planning phase with a team of DPD and ITS personnel meeting weekly. DPD is currently assessing station infrastructure to ensure acceptable building conditions for charging stations.

**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** Staff are being hired and onboarded for a January completion. Orientation and expected launch of all new staff are projected to begin early January.

**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** The Library successfully filled all additional positions added in FY022-23 to expand hours at 15 locations. The extended hours begin January 17, 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** As of December, PBW has spent \$350,400 of its General Fund appropriations to complete three sidewalk projects and 1.89 lane miles of sidewalk improvements to date. PBW anticipates spending \$272,000 to complete 0.77 miles of sidewalk improvements in January, spending \$500,000 to complete 1.00 miles of sidewalk improvement in February, and spending \$700,000 to complete 1.15 miles of sidewalk improvements in March. After March, PBW is on track to complete the remaining 9.44 miles of sidewalk improvements by the end of September.

**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 Engineer started with the Planning division in December. Engineer has been working on the Highway Safety Improvement Program (HSIP) traffic signals and assisting with planning a public meeting for 1 of the 5 High Injury Network corridors (Maple Ave).

**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** The scheduled start for longline restriping and crosswalks has been pushed from February to April due to the rain and cold conditions. TRN is on track to complete restriping 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** Construction on bridge maintenance began in January with invoices for expenses expected to be submitted in February. Maintenance on three bridges were completed in January, two are planned in February, and the remaining 15 are on track to be completed by September 2023. PBW received City Council authorization in November to spend \$334,250 on emergency repairs for State Highway 356 Bridge and will request authorization in February to spend \$569,500 on emergency repairs to Ron Kirk Pedestrian Bridge.

**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 December, 138 flashing beacons have been installed, and \$1.6 million of delivery orders have been issued. TRN expects to complete installation of the remaining 362 school zone flashing beacons 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** No funds have been obligated or expended on FY 2022-23 projects. There have been no lane miles studied, designed, or implemented currently. Due to the needs for many different contracts, the current staff level of the Office of Procurement Services and the current demands of the Field Operations crew, TRN cannot estimate when the funds will be obligated.

## 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 staff is working with Human Resources to post the job description for the Mentor Protégé Coordinator position. Staff is also working to complete the procurement for the proposed vendor for the Mentor-Protégé Match Making system.

**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 plans to post the Public Engagement Coordinator position in January 2023 and anticipates a March start date.

**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 is continuing ADA building assessments with 6 buildings scheduled for review between January and February 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. OEI has received 50% of the ADA Department surveys that issued and anticipates the remaining to be completed and returned shortly. Department interviews are anticipated to follow in January 2023. Online ADA training courses are being reviewed and staff will arrange for stakeholder input before the training course is finalized. Online training is anticipated to continue into early 2023.

**35 Bridging the Digital Divide** 

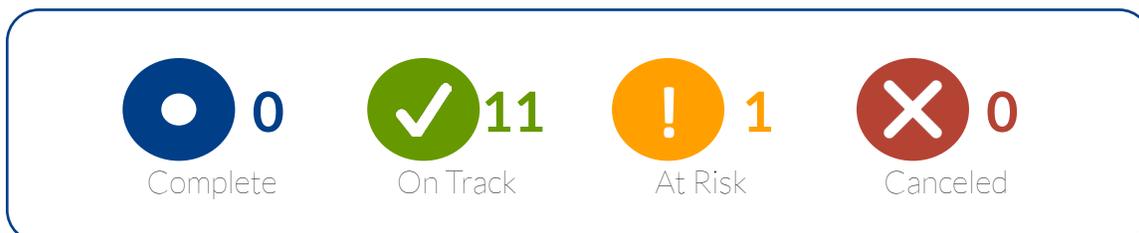
**INITIATIVE** Expand efforts to bridge the digital divide by allocating \$2.0 million for Digital Navigators to make internet access to individual households affordable, install reliable computer hardware, and enhance digital literacy skills and training. (CMO)

**STATUS** Staff 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 and OHP is working with the contracted organization on completing the presentation during the FY 2022-23. Prior to being able to do the final presentation to Council, the ordinance regarding demolition delay overlays needs to be amended. This is being addressed currently, but there is not a projected completion date at this time.

**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** OEQ 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. OEQ 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 dedicated 2 FTE's for the purpose of supporting the new Lead and Copper Rule Revisions (LCRR). These two positions are developing a Service Line Inventory that will aid in identifying lead services in need of replacement. The official sampling per TCEQ requirements can begin after the lines are inventoried, which will be after October 2024. Water Quality is also developing a Lead and Copper Sampling Program for Schools and Childcare facilities and contacting these facilities to offer educational material and opportunities for free testing of lead and copper ahead of the October 2024 compliance start date of the LCRR. Currently, there are 401 Public and Charter Schools, 93 Private Schools and 458 Childcare and Daycare centers. The Water Quality group continues to offer free lead sampling when requested by any customer.

**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.

**27 Wi-Fi at Park Facilities** 

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

**STATUS** The cabling installation of the 14 high priority sites was completed in December 2022. PKR is waiting for the vendor's master agreement extension, then cabling and port installation can continue. The estimated delivery time of the network equipment for the remaining 49 WiFi locations is summer 2023.

**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.

**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. Road blockage calls began a partial transfer on January 3, 2023 with an anticipated full transition on April 1, 2023.

## 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 46 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** As of December, 9.0 lane miles are under design and 2.8 lane miles are being installed or installation is complete for a total of 11.8 lane miles.

**34 Accessibility**

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

**STATUS** OEI, ITS, and the proposed ADA software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. A demonstration of the software and testing of a comparative ADA tracking program have been completed. ITS has completed the documentation process and assigned an ITS project manager for the software integration and implementation. 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 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 was awarded on November 9, 2022.

# 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 the project management schedule. Project manager has been assigned and is being implemented.			
2	<b>DPD Workload Optimization</b> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan 2022 - TBD	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	<u><b>New Employee Onboarding</b></u> 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 (15%)	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. Waiting on action items to track data for next several months to ensure process improvements.			
5	<u><b>Contract Review and Execution</b></u> 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 - TBD	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	<u><b>Risk Review &amp; Certificate of Insurances</b></u> Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)		Aug 2022 - March 2023	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.			

# PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
7	<b>"Lew Sterrett Officer Turnaround Process"</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> A project schedule will be established and site visits are expected to occur in late February/early March.						



# Memorandum



CITY OF DALLAS

DATE February 24, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **City use of In-Kind Outdoor Digital Billboards**

The City of Dallas contract with Clear Channel Outdoor (CCO) allows the City's programs and services to be promoted free of charge. The in-kind advertising is scheduled at available locations citywide, subject to availability of unsold inventory. Additionally, Downtown Dallas Inc.'s (DDI) digital sign permit includes rotation of the City's promotional graphics at no cost.

Through the Office of Communications, Outreach and Marketing the City can submit unlimited promotional graphics for posting to digital billboards, but CCO may pre-empt in-kind ads, at any time, without notice. Under the existing agreement, multiple campaigns may be requested to run simultaneously, or with different start and end dates and weighting.

Please also note that for compliance with adopted Vision Zero goals and in alignment with dynamic signage best practices, digital boards include preferably three to five words, and at most, eight words with "no calls to action" while driving, to minimize distractions to drivers.

This year, we have several Citywide campaigns in process to utilize in-kind digital graphics through CCO and DDI. Please see below the table for the in-kind requests to date for respective departments which will be the focus areas for the remainder of FY2023.

Should you have any questions or need additional information at this time, please contact me or Catherine Cuellar, Director of Communications, Outreach and Marketing.

A handwritten signature in black ink, appearing to read 'Kimberly Bizer Tolbert'.

Kimberly Bizer Tolbert  
Deputy City Manager

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

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

Department	Campaign(s)
311	Our Dallas
BMS & MCC	Budget Town Halls (spring and fall)
CCS	Mosquito Abatement, West Nile Spray Notices
CCS, DPD, OIPSS	24HourDallas
CES, OPS, SBC	KBHCCD master plan community meetings
COM	Text notification enrollment; City Holidays
CSO	May election (and if needed June runoff)
CVS, HR & SBC	Hiring Events
DAS	Foster or Adopt
DFR, MCC, OCC, OHS, OIPSS	Fentanyl safety
DPD, LIB, OAC, MCC, PKR	Summer of Safety
DWU	Emerald Ash Borer; water conservation
ITS	Dallas Secure
OCC, LIB, PKR	Period Access Dallas (PAD)
OEM	Emergency Preparedness
OHS	Dallas Real Time Rapid Rehousing; Give Responsibly Campaign
PKR	Summer camps; lessons and classes; seasonal hiring
PUD	Forward Dallas
SBC	Fresh Start
TRN	Bike Plan & Vision Zero

# Memorandum



CITY OF DALLAS

DATE February 24, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **ForwardDallas Comprehensive Land Use Plan Update**

## Summary

The purpose of this memorandum is to provide an update on the ForwardDallas Comprehensive Land Use Plan (ForwardDallas) process. Planning and Urban Design (PUD) provided an update to the Comprehensive Land Use Plan Committee (CLUP) on February 14, 2023, and is scheduled to update the City Plan Commission (CPC) in March 2023. Staff will update the full City Council on April 19, 2023 to gather further policy guidance and feedback. This input will be used to further develop, test, and analyze the plan recommendations.

## Working Draft Future Land Use Map

At the CLUP meeting on February 14, 2023, a preliminary draft of the future land use map, prepared by Houseal Lavigne (third-party vendor), was presented as part of the briefing. This initial draft map reflects a compilation of existing conditions, the future development vision from the 2006 ForwardDallas plan, and recommendations from adopted area plans. The initial draft map is a baseline for future iterations and **does not yet** incorporate the input received from community engagement efforts. The second draft of the map, which will be made public before the end of March 2023, will include changes that reflect key issue areas heard from the community. Several months will be dedicated to garnering feedback on the draft map and testing it with the community, elected and appointed officials, and other City departments. The process will be interactive and the map will be updated on a regular basis as feedback is provided and as implementation strategies and next steps are further defined.

## Future Land Use Map Framework

The ForwardDallas Future Land Use Map utilizes placetypes (a mix of future land use categories) to represent the vision for the desired mix of uses, development form, urban design features, and transportation and open space amenities for areas, or “places,” within the city. Houseal Lavigne team has developed a series of working draft placetypes based on factors including past plan recommendations, changed conditions since the 2006 ForwardDallas plan, staff input, known redevelopment areas, and community input. The CLUP Committee reviewed the draft placetypes at the end of 2022 and provided initial feedback, which has been incorporated into the current draft descriptions. Both the draft future land use map and the placetype descriptions can be found on the [PUD website](#). That link also includes information about how to provide comments on the draft future land use/placetypes map.

## Emerging Land Use Themes

In addition to the broad umbrella goal of producing an equitable future land use plan, several common themes, or broad priority topics, have emerged through the engagement process thus far. These themes will be integrated into the updated drafts of the future land use map and policies and will provide a framework by which recommendations may be tracked as part of the implementation process. Staff will continue to vet these themes throughout the planning process and keep the City Council abreast of any revisions. The themes currently include Environmental Justice, Housing Accessibility, Economic Development and Revitalization, Transit Oriented Development (TOD) and Connectivity, Urban Design, and Rural Agricultural and Greenfield Preservation.

## Next Steps

PUD will continue to communicate, educate, inform, and seek public input by:

1. Hosting a series of Lunch-and-Learns between March and May 2023 to educate on Land Use topics including Environmental Justice, Missing Middle Housing, TOD, and Urban Design.
2. Promoting the “Invite a ForwardDallas speaker” to neighborhood organizations to keep them abreast of this process.
3. Holding community workshops and smaller group in-person meetings to discuss plan recommendations.
4. Promoting [Social Pinpoint](#), an interactive mapping tool developed by the project team to provide input on the plan throughout all phases of the project.

Should you have any questions, please contact Julia Ryan, Director of the Department of Planning and Urban Design, at (214) 670-5404 or [julia.ryan@dallas.gov](mailto:julia.ryan@dallas.gov).



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

c: T.C. Broadnax, City Manager  
Tammy Palomino, Interim City Attorney  
Mark Swann, City Auditor  
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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 February 24, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **“The Big Read Down” Fee Amnesty Program**

To create more equitable access to library materials and services, the City Council adopted Resolution 19-0772 on May 22, 2019 to amend Chapter 24 of the Dallas City Code to eliminate library fines for late items. Additionally, to limit further access to materials pending their return, the City maintained fees for the replacement and cataloging of lost or damaged items, but the resolution allows for fee amnesty events to defray or eliminate those fees.

For your awareness, the Dallas Public Library will conduct its third semiannual fee amnesty program called “The Big Read Down” from March 1 – 30, 2023. During this period, library customers may log minutes read as well as other activities, such as signing up for library e-materials or participating in a library program, to earn amnesty for accrued fees. The Library has set the value of minutes read and activities completed in alignment with other large urban libraries with similar programs and will utilize our summer reading platform to track success.

The schedule for the fee amnesty program will be as follows:

- 15 minutes read = \$1.00 toward fee amnesty
- Activities completed = \$17.00

Library card holders can read to reduce their own fees or donate toward the fees of others. Minutes read that are not applied to the user will be banked for use toward fee amnesty at the discretion of Library managers. Banked minutes will be distributed to each branch library based upon the poverty rate in that area. This will make it possible to forgive library fees in cases involving lower income families and individuals, and therefore making access to library services more equitable to all.

The Dallas Public Library has over 707,495 active library card users. Currently, there are 107,200, more than 15%, of library card holders who are blocked from checking out materials due to fees. The Library will follow in the footsteps of library industry pioneers such as the Los Angeles County Public Library that allows patrons to participate in a reading challenge to lower or eliminate fees on their accounts. By offering an opportunity to pay off these fines non-monetarily, the Library has the potential to welcome back library card holders that are blocked from borrowing materials. To date, over \$32,300 has been raised in minutes or activities to forgive accrued fees allowing the library to reinstate blocked card holders.

DATE February 24, 2023  
SUBJECT **“The Big Read Down” Fee Amnesty Program**  
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Please contact me or Jo Giudice, Director of the Dallas Public Library, for further information.



**M. Elizabeth (Liz) Cedillo-Pereira**  
**Assistant City Manager**

- C:** T.C. Broadnax, City Manager  
Tammy Palomino, Interim City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
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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 February 23, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **REVISED: Taking Care of Business – February 24, 2023**

In this week's issue of Taking Care of Business are the following topics:

## New Information

- Dallas Business Journal Leaders in Diversity Award
- ~~Racial Equity Story Map~~
- Kay Bailey Hutchinson Convention Center Dallas Master Plan Update
- Give Responsibly Campaign

## Weekly Updates

- Convention and Event Services Weekly Event Report
- Office of Procurement Services New Opportunities
- OHS Street Outreach Update
- H.A.R.T/eam Departmental and Community Outreach
- H.A.R.T/eam Update
- Media Inquiries

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## NEW INFORMATION

### Dallas Business Journal Leaders in Diversity Award

The Dallas Business Journal awarded the City of Dallas a 'Leaders in Diversity' Award for our work to operationalize equity in government and the adoption of the Racial Equity Plan. ACM Cedillo-Pereira accepted the award on behalf of the City at the reception hosted on February 23 at the Arts District Station. The City joins other organizations recognized for their work in diversity, equity, and inclusion and will be featured in the next issue of the Dallas Business Journal. Should you have any questions, please contact Assistant City Manager Liz Cedillo-Pereira at [liz.cedillopereira@dallas.gov](mailto:liz.cedillopereira@dallas.gov).



### Racial Equity Story Map

~~The Office of Data Analytics and Business Intelligence, with major contributions from the Office of Equity and Inclusion, City of Dallas Public Library, and the Department of Public Works, is excited to announce the launch of the Racial Equity Story Map. The story is a timeline of historical events that occurred in the Dallas area. The immersive story~~

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~~experience includes images, videos, and supporting text from a variety of documented sources, and interactive dashboards and maps for residents to explore. The story can be found [here](#) and on the [DBI website](#). Should you have any questions, please contact Chief Data Officer, Dr. Brita Andercheck at [data@dallas.gov](mailto:data@dallas.gov).~~

### **Kay Bailey Hutchison Convention Center Dallas Master Plan Update**

The City of Dallas Convention and Event Services Department, in partnership with the Small Business Center and Office of Procurement Services, hosted five outreach and information sessions related to the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan. Over 300 individuals attended the sessions, providing feedback and questions. Given that several requests were made to be able to review the draft master plan and advanced planning documents in advance of the solicitation to appropriately prepare for a submittal, we have decided to delay the release of the solicitation until March 2, 2023, at 12 PM CST. Those materials will be made available at [www.dallascmasterplan.com](http://www.dallascmasterplan.com) until the solicitation releases on March 2<sup>nd</sup>. As of March 2<sup>nd</sup> at 12 PM, all materials will be available on Bonfire and no longer available at [www.dallascmasterplan.com](http://www.dallascmasterplan.com). For questions related to follow-up from the outreach sessions, please contact Rosa Fleming, Director of Convention and Event Services, at [rosa.fleming@dallas.gov](mailto:rosa.fleming@dallas.gov).

### **Give Responsibly Campaign**

The focus of the Give Responsibly campaign as presented to Government Performance & Financial Management Committee in November 1, 2022, by COM was to reduce illegal solicitation and educate the public on the most efficient ways to give to those in need without unintentionally incentivizing illegal solicitation across the city. Through this campaign, staff have focus attention on augmenting existing signage posted at key intersections in 2021, with a wider public awareness campaign aimed at community members who continue to give direct assistance to those illegally soliciting within the City of Dallas. As a dynamic campaign, we also understand that in trying to change entrenched behaviors, tactics will need to evolve as we gain additional insight through our on-the-ground outreach efforts.

Implementation is occurring in three stages and will be fully outlined in the memorandum to Government Performance and Finance Management Committee contained in the City Council packet this Friday, February 24, 2023. Should you have any questions or concerns, please contact Office of Homeless Solutions Director Christine Crossley at [Christine.Crossley@dallas.gov](mailto:Christine.Crossley@dallas.gov) with any questions.

## **WEEKLY UPDATES**

### **Convention and Event Services Weekly Event Report**

Each week, Convention and Event Services will provide a report featuring two weeks of upcoming events that are either coordinated with the Office of Special Events or hosted at the Kay Bailey Hutchison Convention Center Dallas. The attached report highlights the

dates, location, and Council District for each event. Should you have any questions or concerns, please contact Rosa Fleming, Director of Convention and Event Services at [rosa.fleming@dallas.gov](mailto:rosa.fleming@dallas.gov).

### **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](#):

<b>Opportunity No.</b>	<b>Opportunity Name</b>
CIZ23-PKR-2094	Cadillac Heights Park- Demolition and Reestablishment
CIZ23-PKR-2098	Crawford Memorial Artwork Installation, Phase 1A
CIZ23-PBW-2099	McKinney Ave/Cole Two-Way Conversion
BQ23-00021388	Litter Maintenance Service and Trash Removal

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).

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.

### **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 Housing Forward, 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 attached schedule for homeless encampment cleaning the week of February 20 through February 24, 2023. Please note that these will be for debris removal

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and outreach only. All encampment cleaning requests are being resolved as time and weather allows. We appreciate everyone's patience.

### **H.A.R.T/eam Departmental and Community Outreach**

Outreach began conducting educational visits to various City departments, businesses, apartment complexes, and communities to educate them on the processes for the H.A.R.T/eam and OHS Street Outreach on February 15, 2023. To request a visit to your department or for any community requests please reach out to Outreach Manager, Lisa Rand, at [Lisa.Rand@dallas.gov](mailto:Lisa.Rand@dallas.gov).

### **H.A.R.T/eam Update**

The Homeless Action Response Team (H.A.R.T/eam) is led by the Office of Homeless Solutions (OHS) and encompasses four teams comprised of a core team of the following: Crisis Intervention Team (CIT), Dallas Animal Services (DAS), Dallas Marshals, and Code Compliance (Code). This team is supplemented by Parks and Recreation, Dallas Fire & Rescue, and Public Works as needed. The purpose of H.A.R.T/eam. is to provide a quick response to immediate safety concerns around homeless encampments and hot spots. To report a critical issue regarding an encampment or panhandling, please submit a service request to 311 or the OurDallas smartphone app. For any questions or concerns please reach out to H.A.R.T/eam Supervisor, LaTonya Bias at [LaTonya.Bias@dallas.gov](mailto:LaTonya.Bias@dallas.gov).

The teams are assigned and respond to time-sensitive, critical issues received via 311 and/or via email which are defined as:

- Issues raised by City Leadership and members of City Council requests
- Issues presenting an immediate safety concern (the presence of firearms, uncontrolled fires, reports of threatening behavior)
- Any issues which would derail the normal street outreach service resolution process
- Panhandling

Please see the attached overview for the H.A.R.T/eam's outreach services for the week of February 13 through February 17, 2023.

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

### **Media Inquiries**

As of February 20, 2023, the Communications, Outreach, and Marketing (COM) Department has received various media inquiries available to view [here](#). Should you have

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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 February 14<sup>th</sup> – 20<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, at [dominique.artis@dallasfire.gov](mailto:dominique.artis@dallasfire.gov).

- Man Safely Lowered After Climbing Onto Construction Crane Arm for Over 24 Hours
- LBJ Shutdown After CNG 18-Wheeler Catches Fire
- DFR Responds to Fire at Old Pilgrim's Pride Plant

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



T.G. Broadnax  
City Manager

c: Tammy Palomino, Interim City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
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Carl Simpson, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



**City of Dallas**

**Convention and Event Services  
Weekly Events Report  
February 24, 2023**

<b>Event Type</b>	<b>Name</b>	<b>Dates</b>	<b>Location</b>	<b>District</b>
Special Event	Rebel in Dallas (aka Rebel Athletic in Dallas)	2/24/2023	901 Main St.	14
Special Event	Sprouts Grand Opening Parking Lot Event	2/24/2023	17795 N. Dallas Pkwy.	12
Special Event	Happy Circus #2	2/27/2023	10788 Harry Hines Blvd.	6
Special Event	VMLYR Commerce - Brand Activation at Ronald Kirk Bridge	3/3/2023	109 Continental Ave.	6
Special Event	UniverSoul Circus #2	3/5/2023	3540 W. Camp Wisdom Rd.	8
Special Event	Happy Circus #3	3/9/2023	10788 Harry Hines Blvd.	6

**KBHCCD Schedule of Events**

KBHCC	NCA All-Star National Championship	2/24/2023	650 S. Akard St.	2
KBHCC	USMA National Medical Meeting	2/27/2023	650 S. Akard St.	2
KBHCC	KBHCCD Master Plan Public Meeting #6	3/2/2023	650 S. Akard St.	2
KBHCC	Spring National Tournament	3/3/2023	650 S. Akard St.	2
KBHCC	International Roofing Expo 2023	3/6/2023	650 S. Akard St.	2

**City of Dallas  
Office of Homeless Solutions  
TCB Update – February 23, 2023**

**Encampment Resolution (Cleaning) Schedule  
February 13 – February 17, 2023**

<b>LOCATION</b>
3700 Marvin D. Love at Polk St
3900 Marvin D. Love at Pentagon Pkwy
3000 W. Camp Wisdom at 67
900 E. Colorado at R.L. Thornton Fwy
668 S. R.L. Thornton Fwy
500 W. Kiest at Marvin D. Love
10516 Allegheny Ct
5701 E. Mockingbird Ln
Empire Central at N. Stemmons Fwy SB
4684 Dallas N. Tollway NB
2217 Stemmons Trail
1940 N. Central Service Rd NB
6869 Frankford Rd
11658 Emerald St
Spangler Rd at Manana Dr

**H.A.R.T/team Outreach Services Performance Measurements  
February 6 – February 10, 2023**

Number of Service Request Closed within 10 days	6
Number of Service Request still open (pending closing)	74
Number of MCC's received for the week	20
Number of Encampments Visited	28
Number of Individuals Engaged	27
Number of HMIS Entered	2
Number of Panhandlers Engaged	9

# Memorandum



CITY OF DALLAS

DATE February 24, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – January 2023**

Please find attached the Technology Accountability Report (TAR) based on information through January 31, 2023. The TAR is a progress report reflecting the performance and operational status of the city in purchasing, implementing, operating, and securing technology to achieve the city's priorities and service objectives.

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

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

Jack Ireland  
Chief Financial Officer

## Attachment

c: TC Broadnax, City Manager  
Tammy Palomino, Interim City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
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Dr. Robert Perez, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

# Technology Accountability Report (TAR)



City of Dallas

**As of January 31, 2023**

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**Prepared by Information & Technology Services**

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

**214-671-9868**

# Executive Summary

The highlights of the January 2023 Technology Accountability Report (TAR) include:

- Section 1: IT Programs & Projects – based upon questions raised regarding the process by which projects are identified and approved, an explanatory narrative has been added to the beginning of this section providing details. The project identification, assessment, and delivery process steps are discussed, along with the methodology by which Project cost estimates are determined.
- Section 1: IT Programs & Projects – During January 2023, two major projects were completed and removed from the report:
  - The **Emergency Services Internet Protocol (IP) Network (ESINet)** project upgraded the City’s current 911 telecommunications network to a fully digital, IP-based network. This Next Generation 911 system provides the platform for the transmission of photos, videos, and other broadband data between a 911 caller, 911 call center, and a responder in the field to offer a higher level of service and support to public safety personnel and those they serve.
  - The **Portable Illegal Dumping Camera Tower and Camera Installation** project provided fixed cameras in targeted zones to be used by the Code Compliance Department and the City Marshall’s Office to combat illegal dumping activities in the City.
- Section 1: IT Programs & Projects – During January 2023, four major projects were added to the project pipeline.
- Section 4: Cybersecurity Programs – New section providing information about the Cyber-threat environment impacting municipalities.
- Section 5: IT Infrastructure – New sections discussing technical debt and its impacts and risks.

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# Section 1: IT Programs & Projects

## A. Project Pipeline

### IT Governance – A quick overview



### 1. IT Governance Process for Project Intake

The City of Dallas employs an IT Governance process for managing and directing information technology resources within the City to meet organizational goals and objectives. When it comes to starting a new IT project, there is a process that the City follows called project intake.

Project intake is the first step in starting a new IT project. It involves gathering information about the project to ensure it aligns with the organization's broader goals, strategies, and priorities. The drivers for initiating an IT project in the City are many; changes in Federal or State law, changes to the City charter, efforts to improve operational efficiency, actions to address audit findings, and other events.

Here are the steps involved in ITS' project intake process:

1. Request: The first step in project intake is to receive a request for a new IT project. This request can come from any department within the organization. This is represented by *"Technology Request"* in the diagram above.
2. Assessment: Once a project request is received, an assessment is conducted to evaluate the feasibility of the project. This includes determining the potential benefits, risks, and costs associated with the project.
  - a. This is represented by *"Business Analyst Enhances Request"* and *"Impacted Departments' Questionnaire"* in the diagram above.
  - b. This is also addressed during ITS' monthly "Program Management Meeting". This is a meeting of ITS' Senior IT Managers, who meet monthly to discuss the proposals in the Program Managers' Meeting. Business Relationship Managers (BRM) present the Technology Request, and the Senior IT Managers question as appropriate. Senior IT Managers, all BRMs, and the ITS Assistant Directors are also called upon to recommend if there is already a project underway, or even already implemented, that should be factored into the discussion. Once questions have been answered, the Senior IT Managers estimate the time/personnel costs required for implementation. The TR is either recommended for presentation to the IT Governance Board or is sent back for more work.
3. Approval: If the project is deemed feasible and aligns with the organization's goals and priorities, it is approved to move forward.
  - a. Monthly, the Chief Information Officer chairs an IT Governance Board meeting with the Deputy and Assistant City Managers and the Chief Financial Officer to present the proposals for discussion and approval. The proposed projects are described, and the ACMs ask questions. These Dallas Senior Executives then either vote to approve, to disapprove, or to send back for further development.
  - b. This is represented by *"Governance Board"* in the diagram above.
  - c. Upon approval, The Technology Request becomes an ITS project. This is represented by *"Projects Added to the IT Portfolio"* in the diagram above.

4. Project Management and Delivery: Once the project is accepted, the team will build a project plan and schedule, outlining scope, objectives, timeline, and final budget. The project is then executed based on the plan. Working with the Department (or Departments), the system will be tested to ensure functionality and user acceptability. This is represented by *“IT Project Management and Project Delivery”* in the diagram above.
5. Closure: Once the project work is completed, the project or system is put into production. Once in production, the new systems or services will be used by the Departments and are supported operationally, in accordance with the project plan and the contract. This is represented by *“Project Go-Live and Operational Support”* in the diagram above.

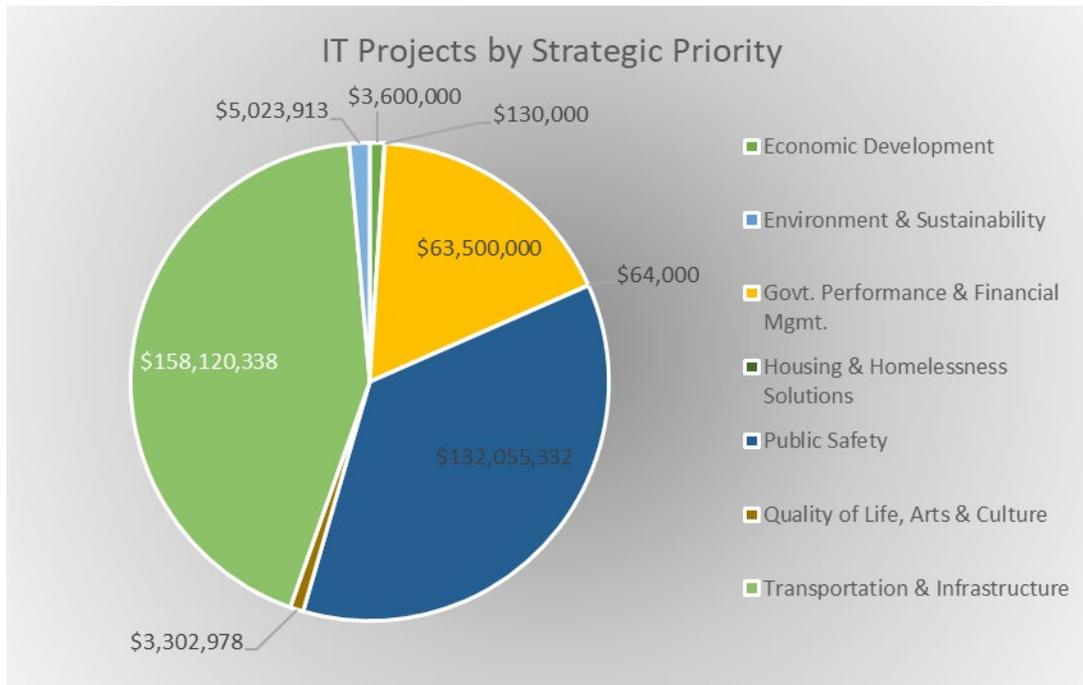
## 2. Project Cost Estimation

Initial Projected Cost Estimates are derived by the BRM working collaboratively with the customer Department, vendors, and others as appropriate.

- The BRM and Department will perform a quick market evaluation to determine a few potential solutions. They will use this information when developing the initial cost estimate. If there is a current solution in place (i.e., this TR is an upgrade or system replacement), that information is considered when developing the initial cost.
- Procurement costs are estimated for cost of Software, Hardware, any implementation (to include customizations and integrations into current city systems), any licenses, documentation, and training.
- Outyear costs are also estimated. These costs include licenses, maintenance, and any further documentation.
- Finally, if there is a current solution in place (system upgrade/replacement), the current operating costs are also factored into the TR. These costs would include currently budgeted items for Licenses, Maintenance and Documentation for outyears 1 – 5.

As the TR moves through the governance process, these cost estimates are refined as new information becomes available. Other research is conducted as we develop the Statement of Work, brings further insight into the cost of the technology. Finally, as the request moves into Contract Development, costs are finalized, and we move to execution.

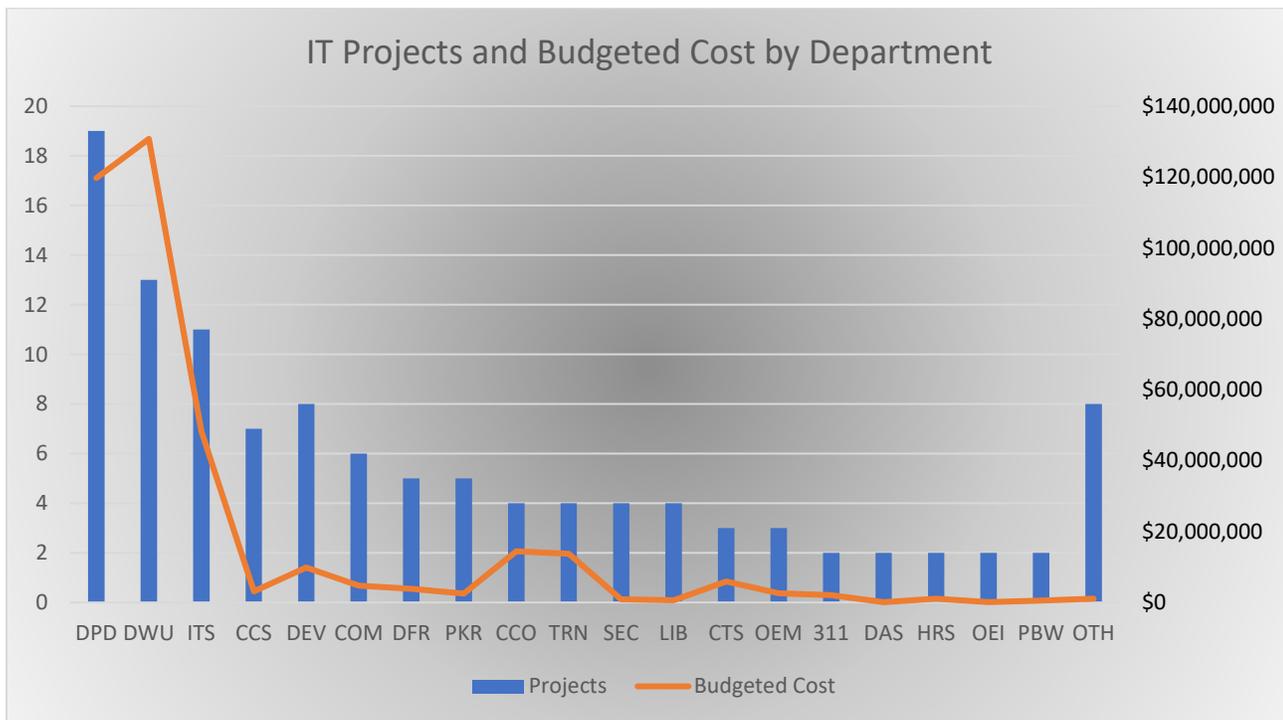
3. IT Projects by Strategic Priority



**NOTES:**

1. As of 01/31/2023, ITS has 114 approved IT projects in the pipeline.
2. The total budgeted costs for the 114 projects are \$365,869,571.
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 39 projects at a total budgeted cost of \$158 million, followed by Public Safety with 30 projects at a total budgeted cost of \$132million, Government Performance & Financial Management with 13 projects at a total budgeted cost of \$63.5 million, and Economic Development with 13 projects at a total budgeted cost of \$3.6 million.

4. 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 20 active projects at a total budgeted cost of \$120 million, followed by Dallas Water Utilities with 13 active projects at a total budgeted cost of \$130.8 million, Information & Technology Services with 11 active projects at a total budgeted cost of \$48.3 million, Code Compliance with 9 active projects at a total budgeted cost of \$3.4 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	TBD	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	01/2023	Delayed
4	Consumer Health Payment Portal for Code Compliance	A new payment portal which allows residents using payment cards to utilize a telephonic payment portal to make payments based upon the invoice number and other account information in lieu of going into a physical location to make payments.	Quality of Life	CCS	2/2023	Delayed
5	Code Compliance: Asset Management System (Inventory Management System)	The Code Compliance office is seeking an asset management system to manage a number of different 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	TBD	Delayed
6	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	TBD	In Process

## As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
7	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	TBD	In Process
8	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
9	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
10	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	TBD	In Process
11	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
12	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
13	DAS Inventory Management Tool	Dallas Animal Services manages a large inventory of drugs, supplies and business equipment needed to perform their functions. Currently inventory management is done through a legacy system database (animal software) or on spreadsheets but are inadequate to provide appropriate controls and functionality.	Quality of Life	DAS	TBD	Delayed
14	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	TBD	In Process

As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
15	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
16	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
17	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	09/2025	Delayed
18	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	TBD	In Process
19	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	On Hold

As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
20	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
21	Smart Device/Technology Behavioral Health App for DFR members	This project will provide a Peer Support Contact App for Dallas Fire-Rescue (DFR) personnel. At Dallas Fire-Rescue (DFR), the City is promoting whole-person wellness. This new application will supplement existing mental health support services available to the City's DFR members.	Public Safety	DFD	TBD	In Process
22	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	4/2023	Ongoing
23	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
24	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
25	Flock Safety-New fixed ALPR Cameras	The City of Dallas currently has fixed Automated License Plate Readers (ALPR) cameras throughout the city of Dallas. The contract for the current vendor has ended and this project will procure a new vendor and expand the number of cameras in use throughout the city.	Public Safety	DPD	1/2023	Complete

## As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
26	P25 Compliant Radio Project	The city's current public safety radio network is 40 years old and not compliant with new standards (P25) for these networks. This project installs all-new infrastructure for a fully P25 compliant radio communications system that will be used by multiple departments within the City and County of Dallas. This system is intended and designed to host external governmental agencies throughout the region.	Public Safety	DPD	02/2023	In Process
27	County CAD Collaboration	Upgrade and expand the city's Computer-aided Dispatch (CAD), extending it to the County to improve collaborate on emergency 911 call center responses. This project is also required to fully implement the upgrade of the 911 call center's telecommunications infrastructure.	Public Safety	DPD	1/2023	In Process
28	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	TBD	In Process
29	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
30	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

## As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
31	Surveillance Cameras and Real Time Crime Center	This project will provide a "Real Time Crime Center" capability within Jack Evans police station. It will include 1) building a new command center video room (Real Time Crime Center), 2) building camera installations, 3) video camera software, video storage and surveillance camera installations at intersections, and 4) Trailer camera installations.	Public Safety	DPD	12/2024	In Process
32	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
33	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
34	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
35	Early Warning System	This project provides the Dallas Police Department a data-driven, decision-making support application that helps Police leadership systematically identify officers who are showing signs that they are at risk to citizens or of executing law enforcement objectively. The platform utilizes data from a multitude of sources to assess and score risk and provide information to DPD leadership for potential interventions.	Public Safety	DPD	10/2023	In Process
36	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
37	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

As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
38	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
39	Enterprise Capital Project Management System (ECPMS) Phase 2	Phase 2 Implementation of the Enterprise Capital Project Management System (ECPMS), IBM Tririga, to support the DWU Capital Projects division. Also, includes the delivery of reporting enhancements and efficiencies to the Phase 1 implementation.	Infrastructure	DWU	TBD	In Process
40	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
41	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
42	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
43	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

## As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
44	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
45	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
46	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	12/2023	In Process
47	Apptio IT Financial Transparency SaaS	This project is for a cloud-based solution for the Department of Information and Technology Services (ITS) to gain detailed insight into information technology (IT) expenses, cloud infrastructure / software usage and other IT related costs.	GPFM	ITS	3/2023	In Process
48	ServiceNow Phase 2	ServiceNow Phase 2 comprises 4 major tasks or subprojects - "IT Software and Hardware Asset Management", "ServiceNow Stabilization and Workflow Improvement", "ServiceNow Fedramp Cloud Migration", and "ServiceNow Version Upgrade to San Diego Q1 2022".	Infrastructure	ITS	6/2023	In Process.
49	IT Project and Portfolio Management Tool	This project will implement a new Project and Portfolio Platform (PPM) tool suite to provide a centralized and automated project management portfolio, assist with project intake, and improve the tracking and management of IT projects.	GPFM	ITS	4/2024	In Process
50	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 of planned improvements to Application Portfolio Management in addition to the stated necessity in regard to data center improvements.	Infrastructure	ITS	4/2023	In Process

## As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
51	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
52	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
53	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
54	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
55	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
56	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
57	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
58	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
59	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

## As of 1/31/23

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
60	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
61	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
62	Electronic Document Management - EDMS	Project Provides Electronic Document Management and Document Archive System for City Secretary's Office.	GPFM	SEC	TBD	In Process
63	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
64	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	TBD	In Process
65	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
66	Advanced Traffic Management System (ATMS)	The objective of this project is to transition from the City of Dallas 25+ year old analog traffic management system to a new Advanced Traffic Management System (ATMS). The transition includes a new GUI (Graphical User Interface) and Central Traffic Management system.	Infrastructure	TRN	10/2022	In Process

### \*\*LEGEND:

**Cancelled:** The project has not finished, and work on the project will not continue.

**Completed:** Work on the project has finished, and all deliverables/tasks have been completed.

**Delayed:** The project is still active, but we have passed the initial estimated completion date.

**In Process:** The project is currently being worked on by the project team.

**On Hold:** The project has not finished, and work on the project has been suspended.

**Ongoing:** The project consists of multiple phases or is an operational project. Some portions have been completed, but the project has not fully reached fruition.

NOTES

- 1 Enterprise Contact Center (ECC) Solution.** Project is still in process, but we do not anticipate completion during the month of December. Anticipate approximately 3 – 6 months work to implement Single Sign On (multi-factor authentication), for final delivery of the Lab (test portion) of the project, and potential re-evaluation of Salesforce integration.
- 2 Core Financial System Upgrade.** The contract requirements and project timeline have been finalized and the contract action is targeting April or May Council agenda.
- 3 Code Compliance Management System (CCMS) Phase 2.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS, working with Code Compliance and the system vendor, have submitted PCI Compliance Remediation paperwork and have performed system and user testing. New implementation date being evaluated.
- 4 Consumer Health Payment Portal for Code Compliance.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system. New implementation date of February 2023.
- 5 Code Compliance Asset Management System (Inventory Management System).** Multiple departments have requested an asset/inventory management tool to assist with performing their job functions. ITS is consolidating requirements across departments to perform market research to determine whether an option for a city-wide can be met. Project date will be updated after this project has completed the procurement process.
- 6 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. End to end testing to occur in February.
- 7 Vacant Property Registration Salesforce Platform.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system. New implementation date of February 2023.
- 10 Remote Video Streaming.** Project plan/schedule is being developed. New date will be provided when available.
- 13 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

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**As of 1/31/23**

whether an option for a city-wide can be met. Project date will be updated after this project has completed the procurement process.

**17 Land Management System POSSE replacement project.** ITS, DEV and Vendor have aligned on the SOW. Project should go to IT Governance and to Council in early March 2023. Based on proposed high-level schedule of approximately 25 months, new end date, proposed for 09/2025, is now reflected in January TAR.

**18 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. Buildout is occurring on 5<sup>th</sup> floor.

**19 Telestaff Workforce Management for Public Safety.** Project On Hold awaiting new contract with Accenture for integration support.

**21 Smart Device/Technology Behavioral Health App for DFR members.** Project requirements are being re-evaluated.

**22 IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59.** Project is being implemented in an agile fashion. Next phase is expected to complete in April.

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

**25 Flock Safety – New Fixed ALPR Cameras.** Project work is complete and this project is moving to closure. This project will be removed from the TAR next month.

**26 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. Final migration of all City of Dallas Departments expected for completion by February 2023.

**28 DPD WEB-RMS Case Management System.** Statement of Work (SOW) has been received. TAC form is signed. Project will move to procurement shortly.

**30 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 requires Council approval.

**39 Enterprise Capital Project Management System (ECPMS) Phase 2.** PCR pending by Vendor for update requirements/deliverables for linear segments, linear structures and X/Y coordinates, working with DWU GIS to finalize requirements.

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## As of 1/31/23

**46 Network Unified Communications (UC) Upgrade.** Project is being implemented in an agile fashion. Unity Voice Mail portion is now complete. The next phase, “Call Manager” has an estimated completion date December 2023.

**47 Apptio IT Financial Transparency Software.** Project is progressing; working on minor item fixes before it is ready. New estimated completion date March 2023.

**48 ServiceNow Phase 2.** This project is being implemented in an “Agile” fashion – ie rolling out in numerous phases. Estimated completion of next phase estimated June 2023.

**49 IT Project and Portfolio Management Tool.** Project schedule adjusted in anticipation of Council approval in March 2023.

**58 Workday Prism.** Project On Hold awaiting new contract with Accenture for integration support.

**60 IT Infrastructure for Bachman Aquatic Center.** This project is back in process. Anticipate completion in June 2023.

**62 Electronic Document Management - EDMS.** The EDMS project is part of a group of projects relying on the Hyland software system, which are going to be developed serially. We are currently re-working the schedule and should have a more accurate end date shortly.

**64 Boards and Commissions Management Solution.** Verifying new data and working through security vulnerabilities.

**66 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 few remaining functions for which ITS and TRN are working with the vendor to establish a go-forward plan to include in subsequent releases or phases of the project.

## C. Changes to Major Project Status List

### 1. Projects Implemented since last report

- a. Flock Safety-New fixed ALPR Cameras is functionally complete with the exception of one task that cannot be completed until a later point in time. It will be tracked as a task for completion post closure. This project will be removed from the list next month.

### 2. Projects removed from the Major Projects Status List

- a. ESINet project has completed and is removed from the list. This project upgraded the City's current 911 telecommunications network to a Next-Generation 911, allowing 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.
- b. Portable Illegal Dumping Camera Tower and Camera Installation has completed and is removed from the list. This project provided Fixed cameras installed in targeted zones and camera towers to be used by Code Compliance and the City Marshals Illegal Dumping program to record violators in the process and to aid in potential prosecutions.
- c. The Docusign project was cancelled and is removed from the list. The Docusign project's requirements analysis has determined that this project is no longer necessary.

### 3. New Projects added to the project Pipeline

- a. TRN-23-002360-P Dockless Vehicle Program Data Aggregation was added to support Transportation's ability to monitor dockless vehicles.
- b. TRN-23-002362-P Data Management Supporting Parking Management and Enforcement was added to archive Parking Management data as the Transportation Department seeks a new system.
- c. OEM-23-002361-P Mass Emergency Notification and Employee Emergency Notification System was added to support the Office of Emergency Management to create an enterprise-wide notification system.

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**As of 1/31/23**

- d. CCS-23-002343-P Automated Nuisance Abatement Work Order Salesforce System was added to automate the creation, processing, and completion of work orders for the Nuisance Abatement and Revenue Collections teams in support of Code Compliance.

## 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.

## A. Outage Report

### 1. Monthly Help Desk Report

Category	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Total Calls	7502	7546	8006	7252	7616	7151	7222	9694
Answered	7136	7138	7763	7017	6921	6132	6222	7117
Abandoned	366	408	243	235	695	1019	1000	1084
Abandoned (<10sec)	166	172	115	93	273	408	380	1493
Abandoned %(<10sec)	2.3	2.4	1.5	1.3	3.9	6	5	8

Metric	Current Month	Trend
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Average Speed to Answer – Voice **0:02:19**

Password Related Incidents	<b>15%</b>	
First Contact Resolution - Incident	<b>81.23%</b>	
Average Duration – Service Desk	<b>1.87 Days</b>	
Average Duration – Field Services	<b>3.37 Days</b>	
Average Duration - PD Field Services	<b>6.57</b>	

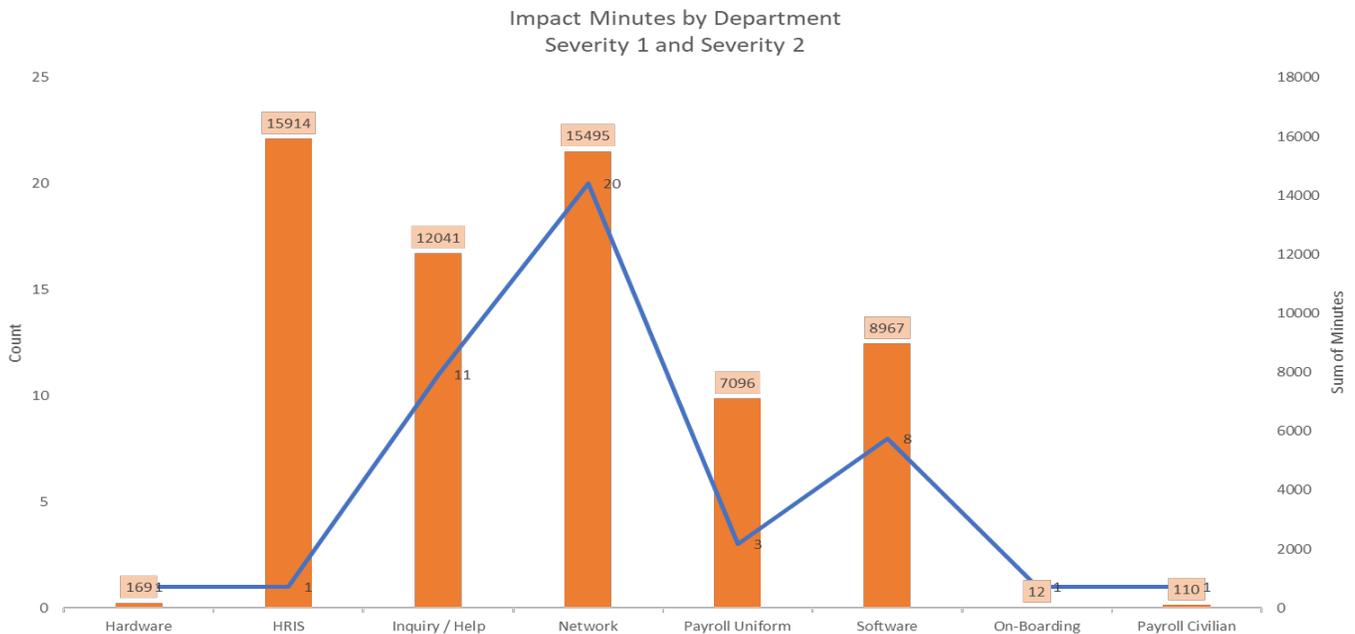
#### NOTES:

1. In January 2023, the IT Helpdesk received 9694 calls for support. This is close to a 2500 call increase over December of 2022.
2. First Contact Resolution (Incidents) for January is 82% a slight increase from December’s 81% and below the stated goal of 85%.

## As of 1/31/23

- Field Services average service duration of 3.32 days in January is relatively static with 3.37 days in December.
- Field Services for DPD decreased average service duration from 6.57 days in December to 3.87 days in January.

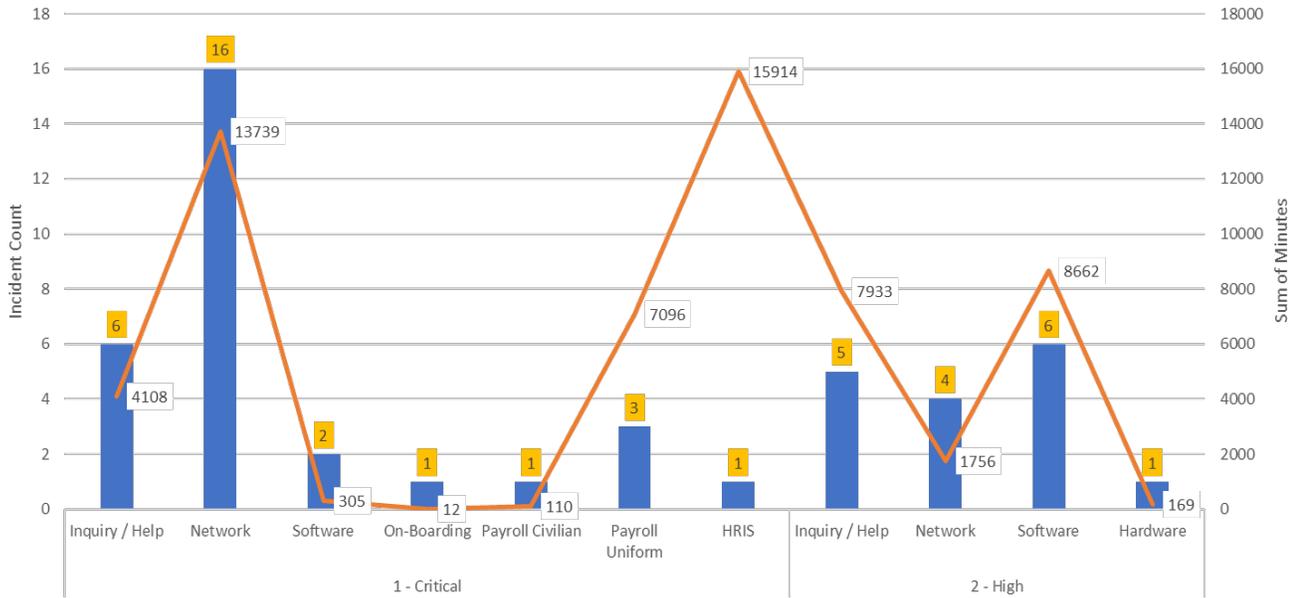
### 2. Monthly Incident Report (Break/Fix “My Computer doesn’t work”)



### NOTES:

- Severity 1 and Severity 2 incidents are the most severe and most likely to result in degraded services or outages impact the ability of departments to fulfill their missions.
- This chart tracks the number of reported incidents by department, along with the total number minutes the incident(s) potentially impacted them.
- These data points 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 continues to work 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.

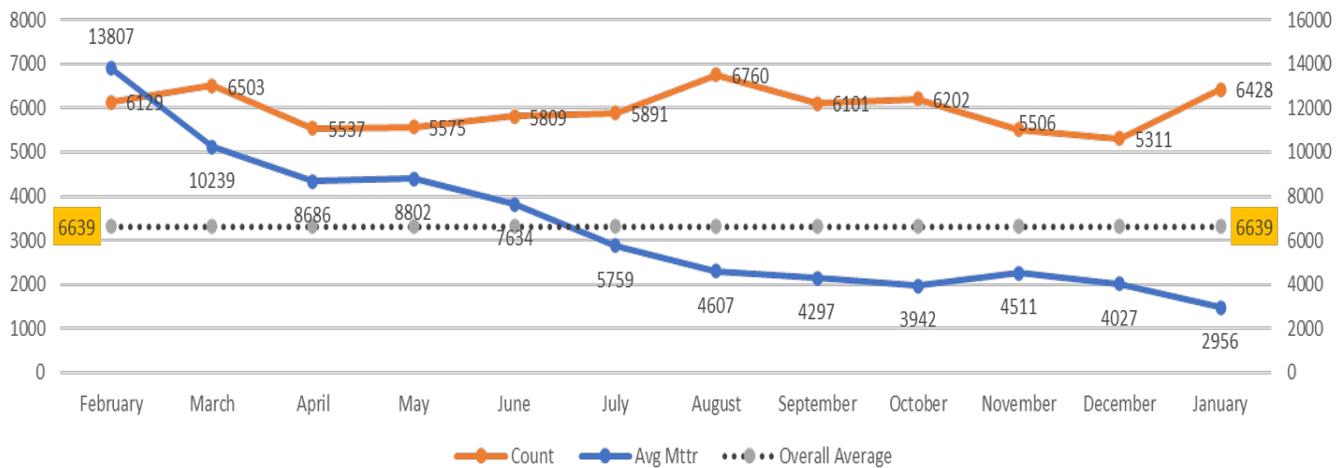
Severity 1 and 2 by Issue Category  
Impact in total minutes



**NOTES:**

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

Monthly MTRR



**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 January 2023, the MTTR continued to reduce to just under an average of 3000 minutes, on a count similar to August and October of 2022 where the MTTR was in the 4000-minute range.

### 3. Monthly Major Outage Report

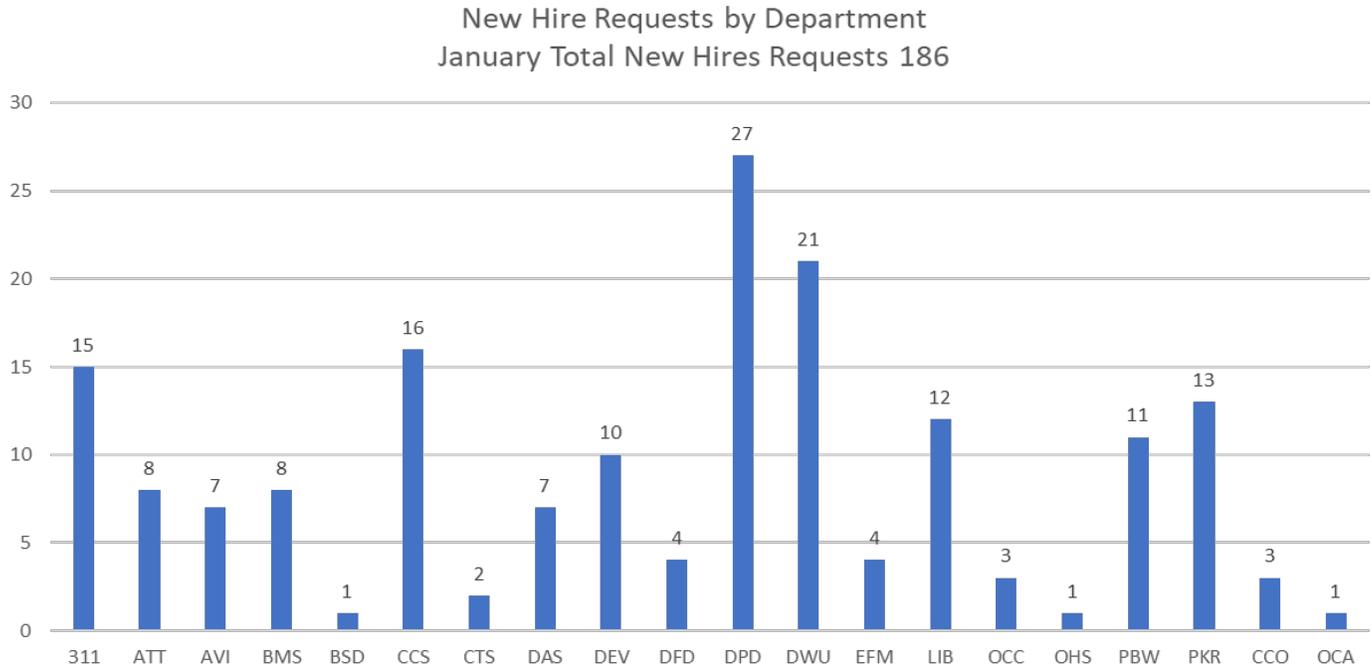
Priority	Description	Department	Primary	Secondary	Assignment Group	Hours
1 - Critical	Network outage 5100 Youngblood	SAN	Network	Outage	ITS Network Engineers	73.2
1 - Critical	Network- Entire library outage 2008 E Kiest Blvd Dallas TX 75216	LIB	Network	Outage	ITS Network Connectivity	4.6
1 - Critical	Network \ Telecom outage Detention Services - City Jail	DPD	Network	Outage	ITS Network Connectivity	7.7
1 - Critical	Network \ Telecom outage DPD Auto pound	DPD	Network	Outage	ITS Network Connectivity	7.5
1 - Critical	Network \ Telecom outage Property Unit	DPD	Network	Outage	ITS Network Connectivity	7.5
1 - Critical	Network \ Telecom outage Bachman Water Treatment	DWU	Network	Outage	ITS Network Connectivity	7.3
1 - Critical	Network \ Telecom outage DPD South East Patrol	DPD	Network	Outage	ITS Network Connectivity	7.2
1 - Critical	Network: Network down Fire Station 30	DFD	Network	Outage	ITS Network Connectivity	25.1
1 - Critical	internet/phone network is down	DPD	Inquiry / Help	Account Locked	ITS Network Connectivity	30.5
1 - Critical	Phone and Internet outage	DPD	Inquiry / Help	How To	ITS Network Connectivity	30.3
1 - Critical	Network  1111 Martindell Ave  Martin Weiss Rec center network and phones are down	PKR	Network	Outage	ITS Network Connectivity	4.8
1 - Critical	Network  5801 Winslow Ave.  Network Outage at 5801 Winslow Ave.	PKR	Network	Outage	ITS Network Connectivity	43.7
1 - Critical	Network  PKR   Phones and internet down at Kleberg Rylie 1515 Edd Rd, Dallas TX 75253	PKR	Network	Outage	ITS Network Connectivity	4.2
1 - Critical	Network: Network outage at PKR 6906 Church Hill Way Dallas	PKR	Network	WIFI	ITS Network Connectivity	25.7
2 - High	PC Support-User states that everyone in his department is not able to access the Niagara system, giving him "can't reach this page." Error	BSD	Software	Troubleshooting	ITS Server Team	12.5
2 - High	Chameleon and Salesforce not communicating	DAS	Software	Troubleshooting	ITS Animal Shelter Application	5.9
2 - High	Invalid certificate when accessing dallascitydata.dallascityhall.com	DSV	Network	Outage	ITS Network Engineers	23.5
2 - High	INCODE slowness and record locked issues. All users have INCODE slowness issue. Collection users cannot run the eod fo day process due to record file locked. Ty	CTS	Inquiry / Help	Escalation/Status	ITS Server Team	9.4
2 - High	Server: ulciccm01 MTC cannot perform an image for a computer	DSV	Inquiry / Help	How To	ITS Desktop Engineering	116.6
2 - High	Tableau Flows failing since Saturday	DSV	Software	Troubleshooting	ITS Database Team	119.1

#### NOTES

1. Major outages are identified as Severity 1 incidents that have significant impact to City services or Department’s ability to perform critical functions and last over 4 hours in duration. As we mature the process this definition will be better scoped around impact and less around duration.
2. Outages with #value are incidents that had over 4 hours of impact, however, are incomplete of details to identify full impact to departments

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

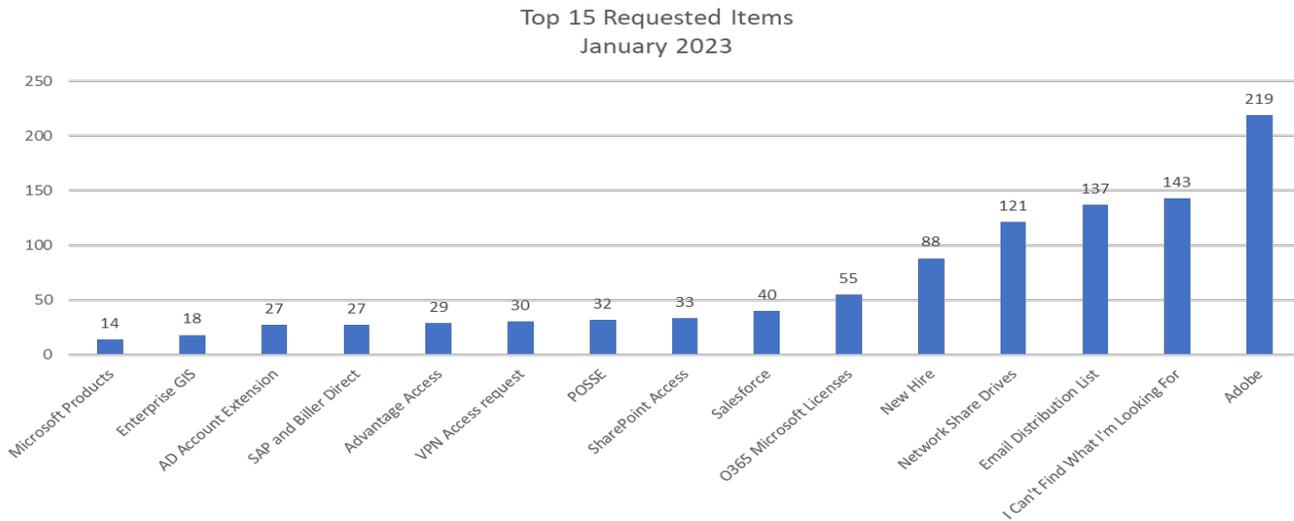
### 1. New Hire Report



### Notes

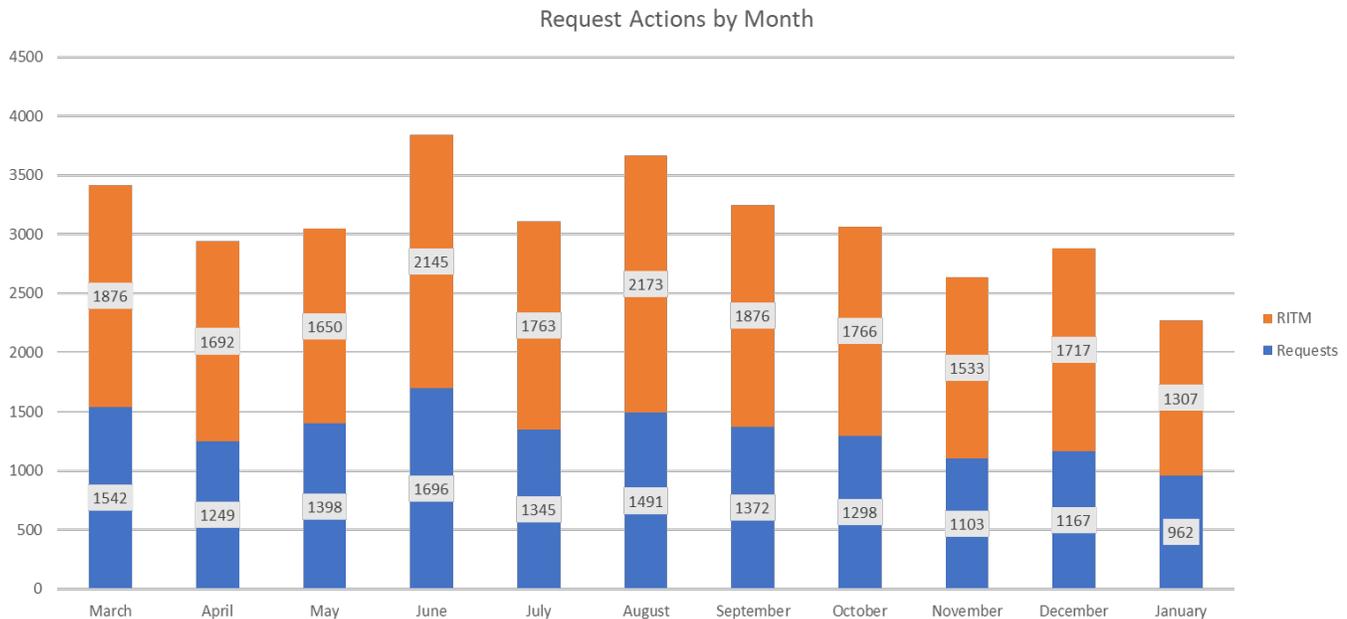
1. In the month of January, a total of 186 requests were opened for new employees.
2. DPD, DWU, and CCS being the top 3 hiring departments. DWU has had 4 consecutive months in the top 3.
3. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

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



### Note

1. December Service Request actions totaled 1167 a slight increase over November which totaled 1103. This report depicts the top 15 Request by type that were selected.
2. “I Can’t Find What I’m Looking For” is a category used when a service catalog item does not exist for what the user is asking.



### Note

1. This chart illustrates that 962 Request Tickets, generated 1307 Request Actions. Frequently one Request generates multiple actions to be completed by one or more teams to fulfill the ask.

## 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 12/31/2022.

### A. Contract/Procurement Management

#### Upcoming Contracts Requiring Council Approval

##### February 22, 2023 Agenda Items:

23-412 Next Generation 911 Grant – the acceptance of a grant from the U.S. Department of Treasury through the State of Texas Commission on State Emergency Communications (CSEC) for SB8 Coronavirus State Fiscal Recovery Fund to implement and operate a Next Generation 911 System for the period from November 8, 2021 through December 31, 2024

- Grant amount \$4,925,000, does not require a match
- Information and Technology Services will use the grant to complete and operate the City’s NG911 system. System deployment includes:
  - Upgrading and maintaining hardware or software required to records calls
  - Integration and testing of new modules and components
  - Expanding network technology for processing and storing video and pictures
  - GIS data conversion to the systems digital platform to provide first responders with more precise location information
  - Training

23-32 Accela, Inc – Service contract for a building permitting and land management solution

- 5-year agreement includes licenses, implementation, maintenance, and support
- Contract amount \$9,746,786.00

23-406 AT&T – Supplemental Agreement No. 3 to exercise the second of two one-year renewal options to the service contract for First Net

- Contract amount \$4,114,878.82
- Allows public safety departments and first responders to utilize their mobile devices and applications during day-to-day activities and catastrophic emergencies across the metroplex without competing with non-emergency cellular users for a cellular connection
- Additional departments have access to FirstNet Extended Primary services as well as other support services such as disaster recovery teams, infrastructure, and utilities
- This infrastructure facilitates the management of critical public safety information which includes immediate broadcast of emergency information for officers in distress, data transmission between emergency vehicles ensuring optimal response time, and other critical functions

March 8 Agenda Items:

23-539 Cyber Watch Systems, LLC– Software subscriptions for the visualization of network servers and workloads

- 3-year agreement
- Contract amount \$850,025.55
- Includes network traffic visualization, vulnerability assessment and external threat management

23-540 VetSource Mobility, LLC – Master Agreement for ruggedized mobile data computers

- Third of three, 1-year renewal options
- Contract amount \$2,100,460.42
- Primarily used in public safety vehicles to
  - Report criminal and emergency information on the scene
  - Collect and share data with various state and federal agencies
  - Search criminal records and incident reports while in the field
  - View City maps while responding to incidents

## B. Budget Performance & Execution

### Fund 0191-9-1-1 System Operations as of December 2022

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	643,798	643,798	131,272	618,988	(24,810)
Pension	91,413	91,413	19,032	87,910	(3,503)
Health Benefits	54,481	54,481	8,705	54,481	-
Worker's Compensation	1,658	1,658	1,658	1,658	-
Other Personnel Services	14,262	14,262	8,023	15,129	867
<b>Total Personnel Services</b>	<b>805,612</b>	<b>805,612</b>	<b>168,690</b>	<b>778,166</b>	<b>(27,446)</b>
Supplies	201,465	201,465	26,369	201,465	-
Contractual Services	13,205,665	13,205,665	5,473,463	13,205,665	-
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>14,212,742</b>	<b>14,212,742</b>	<b>5,668,522</b>	<b>14,185,296</b>	<b>(27,446)</b>

### Fund 0197 - Communication Services (Radio Network) as of December 2022

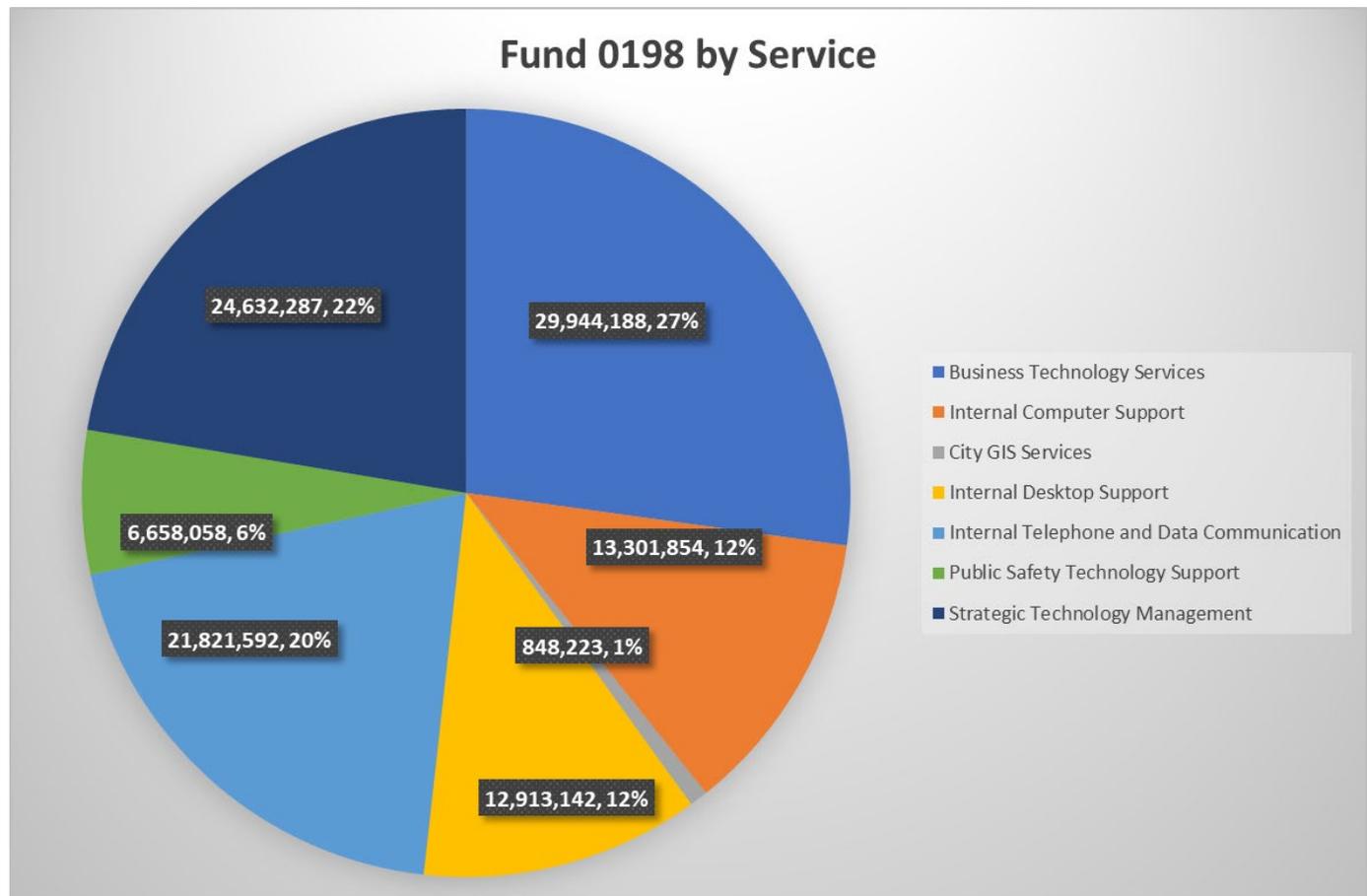
Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	1,995,477	1,995,477	395,620	1,854,328	(141,149)
Overtime Pay	51,320	51,320	51,745	77,218	25,898
Pension	282,080	282,080	64,354	272,088	(9,992)
Health Benefits	234,423	234,423	32,250	234,423	-
Worker's Compensation	7,197	7,197	7,197	7,197	-
Other Personnel Services	33,819	33,819	23,236	48,122	14,303
<b>Total Personnel Services</b>	<b>2,604,316</b>	<b>2,604,316</b>	<b>574,402</b>	<b>2,493,376</b>	<b>(110,940)</b>
Supplies	1,156,482	1,156,482	201,375	991,493	(164,989)
Contractual Services	13,106,759	13,106,759	3,759,206	13,287,724	180,965
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>16,867,557</b>	<b>16,867,557</b>	<b>4,534,982</b>	<b>16,772,593</b>	<b>(94,964)</b>

As of 1/31/23

## Budget Performance & Execution (continued)

### Fund 0198 – Data Services as of December 2022

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	20,152,694	20,152,694	3,660,140	18,719,463	(1,433,231)
Overtime Pay	41,612	41,612	5,829	41,612	-
Pension	2,858,569	2,858,569	523,424	2,674,604	(183,965)
Health Benefits	1,609,376	1,609,376	203,757	1,609,376	-
Worker's Compensation	49,182	49,182	49,182	49,182	-
Other Personnel Services	1,036,948	1,036,948	167,848	1,070,799	33,851
<b>Total Personnel Services</b>	<b>25,748,381</b>	<b>25,748,381</b>	<b>4,610,181</b>	<b>24,165,036</b>	<b>(1,583,345)</b>
Supplies	759,552	759,552	55,343	763,137	3,585
Contractual Services	83,683,424	83,683,424	45,292,439	85,191,171	1,507,747
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenditures</b>	<b>110,191,357</b>	<b>110,191,357</b>	<b>49,957,963</b>	<b>110,119,344</b>	<b>(72,013)</b>



## B. 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>	28.0	28.0	30.0	30.0	30.0
<b>Fund 0198 - Data Services</b>	204.0	190.0	204.0	223.0	223.0
<b>Total</b>	<b>239.0</b>	<b>225.0</b>	<b>241.0</b>	<b>260.0</b>	<b>260.0</b>

### 2. Vacancies and Hiring Activities

- As of January 31, 2023, ITS had 62 vacancies out of the available 260 positions.
- As of January 31, 2023, of the 62 vacancies the disposition was:
  - 5 positions are actively posted
  - 13 had been previously posted and are undergoing review
  - 10 are at the interview stage
  - 4 are undergoing reclassification to re-align within the ITS department
  - 28 are awaiting posting
- 4 Additional positions have been added in support of the Development Services Department effective with January 2023.

## Section 4: Cybersecurity Programs

### A. Current Cyber-threat Landscape

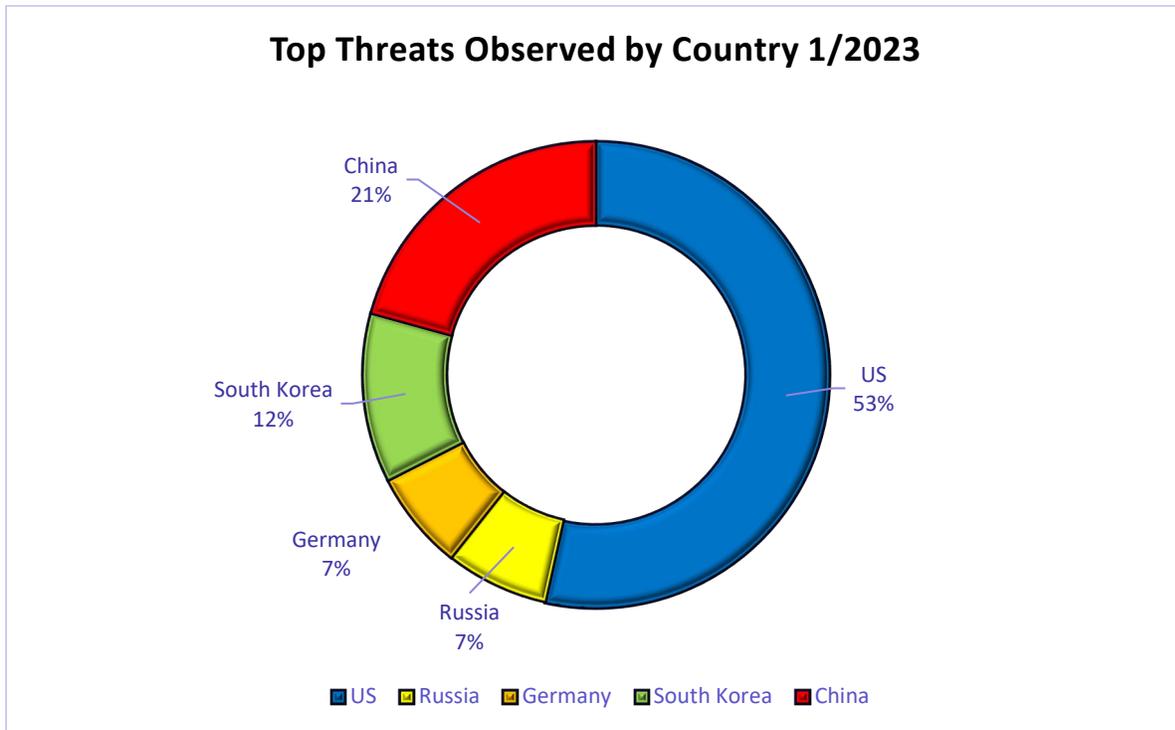
January 2023's threat landscape has begun with an exhaustive list of cyber-attacks, ransomware attacks, and data breaches. Multiple high-profile organizations, including healthcare providers, educational institutions, and government bodies, have reportedly become targets of cyber-attacks. IT governance reported 104 publicly disclosed cyber incidents exposing 277 million records in January. T-Mobile, University of Miami, Tucson Unified School District, and Des Moines School District, all were victims of successful ransomware attacks. More recently Cities of Oakland and Modesto also fell victim to ransomware, causing a state of emergency, closing city hall, and disrupting services to their residents.

Local governments continue to be targeted by phishing attacks, which typically involve an email or other message that appears to be from a legitimate source using a clickable link to deliver malware and ransomware to spread within the organization.

The City of Dallas's cyber-fusion center reports roughly 750,000 observable threats for the Month of January. Ransomware attacks are followed by or in combination with supply chain attacks and State sponsored attacks. Supply chain attacks come from using compromised third-party software as an opening into government system. In addition, State-sponsored cyber-attacks continued to be a focus, from China, Russia, and Iran. In 2023, cybercrime activity is expected to pass \$8 trillion in cost to organizations.

To combat the growing threats, the City of Dallas IT Security team continues to focus on raising awareness, increasing maturity, protecting our endpoints (those devices connected to our network and used by our employees to conduct business), and screening emails and other transactions to remove malware, ransomware and other malicious software.

The following graphic provides information about the target countries against which targeted attacks have been reported. The continued trend is for municipalities and owners of critical government infrastructure to be the targets of attacks.



## B. Awareness Training

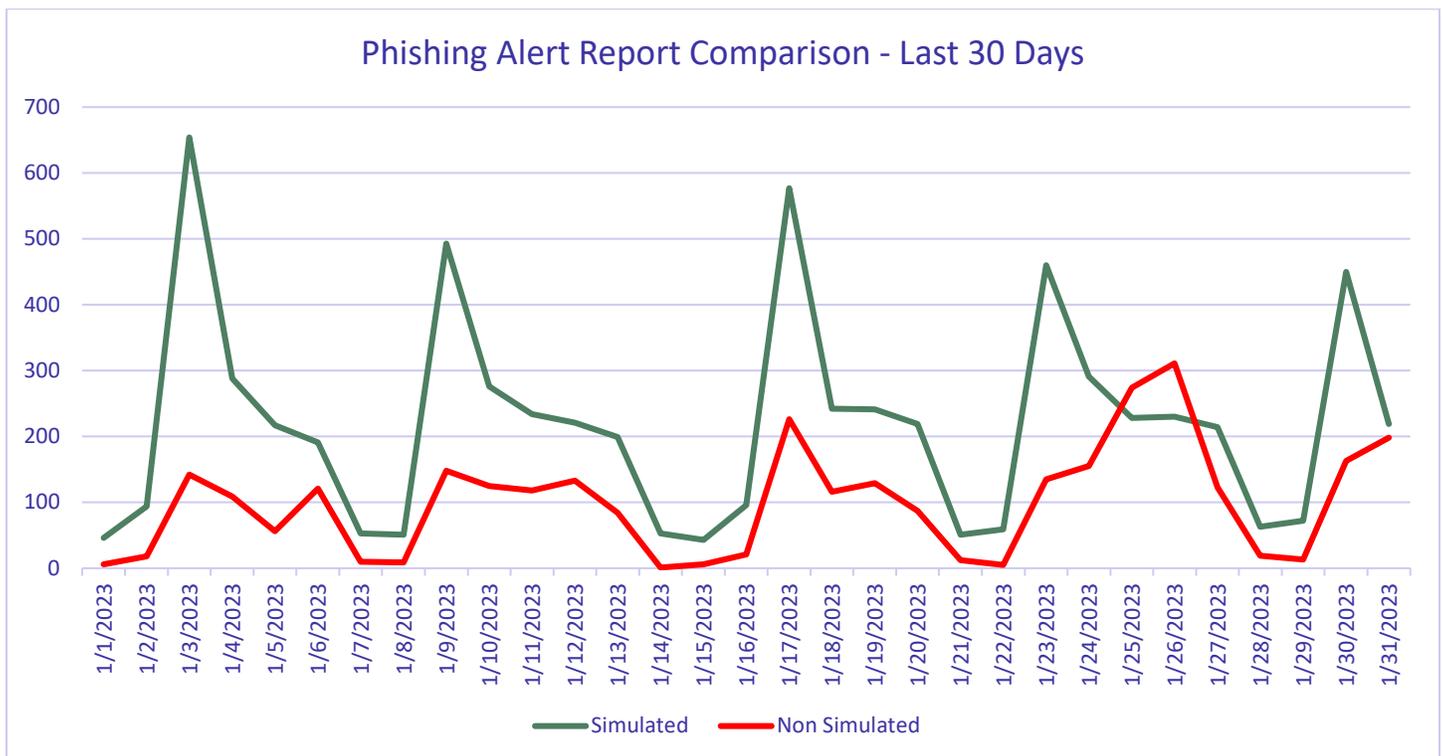
Security Awareness training is measured on an annual basis. Over the past 12 months ITS has witnessed a steady decline in risk scoring for Employee’s annual training. Beginning with each new fiscal year the City will undergo a new set of security awareness courses to meet not only the best practices, 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

## As of 1/31/23

“Report phishing” button added to user’s Outlook has increased both the numbers of test phish and actual phishing emails.



### C. 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.

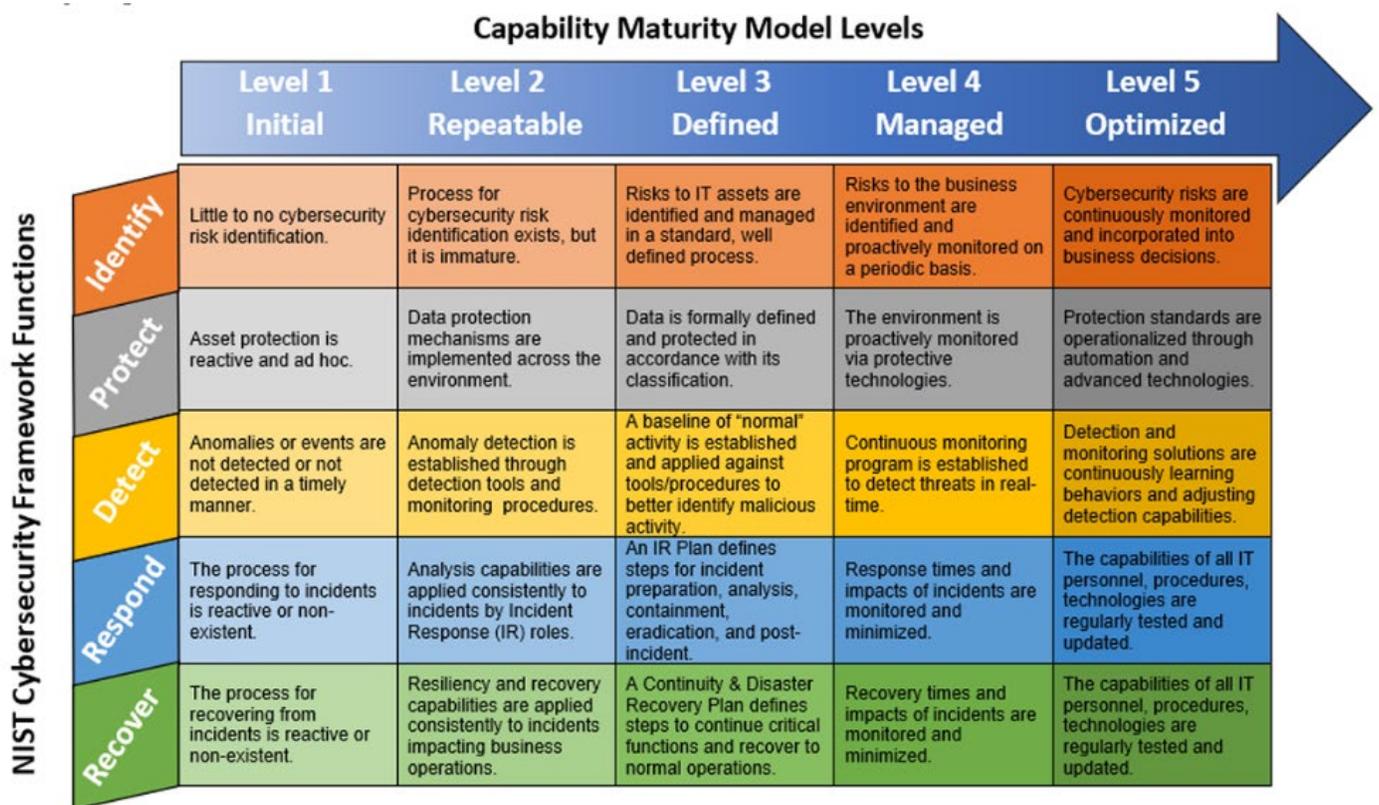
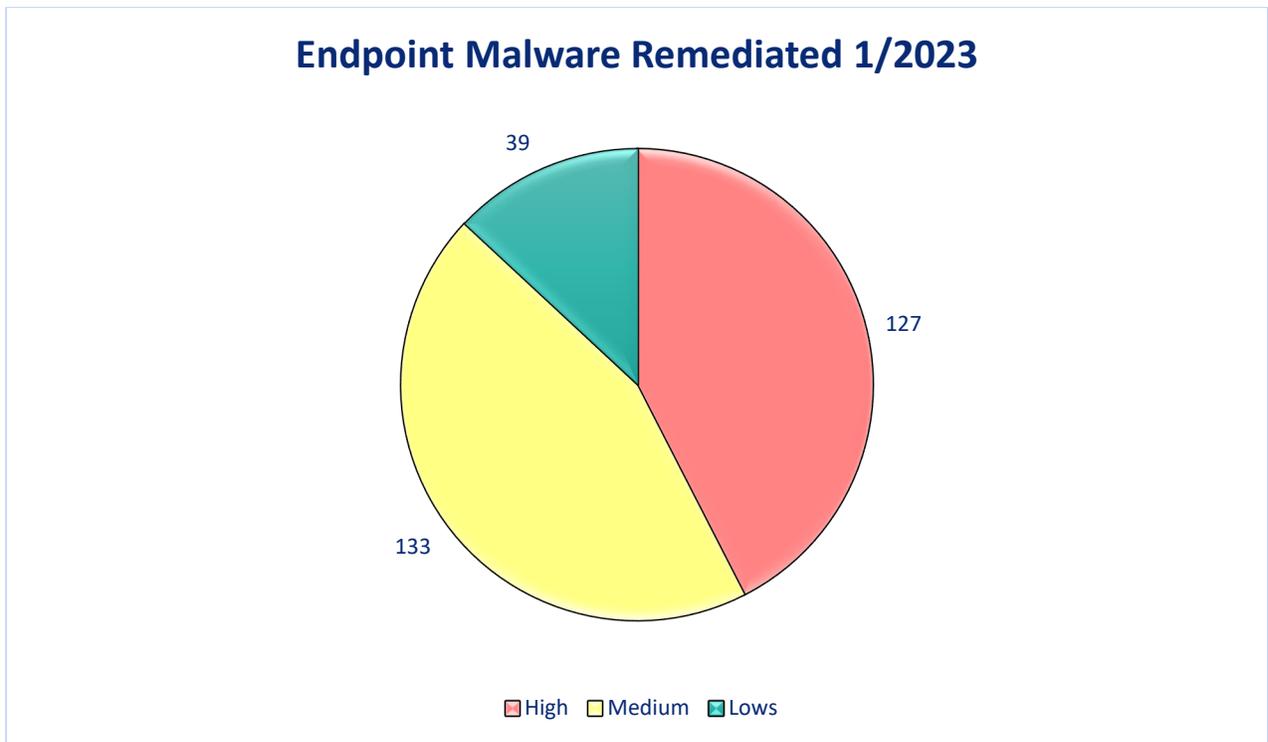


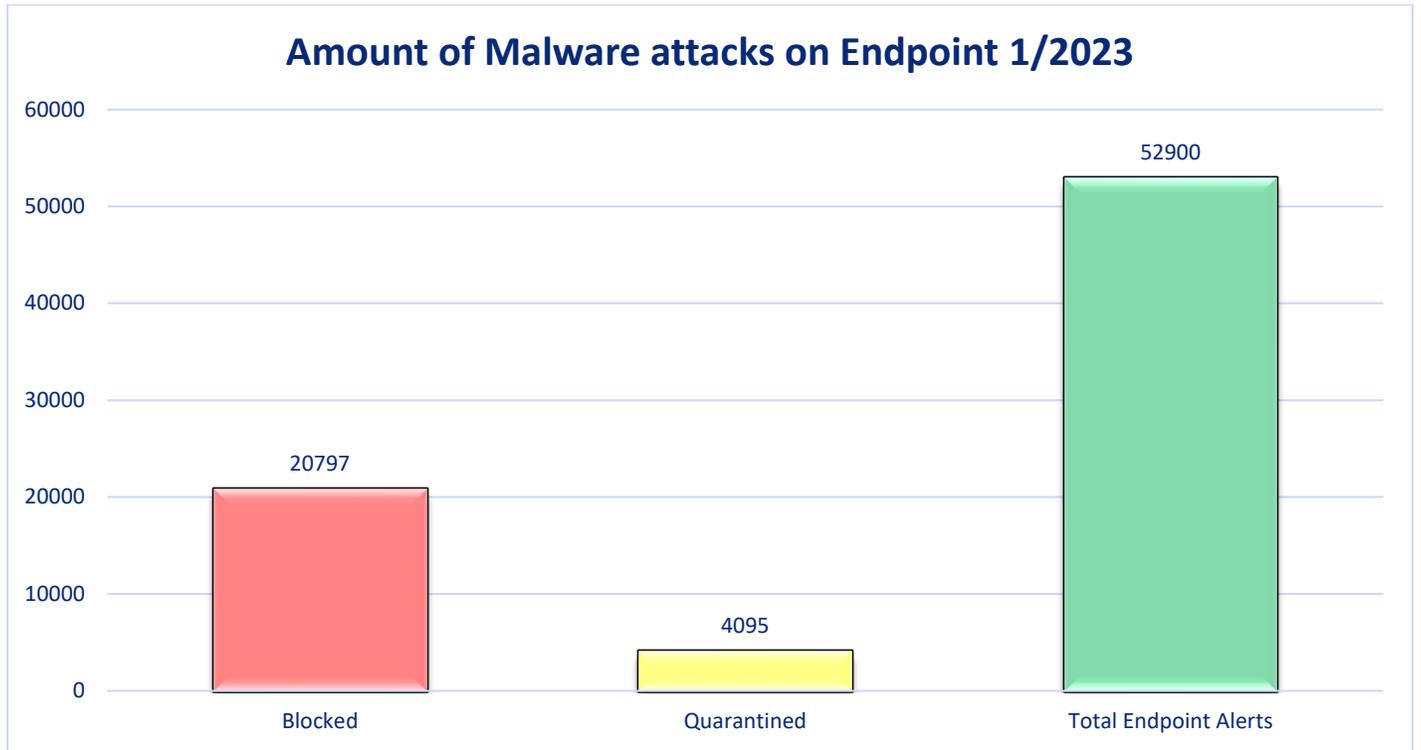
Figure 3: Assessing Cybersecurity Maturity

## D. Data Protection & Privacy

### 1. Endpoint Protection

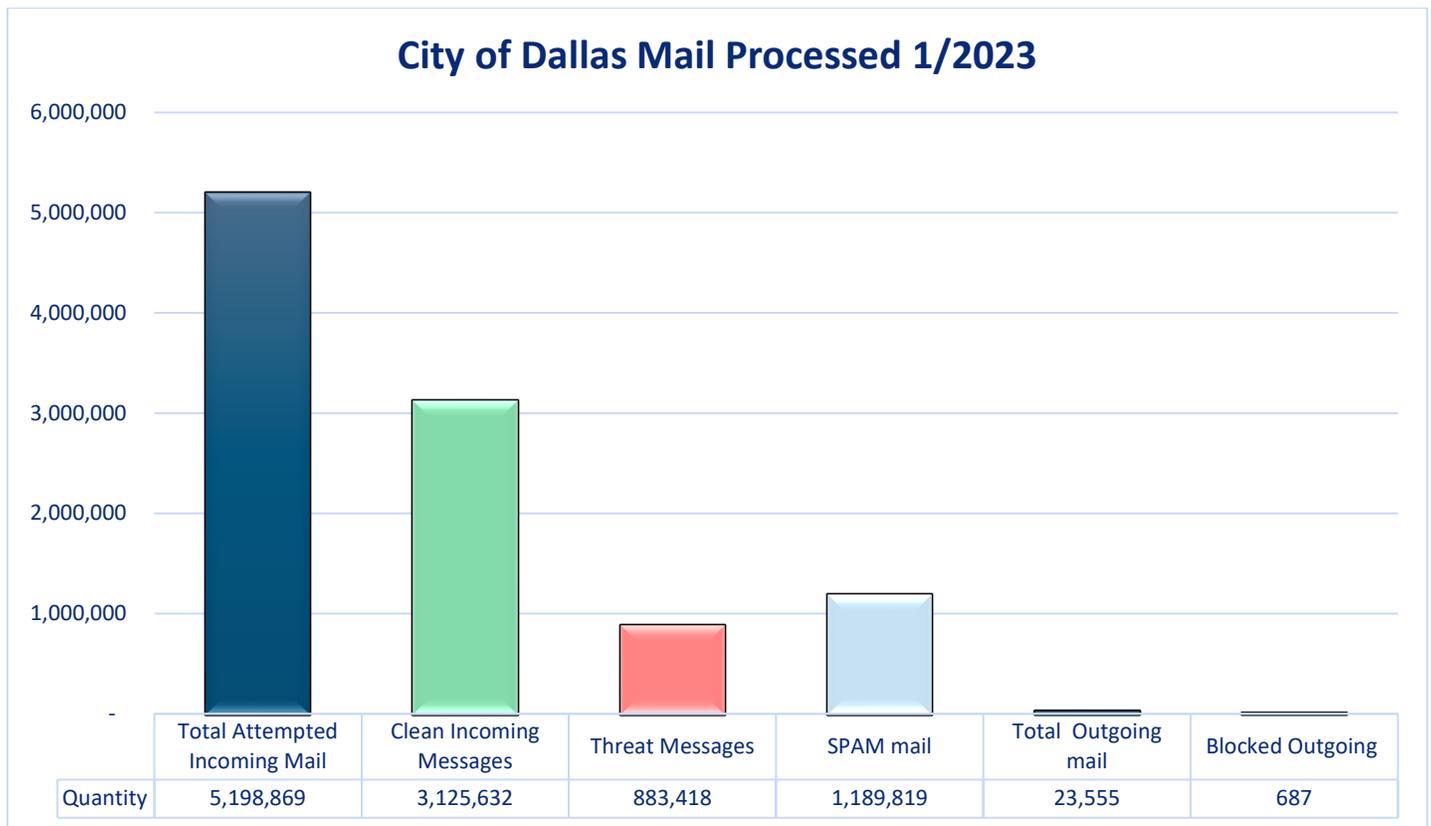
Endpoint protection is one component to the organization's ability to handle daily malware. All devices needing connection to the internet are subject to attacks. Attacks are mitigated through technologies monitoring the systems in real time reacting and responding to those attacks. Technologies like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





## 2. Email Screening

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



## Section 5: IT Infrastructure

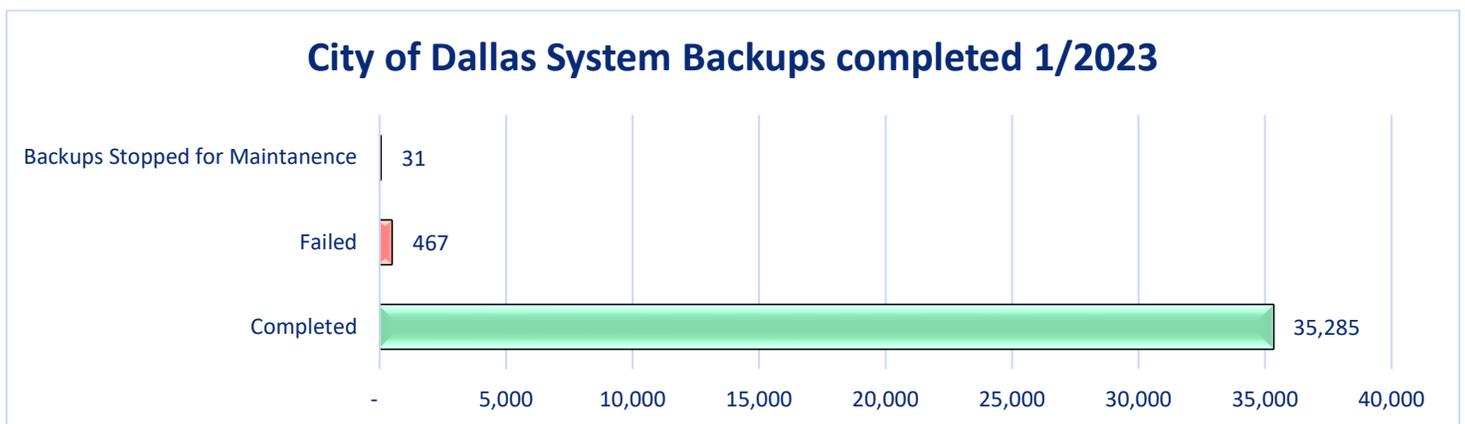
IT Infrastructure information and status updates on efforts to upgrade and improve the IT infrastructure used by the City to reduce technical debt, better meet current needs, and build for future service needs.

### A. Resiliency - Disaster Recovery and Business Continuity

Resilience is essential in the City’s IT environment because it ensures that the system can continue to function effectively and efficiently even when unexpected events occur. This can include things like hardware or software failures, power outages, natural disasters, and cyber-attacks. Lack of resiliency impacts Local government to prolonged outages, data loss, and security breaches. These can be costly in terms of services to residents, loss of public trust, and regulatory penalties.

Resiliency can be achieved through a combination of redundancy, fault tolerance, disaster recovery planning, and proactive monitoring and maintenance. By designing and implementing resilient IT systems, the City can minimize the impact of disruptions and maintain business continuity, ensuring that critical applications and services remain available. ITS has begun evaluating on opportunities to design the City’s IT environment to improve resilience.

A critical component of Disaster Recovery and Business Continuity practices is backing up critical data, testing data backups, and conducting exercises to ensure that data backups can be successfully utilized to restore business services.



## B. Technical Debt

Technical debt refers to the accumulation of design or implementation compromises made during the development of software, applications, or systems. Similar to how financial debt, accrues interest over time, technical debt also accumulates and incurs a cost in the form of increased maintenance and development time, reduced quality, and decreased productivity.

As a part of the City's IT Infrastructure improvement direction, a proactive approach has been taken that identifies, tracks, and will communicate the potential risks and costs associated with technical debt to City departments. The City's Technical debt has accumulated over time, reducing the IT effectiveness for services. This must involve setting aside a time and resources, specifically for the deficit.

By ITS developing a comprehensive technical debt management strategy, organizations can prevent the accumulation of technical debt, reduce development costs and timelines, and improve system stability and maintainability over the long term. This leads to a long-term sustainability and maintainability.

### C. Audit

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

