

# Memorandum



CITY OF DALLAS

DATE November 9, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – September 2023**

Please find attached the September Budget Accountability Report (BAR) based on information through September 30, 2023. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides a financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

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

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

Jack Ireland  
Chief Financial Officer

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
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 September 30, 2023



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                         | 21% over budget              | ✓                |
| Convention and Event Services    | ✓                            | ✓                |
| Development Services             | 10% over budget              | ✓                |
| Municipal Radio                  | 22% under budget             | ✓                |
| Sanitation Services              | 5% over budget               | ✓                |
| Storm Drainage Management        | ✓                            | 6% under budget  |
| Dallas Water Utilities           | 9% over budget               | ✓                |
| Bond and Construction Management | 14% under budget             | 21% under budget |
| Equipment and Fleet Management   | ✓                            | ✓                |
| Express Business Center          | 34% over budget              | ✓                |
| Information Technology           | ✓                            | ✓                |
| Radio Services                   | ✓                            | 21% under budget |
| 9-1-1 System Operations          | 15% over budget              | 18% under budget |
| Debt Service                     | ✓                            | 11% under budget |

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 25  
On Target

! 5  
Near Target

✗ 5  
Not on Target

### Budget Initiative Tracker

● 26  
Complete

✗ 9  
Incomplete

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through September 30, 2023, 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 September 30, 2023.

|                        | FY 2022-23<br>Adopted Budget | FY 2022-23<br>Amended Budget | YTD Actual    | YE Forecast   | Variance     |
|------------------------|------------------------------|------------------------------|---------------|---------------|--------------|
| Beginning Fund Balance | \$308,405,349                | \$308,405,349                |               | \$322,248,566 | \$13,843,217 |
| Revenues               | 1,706,814,187                | 1,729,367,172                | 1,700,971,354 | 1,726,933,110 | (2,434,062)  |
| Expenditures           | 1,706,814,187                | 1,729,367,172                | 1,702,341,333 | 1,720,804,569 | (8,562,602)  |
| Ending Fund Balance    | \$308,405,349                | \$308,405,349                |               | \$328,377,107 | \$19,971,757 |

**Fund Balance.** Through September 30, 2022, the audited unassigned ending fund balance for FY 2021-22 is \$329,048,566 and includes FY 2021-22 YE savings. As of September 30, 2023, the beginning fund balance for YE forecast reflects the FY 2021-22 audited unassigned ending fund balance and usage of Contingency Reserve in the amount of \$6,800,000 as approved by the City Council on December 14, 2022. This allocation from Contingency Reserve was used to establish the 2022 Severe Weather and Flooding Fund to facilitate repair of insured city facilities.

**Revenues.** Through September 30, 2023, General Fund revenues are projected to be \$2,434,000 under budget due to sales tax and franchise revenues, partially offset by improved market conditions resulting in higher-than-expected interest earnings.

**Expenditures.** Through September 30, 2023, General Fund expenditures are projected to be \$8,563,000 under budget due to salary savings from vacant uniform and non-uniform positions, lower than budgeted contractual services and capital expenditures, and greater than budgeted reimbursements, partially offset by supply costs for unbudgeted maintenance and repair.

**FY 2022-23 Amended Budget.** City Council amended the General Fund budget on:

- May 10, 2023, by ordinance #32456 in the amount of \$20,748,455 due to additional sales tax revenue, miscellaneous revenue from auto pound sales, and intergovernmental revenue from DFW Airport revenue-sharing agreements. This allocation will be used for the maintenance and operation of various departments and activities.
- September 27, 2023, by ordinance #32558 in the amount of \$1,804,530 due to additional interest revenues. This allocation will be used for the maintenance and operation of various departments and activities.



## FY 2022-23 Financial Forecast Report

**GENERAL FUND REVENUE**

| Revenue Category |                        | FY 2022-23<br>Adopted Budget | FY 2022-23<br>Amended Budget | YTD Actual             | YE Forecast            | Variance             |
|------------------|------------------------|------------------------------|------------------------------|------------------------|------------------------|----------------------|
| 1                | Property Tax           | \$961,502,880                | \$961,502,880                | \$ 959,137,408         | \$ 960,200,385         | (\$1,302,495)        |
| 2                | Sales Tax              | 417,232,383                  | 432,750,269                  | 425,540,231            | 425,540,231            | (7,210,038)          |
| 3                | Franchise and Other    | 127,865,821                  | 127,865,821                  | 122,174,591            | 129,279,683            | 1,413,862            |
| 4                | Charges for Services   | 115,554,550                  | 115,554,550                  | 111,474,506            | 116,700,201            | 1,145,651            |
| 5                | Fines and Forfeitures  | 23,776,847                   | 23,776,847                   | 22,676,024             | 22,769,576             | (1,007,271)          |
| 6                | Operating Transfers In | 28,185,836                   | 28,185,836                   | 17,048,310             | 26,492,184             | (1,693,652)          |
| 7                | Intergovernmental      | 13,161,563                   | 18,003,654                   | 17,905,520             | 18,556,067             | 552,413              |
| 8                | Miscellaneous          | 7,967,394                    | 8,355,872                    | 7,700,155              | 10,077,871             | 1,721,999            |
| 9                | Licenses and Permits   | 5,616,913                    | 5,616,913                    | 3,912,173              | 3,914,477              | (1,702,436)          |
| 10               | Interest               | 5,950,000                    | 7,754,530                    | 13,402,434             | 13,402,435             | 5,647,905            |
|                  | <b>Total Revenue</b>   | <b>\$1,706,814,187</b>       | <b>\$1,729,367,172</b>       | <b>\$1,700,971,354</b> | <b>\$1,726,933,110</b> | <b>(\$2,434,062)</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.

**2 Sales Tax.** City Council increased the Sales Tax budget to \$432,750,000 on May 10 as part of the mid-year appropriations adjustment process, due to actual collections five months into the fiscal year. Sales tax is projected to be under budget by \$7,210,000 based on actual collection trends and analysis provided by our contract economist.

**3 Franchise and Other.** Franchise and other revenue is projected to be \$1,414,000 over budget due to Fiber Optic revenue collections, warmer than normal weather in fall 2022, and cold spells from December 2022 to January 2023 causing increased revenues from Oncor. This is partially offset by a decrease in Atmos Energy revenue due to lower gas prices and usage.

**4 Charges for Services.** Charges for Services revenue is projected to be \$1,146,000 over budget due to higher-than-expected revenue for the right of way (ROW) permits by Public Works (\$2,626,000) and Fire Reinspection Fees (\$808,000). This is partially offset by a decline in Staff Taught Recreation Classes (\$1,564,000) and Charges for Ambulance Services (\$1,658,000).

**5 Fines and Forfeitures.** Fines and Forfeitures revenue is projected to be \$1,007,000 under budget due to declines in citations filled with the court (\$1,455,000), decrease in storage fee collections at the Dallas Auto Pound (\$914,000), and reduction in parking fine revenue (\$583,000), partially offset by incoming revenue from wrecker fee collections at the Dallas Auto Pound (\$1,498,000) and close-out of the Safelight Auto Fund (\$1,539,000).

**7 Intergovernmental.** City Council increased Intergovernmental revenue by \$4,842,000 on May 10 as part of the mid-year appropriations adjustment process, due to higher than budgeted payments through the DFW Airport revenue-sharing agreements. Intergovernmental revenue is projected to be \$552,000 over budget due to higher payment from the DFW Airport revenue-share from the City of Grapevine.

## FY 2022-23 Financial Forecast Report

# GENERAL FUND REVENUE

## 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.

**8 Miscellaneous.** City Council increased Miscellaneous revenue by \$388,000 on May 10 as part of the mid-year appropriations adjustment process. Miscellaneous revenue is projected to be \$1,722,000 over budget due to increased collections from Dallas Auto Pound auction sales (\$2,390,000), partially offset by declines due to delay in implementing the vacant lot/property registration program in Code Compliance (\$971,000) due to PCI compliance requirements.

**9 Licenses and Permits.** Licenses and Permits revenue is projected to be \$1,702,000 under budget due to Public Works decreased collections from Real Estate division license fees.

**10 Interest.** City Council increased Interest budget to be \$7,755,000 on September 27 by ordinance #32558 due to actual collections. Interest revenue is projected to be \$5,648,000 over budget primarily due to improved market conditions.

## FY 2022-23 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

|          | Expenditure Category            | FY 2022-23<br>Adopted Budget | FY 2022-23<br>Amended Budget | YTD Actual             | YE Forecast            | Variance              |
|----------|---------------------------------|------------------------------|------------------------------|------------------------|------------------------|-----------------------|
|          | Non-uniform Pay                 | \$285,227,838                | \$278,510,940                | \$257,374,819          | \$264,725,333          | (\$13,738,167)        |
|          | Non-uniform Overtime            | 8,144,953                    | 8,154,053                    | 15,366,204             | 15,607,841             | 7,453,788             |
|          | Non-uniform Pension             | 40,352,092                   | 40,553,632                   | 36,948,593             | 38,546,278             | (2,007,354)           |
|          | Uniform Pay                     | 527,979,958                  | 527,350,936                  | 493,445,769            | 499,092,741            | (28,258,195)          |
|          | Uniform Overtime                | 39,791,958                   | 62,285,117                   | 93,012,488             | 93,984,620             | 31,699,503            |
|          | Uniform Pension                 | 182,727,572                  | 182,510,558                  | 170,148,989            | 175,197,722            | (7,312,836)           |
|          | Health Benefits                 | 79,837,068                   | 90,567,781                   | 79,446,030             | 90,561,234             | 0                     |
|          | Workers Comp                    | 11,152,531                   | 11,152,531                   | 11,152,531             | 11,152,531             | 0                     |
|          | Other Personnel Services        | 13,091,916                   | 13,228,675                   | 12,942,727             | 13,548,105             | 319,430               |
| <b>1</b> | <b>Total Personnel Services</b> | <b>\$1,188,305,887</b>       | <b>\$1,214,314,223</b>       | <b>\$1,169,838,151</b> | <b>\$1,202,416,405</b> | <b>(\$11,843,831)</b> |
| <b>2</b> | <b>Supplies</b>                 | <b>84,389,204</b>            | <b>84,378,683</b>            | <b>91,092,852</b>      | <b>96,646,087</b>      | <b>12,277,750</b>     |
| <b>3</b> | <b>Contractual Services</b>     | <b>507,274,125</b>           | <b>514,206,871</b>           | <b>490,985,476</b>     | <b>509,468,669</b>     | <b>(5,285,771)</b>    |
| <b>4</b> | <b>Capital Outlay</b>           | <b>16,465,953</b>            | <b>25,134,503</b>            | <b>21,684,870</b>      | <b>23,202,473</b>      | <b>(1,448,794)</b>    |
| <b>5</b> | <b>Reimbursements</b>           | <b>(89,620,981)</b>          | <b>(108,667,107)</b>         | <b>(71,260,016)</b>    | <b>(110,929,065)</b>   | <b>(2,261,958)</b>    |
|          | <b>Total Expenditures</b>       | <b>\$1,706,814,187</b>       | <b>\$1,729,367,172</b>       | <b>\$1,702,341,333</b> | <b>\$1,720,804,569</b> | <b>(\$8,562,603)</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 \$11,844,000 under budget primarily due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, partially offset by uniform overtime expenses in Dallas Fire-Rescue (\$12,779,000), Dallas Police Department (\$18,920,000), and non-uniform overtime expenses. 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 (\$2.1 million), and the speeding/racing initiative (\$1.9 million). 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, partially offset by an American Rescue Plan Act (ARPA) reimbursement.

**2 Supplies.** Supplies are projected to be \$12,278,000 over budget primarily due to DFR expenses for fleet maintenance, repair, and emergency supplies (\$3,484,000); TRN street lighting and signal maintenance (\$3,240,000); reimbursed PKR utility costs associated with Fair Park First (\$2,666,000); and new DPD service weapons (\$570,000) and furniture costs for the DPD strategy management division (\$261,000).

**4 Capital Outlay.** Capital outlay is projected to be \$1,449,000 under budget due to delayed vehicle procurement causing increased costs for equipment rental, expensed in contractual services, and alley improvement projects expensed in both contractual services and supplies.

## FY 2022-23 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

| #  | Expenditure by Department                        | FY 2022-23<br>Adopted Budget | FY 2022-23<br>Amended Budget | YTD Actual             | YE Forecast            | Variance             |
|----|--------------------------------------------------|------------------------------|------------------------------|------------------------|------------------------|----------------------|
| 1  | Budget & Management Services                     | \$4,277,919                  | \$4,069,014                  | \$4,055,356            | \$4,069,014            | \$0                  |
| 2  | Building Services                                | 30,390,891                   | 35,805,391                   | 35,002,665             | 35,632,081             | (173,310)            |
| 3  | City Attorney's Office                           | 20,971,242                   | 21,215,068                   | 20,213,733             | 21,122,820             | (92,248)             |
| 4  | City Auditor's Office                            | 3,163,255                    | 2,817,416                    | 2,651,522              | 2,795,021              | (22,395)             |
| 5  | City Controller's Office                         | 8,567,559                    | 8,504,256                    | 8,737,722              | 8,397,635              | (106,621)            |
| 6  | Independent Audit                                | 755,000                      | 755,000                      | 755,000                | 755,000                | 0                    |
| 7  | City Manager's Office                            | 3,205,072                    | 3,305,833                    | 3,133,767              | 3,305,833              | 0                    |
| 8  | City Secretary's Office                          | 3,141,520                    | 3,258,784                    | 2,990,383              | 3,163,612              | (95,172)             |
| 9  | Elections                                        | 2,022,829                    | 2,201,129                    | 1,622,018              | 1,432,745              | (768,384)            |
| 10 | Civil Service                                    | 3,064,698                    | 2,726,486                    | 2,463,245              | 2,550,078              | (176,408)            |
| 11 | Code Compliance                                  | 41,342,433                   | 41,934,911                   | 39,801,822             | 41,934,911             | 0                    |
| 12 | Court & Detention Services                       | 26,923,902                   | 26,173,462                   | 25,302,705             | 25,720,641             | (452,821)            |
| 13 | Jail Contract                                    | 8,344,443                    | 8,344,443                    | 8,344,443              | 8,344,443              | 0                    |
| 14 | Dallas Animal Services                           | 17,725,448                   | 17,802,125                   | 18,188,957             | 17,522,621             | (279,504)            |
| 15 | Dallas Fire-Rescue                               | 369,069,665                  | 380,263,606                  | 383,361,717            | 379,754,259            | (509,347)            |
| 16 | Dallas Police Department                         | 611,908,283                  | 616,889,896                  | 599,491,703            | 616,889,896            | 0                    |
| 17 | Data Analytics & Business Intelligence           | 5,281,114                    | 4,444,289                    | 4,067,541              | 4,356,335              | (87,954)             |
| 18 | Housing & Neighborhood Revitalization            | 4,639,881                    | 4,111,669                    | 4,703,851              | 4,085,682              | (25,987)             |
| 19 | Human Resources                                  | 8,140,152                    | 9,881,445                    | 8,713,158              | 9,881,445              | 0                    |
| 20 | Judiciary                                        | 4,273,646                    | 3,882,660                    | 4,128,407              | 3,882,660              | 0                    |
| 21 | Library                                          | 37,544,060                   | 37,741,393                   | 33,974,145             | 36,426,523             | (1,314,870)          |
|    | Management Services                              |                              |                              |                        |                        |                      |
| 22 | 311 Customer Service Center                      | 5,850,487                    | 5,232,201                    | 5,888,986              | 4,953,073              | (279,128)            |
| 23 | Communications, Outreach, & Marketing            | 3,699,446                    | 2,664,435                    | 2,703,976              | 2,609,018              | (55,417)             |
| 24 | Office of Community Care                         | 9,365,486                    | 9,332,529                    | 9,176,276              | 9,224,461              | (108,068)            |
| 25 | Office of Community Police Oversight             | 811,382                      | 572,769                      | 480,615                | 500,499                | (72,270)             |
| 26 | Office of Emergency Management                   | 1,344,664                    | 1,347,438                    | 1,105,574              | 1,347,438              | 0                    |
| 27 | Office of Environmental Quality & Sustainability | 6,898,850                    | 6,071,897                    | 8,524,260              | 6,057,169              | (14,728)             |
| 28 | Office of Equity & Inclusion                     | 3,809,929                    | 3,668,250                    | 2,864,393              | 2,972,357              | (695,893)            |
| 29 | Office of Government Affairs                     | 956,162                      | 989,624                      | 998,122                | 969,881                | (19,743)             |
| 30 | Office of Historic Preservation                  | 1,341,076                    | 1,202,424                    | 819,611                | 861,406                | (341,019)            |
| 31 | Office of Homeless Solutions                     | 15,197,632                   | 16,801,704                   | 16,658,348             | 16,778,600             | (23,104)             |
| 32 | Office of Integrated Public Safety Solutions     | 5,630,099                    | 4,709,515                    | 4,283,080              | 4,610,344              | (99,171)             |
| 33 | Small Business Center                            | 3,746,673                    | 3,432,914                    | 3,178,726              | 3,308,688              | (124,226)            |
| 34 | Mayor & City Council                             | 6,645,643                    | 6,724,550                    | 6,041,364              | 6,288,227              | (436,323)            |
| 35 | Non-Departmental                                 | 135,306,683                  | 136,953,972                  | 133,235,682            | 136,098,581            | (855,391)            |
| 36 | Office of Arts & Culture                         | 22,496,061                   | 22,524,491                   | 24,985,475             | 22,523,989             | (502)                |
| 37 | Office of Economic Development                   | 3,918,798                    | 4,019,415                    | 4,582,380              | 4,013,475              | (5,940)              |
| 38 | Park & Recreation                                | 106,863,878                  | 113,906,451                  | 115,183,676            | 113,906,451            | 0                    |
| 39 | Planning & Urban Design                          | 5,150,852                    | 4,707,895                    | 4,784,702              | 4,560,182              | (147,713)            |
| 40 | Procurement Services                             | 3,014,089                    | 2,888,877                    | 2,641,941              | 2,750,878              | (137,999)            |
| 41 | Public Works                                     | 89,209,383                   | 89,898,768                   | 89,612,700             | 89,898,767             | 0                    |
| 42 | Transportation                                   | 51,984,903                   | 52,086,778                   | 49,385,587             | 51,045,830             | (1,040,948)          |
|    | <b>Total Departments</b>                         | <b>\$1,697,995,188</b>       | <b>\$1,725,865,173</b>       | <b>\$1,698,839,334</b> | <b>\$1,717,302,570</b> | <b>(\$8,562,602)</b> |
| 43 | Financial Reserves                               | 0                            | 0                            | 0                      | 0                      | 0                    |
| 44 | Liability/Claims Fund Transfer                   | 3,501,999                    | 3,501,999                    | 3,501,999              | 3,501,999              | 0                    |
| 45 | Salary and Benefit Stabilization                 | 5,317,000                    | 0                            | 0                      | 0                      | 0                    |
|    | <b>Total Expenditures</b>                        | <b>\$1,706,814,187</b>       | <b>\$1,729,367,172</b>       | <b>\$1,702,341,333</b> | <b>\$1,720,804,569</b> | <b>(\$8,562,602)</b> |



## VARIANCE NOTES

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

**1 Budget & Management Services.** City Council increased BMS's budget by \$11,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased BMS's budget by \$220,000 on September 27 by ordinance #32558 due to salary savings.

**2 Building Services.** City Council increased BSD's budget by \$3,406,000 on May 10 by ordinance #32456 for one-time incentive payments and HVAC and heating costs at City Hall. City Council increased BSD's budget by \$2,008,000 on September 27 by ordinance #32558 due to unbudgeted repairs and equipment replacements at the Central Library, Jack Evans Police Headquarters, and City Hall; increased maintenance and repair for HVAC and generators at various City facilities; and unbudgeted spot coolers for various Fire Stations.

**3 City Attorney's Office.** City Council increased CAO's budget by \$62,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council increased CAO's budget by \$181,000 on September 27 by ordinance #32558 due to termination payouts for retiring employees and increased costs for health benefits.

**4 City Auditor's Office.** City Council increased AUD's budget by \$4,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased AUD's budget by \$350,000 on September 27 by ordinance #32558 due to salary and professional services savings.

**5 City Controller's Office.** City Council increased CCO's budget by \$27,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased CCO's budget by \$90,000 on September 27 by ordinance #32558 due to professional services savings.

**7 City Manager's Office.** City Council decreased CMO's budget by \$90,000 on May 10 by ordinance #32456 to reallocate existing resources between various City Departments, partially offset by an increase for one-time incentive payments. City Council increased CMO's budget by \$191,000 on September 27 by ordinance #32558 due to personnel costs associated with prior year organizational changes, professional development, and Youth Commission activities.

**8 City Secretary's Office.** City Council increased SEC's budget by \$117,000 on May 10 by ordinance #32456 for one-time incentive payments and various equity adjustments.

**9 Elections.** City Council increased Election's budget by \$178,000 on May 10 by ordinance #32456 to pay a contract expense with the Dallas County Elections Department for the June 5, 2021 Joint Runoff Election and advertising (\$382,000), partially offset by a refund from the May 1, 2021 Joint Election (\$203,000) due to final costs being less than the City's deposit. Expenses are projected to be \$768,000 under budget due to the pending final cost of the June 10, 2023 Joint Runoff Election that will be realized in FY 2023-24.

**10 Civil Service.** City Council increased CVS's budget by \$12,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased CVS's budget by \$350,000 on September 27 by ordinance #32558 due to salary savings. Civil Service is projected to be \$176,000 under budget due to salary savings for two vacant positions.

**11 Code Compliance.** City Council increased CCS's budget by \$223,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council increased CCS's budget by \$370,000 on September 27 by ordinance #32558 due to increased costs for health benefits.

**12 Court & Detention Services.** City Council increased CTS's budget by \$110,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased CTS's budget by \$860,000 on September 27 by ordinance #32558 due to salary savings.

## 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.

**14 Dallas Animal Services.** City Council increased DAS's budget by \$87,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased DAS's budget by \$10,000 on September 27 by ordinance #32558 due to salary savings.

**15 Dallas Fire-Rescue.** City Council increased DFR's budget by \$3,832,000 on May 10 by ordinance #32456 for one-time incentive payments, uniform overtime expenses, and the increase in fuel prices. City Council increased DFR's budget by \$7,362,000 on September 27 by ordinance #32558 due to in-house and outsourced fleet maintenance and repair (\$4,274,000), emergency medical response and other supplies (\$1,346,000), and increased costs for health benefits (\$2,285,000).

**16 Dallas Police Department.** City Council increased DPD's budget by \$840,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, equity adjustments for Open Records staff, and the increase in fuel prices. City Council increased DFR's budget by \$4,142,000 on September 27 by ordinance #32558 due to increased costs for health benefits.

**17 Data Analytics & Business Intelligence.** City Council increased DBI's budget by \$13,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased DBI's budget by \$850,000 on September 27 by ordinance #32558 due to salary savings.

**18 Housing & Neighborhood Revitalization.** City Council increased HOU's budget by \$12,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased HOU's budget by \$540,000 on September 27 by ordinance #32558 due to salary savings and developer loan savings.

**19 Human Resources.** City Council increased HR's budget by \$226,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments. City Council increased HR's budget by \$1,516,000 on September 27 by ordinance #32558 due to temporary staffing expenses.

**20 Judiciary.** City Council increased CTJ's budget by \$9,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased CTJ's budget by \$400,000 on September 27 by ordinance #32558 due to salary savings.

**21 Library.** City Council increased LIB's budget by \$207,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased LIB's budget by \$10,000 on September 27 by ordinance #32558 due to salary savings.

**22 311 Customer Service Center.** City Council increased 311's budget by \$62,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased 311's budget by \$680,000 on September 27 by ordinance #32558 due to salary savings. 311 is projected to be \$279,000 under budget primarily due to salary savings associated with 27 vacant positions.

**23 Communications, Outreach, & Marketing.** City Council decreased COM's budget by \$235,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments. City Council decreased COM's budget by \$800,000 on September 27 by ordinance #32558 due to salary savings.

## 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.

**24 Office of Community Care.** City Council increased OCC's budget by \$27,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased OCC's budget by \$60,000 on September 27 by ordinance #32558 due to salary savings.

**25 Office of Community Police Oversight.** City Council increased OCPO's budget by \$1,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased OCPO's budget by \$240,000 on September 27 by ordinance #32558 due to salary savings. OCPO is projected to be \$72,000 under budget primarily due to salary savings associated with five vacant positions.

**26 Office of Emergency Management.** City Council increased OEM's budget by \$3,000 on May 10 by ordinance #32456 for one-time incentive payments.

**27 Office of Environmental Quality & Sustainability.** City Council increased OEQS's budget by \$53,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased OEQS's budget by \$880,000 on September 27 by ordinance #32558 due to salary savings.

**28 Office of Equity & Inclusion.** City Council increased OEI's budget by \$8,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased OEI's budget by \$150,000 on September 27 by ordinance #32558 due to salary savings. OEI is projected to be \$696,000 under budget primarily due to salary savings associated with seven vacant positions and professional services.

**29 Office of Government Affairs.** City Council increased OGA's budget by \$18,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments. City Council increased OGA's budget by \$15,000 on September 27 by ordinance #32558 due to temporary staffing costs and other costs associated with the Texas State Legislature session.

**30 Office of Historic Preservation.** City Council increased OHP's budget by \$21,000 on May 10 by ordinance #32456 for one-time incentive payments and other equity adjustments. City Council decreased OHP's budget by \$160,000 on September 27 by ordinance #32558 due to salary savings. OHP is projected to be \$341,000 under budget due to professional services savings associated with the Historic Resource Survey.

**31 Office of Homeless Solutions.** City Council increased OHS's budget by \$1,654,000 on May 10 by ordinance #32456 for one-time incentive payments and an emergency procurement for temporary housing of 94 individuals from an encampment decommissioned by the DRTRR in January. The expense includes up to 90 days of lodging, food, and hygiene products for the clients (\$923,000); security services (\$216,000); and staff to monitor the shelter (\$497,000). City Council decreased OHS's budget by \$50,000 on September 27 by ordinance #32558 due to salary savings.

**32 Office of Integrated Public Safety Solutions.** City Council increased IPSS's budget by \$19,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased IPSS's budget by \$940,000 on September 27 by ordinance #32558 due to program savings related to the Metrocare services contract and the expiration of the Youth Advocate Program contract.

**33 Small Business Center.** City Council increased SBC's budget by \$6,000 on May 10 by ordinance #32456 for one-time incentive payments. City Council decreased SBC's budget by \$320,000 on September 27 by ordinance #32558 due to salary savings.

## 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.

**34 Mayor & City Council.** City Council increased MCC's budget by \$295,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, and other equity adjustments. City Council decreased MCC's budget by \$216,000 on September 27 by ordinance #32558 due to salary savings. MCC is projected to be \$436,000 under budget primarily due to vehicle reimbursement savings and salary savings associated with nine vacant positions.

**35 Non-Departmental.** City Council increased Non-D's budget by \$7,000,000 on May 10 by ordinance #32456 for a transfer to the Economic Development Corporation (EDC). City Council decreased Non-D's budget by \$5,352,711 on September 27 by ordinance #32558 due to savings associated with reduced interest costs for Master Lease drawdowns (\$1,364,000), reduced costs for contract wrecker due to implementation of the new auto pound contract (\$1,600,000), and commercial paper program fees (\$800,000).

**36 Office of Arts & Culture.** City Council increased OAC's budget by \$28,000 on May 10 by ordinance #32456 for one-time incentive payments.

**37 Office of Economic Development.** City Council increased ECO's budget by \$101,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments.

**38 Park & Recreation.** City Council increased PKR's budget by \$4,438,000 on May 10 by ordinance #32456 for one-time incentive payments, security and safety measures, park maintenance, temporary staffing, and the increase in fuel prices. City Council increased PKR's budget by \$2,605,000 on September 27 by ordinance #32558 due to increased costs for health benefits and unbudgeted utility costs associated with Fair Park First, which are offset by additional revenue (\$2,666,000).

**39 Planning & Urban Design.** City Council increased PUD's budget by \$27,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, and for professional planning and zoning services to assist with the workload of processing and reviewing zoning applications (to be reimbursed by DEV). City Council decreased PNV's budget by \$470,000 on September 27 by ordinance #32558 due to salary savings.

**40 Procurement Services.** City Council increased POM's budget by \$125,000 on May 10 by ordinance #32456 for one-time incentive payments and temporary staffing costs related to informal bid solicitation review. City Council decreased POM's budget by \$250,000 on September 27 by ordinance #32558 due to salary savings. POM is projected to be \$138,000 under budget primarily due to salary savings associated with nine vacant positions.

**41 Public Works.** City Council increased PBW's budget by \$236,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, and the increase in fuel prices. City Council increased PBW's budget by \$453,000 on September 27 by ordinance #32558 due to increased costs for health benefits.

**42 Transportation.** City Council increased TRN's budget by \$102,000 on May 10 by ordinance #32456 for one-time incentive payments and the increase in fuel prices. TRN is projected to be \$1,041,000 under budget primarily due to salary savings.

## 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.

**45 Salary & Benefit Stabilization.** The FY 2022-23 Ordinance authorizes the City Manager to transfer appropriations from S&B to any department as allowed by City Charter Chapter XI (Sec. 3), of which, \$2,693,000 was transferred to SEC for various equity adjustments (\$103,000), to ATT for retirement payouts (94,000), to CMO for personnel costs associated with prior year organizational changes (\$72,000), and to all General Fund departments for one-time incentive payments (\$2,424,000). City Council reallocated the remaining \$2,624,000 S&B budget on September 27 by ordinance #32558 to address overages in various departments due to increased costs for health benefits.



## FY 2022-23 Financial Forecast Report

**ENTERPRISE FUNDS**

| Department | FY 2022-23<br>Adopted Budget | FY 2022-23<br>Amended Budget | YTD Actual | YE Forecast | Variance |
|------------|------------------------------|------------------------------|------------|-------------|----------|
|------------|------------------------------|------------------------------|------------|-------------|----------|

**1 AVIATION**

|                        |              |              |             |               |              |
|------------------------|--------------|--------------|-------------|---------------|--------------|
| Beginning Fund Balance | \$53,227,959 | \$53,227,959 |             | \$75,699,313  | \$22,471,354 |
| Total Revenues         | 158,542,590  | 158,542,590  | 191,892,696 | 191,892,696   | 33,350,106   |
| Total Expenditures     | 163,476,405  | 163,476,405  | 159,505,222 | 163,476,404   | 0            |
| Ending Fund Balance    | \$48,294,144 | \$48,294,144 |             | \$104,115,604 | \$55,821,460 |

**2 CONVENTION & EVENT SERVICES**

|                        |              |              |             |              |              |
|------------------------|--------------|--------------|-------------|--------------|--------------|
| Beginning Fund Balance | \$43,463,338 | \$43,463,338 |             | \$56,656,767 | \$13,193,429 |
| Total Revenues         | 113,230,392  | 136,788,275  | 95,878,357  | 136,788,275  | 0            |
| Total Expenditures     | 113,231,392  | 136,788,275  | 105,842,765 | 136,788,275  | 0            |
| Ending Fund Balance    | \$43,462,338 | \$43,463,338 |             | \$56,656,767 | \$13,193,429 |

**3 DEVELOPMENT SERVICES**

|                        |              |              |            |              |               |
|------------------------|--------------|--------------|------------|--------------|---------------|
| Beginning Fund Balance | \$45,375,814 | \$45,375,814 |            | \$38,036,071 | (\$7,339,743) |
| Total Revenues         | 35,340,940   | 35,340,940   | 37,242,042 | 38,767,858   | 3,426,918     |
| Total Expenditures     | 43,830,455   | 60,883,936   | 57,228,137 | 60,679,833   | (204,103)     |
| Ending Fund Balance    | \$36,886,299 | \$19,832,818 |            | \$16,124,096 | (\$3,708,722) |

**4 MUNICIPAL RADIO**

|                        |           |           |         |           |             |
|------------------------|-----------|-----------|---------|-----------|-------------|
| Beginning Fund Balance | \$745,490 | \$745,490 |         | \$572,451 | (\$173,039) |
| Total Revenues         | 1,003,095 | 1,121,631 | 589,223 | 878,629   | (243,002)   |
| Total Expenditures     | 1,003,095 | 1,121,631 | 996,466 | 1,086,414 | (35,217)    |
| Ending Fund Balance    | \$745,490 | \$745,490 |         | \$364,666 | (\$380,824) |

**5 SANITATION SERVICES**

|                        |              |              |             |              |             |
|------------------------|--------------|--------------|-------------|--------------|-------------|
| Beginning Fund Balance | \$19,328,242 | \$19,328,242 |             | \$19,627,964 | \$299,722   |
| Total Revenues         | 145,369,518  | 145,369,518  | 152,130,189 | 152,707,382  | 7,337,864   |
| Total Expenditures     | 143,785,140  | 146,473,487  | 130,369,175 | 146,473,487  | 0           |
| Ending Fund Balance    | \$20,912,620 | \$18,224,273 |             | \$25,861,858 | \$7,637,585 |

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

|                        |              |              |            |              |              |
|------------------------|--------------|--------------|------------|--------------|--------------|
| Beginning Fund Balance | \$15,732,597 | \$15,732,597 |            | \$19,962,402 | \$4,229,805  |
| Total Revenues         | 72,433,742   | 72,433,742   | 77,861,280 | 75,861,292   | 3,427,550    |
| Total Expenditures     | 72,433,742   | 82,433,742   | 70,888,521 | 77,437,767   | (4,995,975)  |
| Ending Fund Balance    | \$15,732,597 | \$5,732,597  |            | \$18,385,928 | \$12,653,331 |

**7 WATER UTILITIES**

|                        |               |               |             |               |               |
|------------------------|---------------|---------------|-------------|---------------|---------------|
| Beginning Fund Balance | \$133,050,983 | \$133,050,983 |             | \$168,023,058 | \$34,972,075  |
| Total Revenues         | 755,226,160   | 755,226,160   | 826,638,355 | 826,662,465   | 71,436,305    |
| Total Expenditures     | 761,226,160   | 834,226,160   | 833,370,758 | 834,226,160   | 0             |
| Ending Fund Balance    | \$127,050,983 | \$54,050,983  |             | \$160,459,363 | \$106,408,380 |

## FY 2022-23 Financial Forecast Report

**INTERNAL SERVICE FUNDS**

| Department | FY 2022-23<br>Adopted Budget | FY 2022-23<br>Amended Budget | YTD Actual | YE Forecast | Variance |
|------------|------------------------------|------------------------------|------------|-------------|----------|
|------------|------------------------------|------------------------------|------------|-------------|----------|

**8 BOND & CONSTRUCTION MANAGEMENT**

|                        |            |            |            |               |               |
|------------------------|------------|------------|------------|---------------|---------------|
| Beginning Fund Balance | (\$14,768) | (\$14,768) |            | (\$1,400,504) | (\$1,385,736) |
| Total Revenues         | 23,087,146 | 23,087,146 | 11,507,183 | 19,745,306    | (3,341,840)   |
| Total Expenditures     | 23,087,146 | 23,087,146 | 18,132,238 | 18,344,802    | (4,742,344)   |
| Ending Fund Balance    | (\$14,768) | (\$14,768) |            | (\$0)         | \$14,768      |

**9 EQUIPMENT & FLEET MANAGEMENT**

|                        |              |              |            |              |             |
|------------------------|--------------|--------------|------------|--------------|-------------|
| Beginning Fund Balance | \$10,783,384 | \$10,783,384 |            | \$11,008,909 | \$225,525   |
| Total Revenues         | 61,259,566   | 67,065,681   | 51,854,582 | 66,167,422   | (898,259)   |
| Total Expenditures     | 66,600,148   | 73,194,904   | 69,387,830 | 71,345,678   | (1,849,226) |
| Ending Fund Balance    | \$5,442,802  | \$4,654,161  |            | \$5,830,653  | \$1,176,492 |

**10 EXPRESS BUSINESS CENTER**

|                        |             |             |           |             |             |
|------------------------|-------------|-------------|-----------|-------------|-------------|
| Beginning Fund Balance | \$5,684,817 | \$5,684,817 |           | \$5,940,355 | \$255,538   |
| Total Revenues         | 2,593,790   | 2,593,790   | 3,000,504 | 3,474,046   | 880,256     |
| Total Expenditures     | 2,361,983   | 2,832,479   | 2,482,594 | 2,713,062   | (119,417)   |
| Ending Fund Balance    | \$5,916,624 | \$5,446,128 |           | \$6,701,338 | \$1,255,210 |

**11 INFORMATION TECHNOLOGY**

|                        |             |             |             |              |              |
|------------------------|-------------|-------------|-------------|--------------|--------------|
| Beginning Fund Balance | \$9,119,837 | \$9,119,837 |             | \$20,013,158 | \$10,893,321 |
| Total Revenues         | 108,985,933 | 108,985,933 | 108,941,169 | 109,630,340  | 644,407      |
| Total Expenditures     | 110,191,357 | 114,563,917 | 109,590,825 | 111,484,356  | (3,079,561)  |
| Ending Fund Balance    | \$7,914,413 | \$3,541,853 |             | \$18,159,142 | \$14,617,289 |

**12 RADIO SERVICES**

|                        |             |             |            |             |             |
|------------------------|-------------|-------------|------------|-------------|-------------|
| Beginning Fund Balance | \$1,139,315 | \$1,139,315 |            | \$2,712,126 | \$1,572,811 |
| Total Revenues         | 16,863,428  | 16,863,428  | 15,345,895 | 16,495,360  | (368,068)   |
| Total Expenditures     | 16,867,557  | 16,867,557  | 13,135,072 | 13,269,944  | (3,597,613) |
| Ending Fund Balance    | \$1,135,186 | \$1,135,186 |            | \$5,937,542 | \$4,802,356 |

## FY 2022-23 Financial Forecast Report

**OTHER FUNDS**

| Department | FY 2022-23<br>Adopted Budget | FY 2022-23<br>Amended Budget | YTD Actual | YE Forecast | Variance |
|------------|------------------------------|------------------------------|------------|-------------|----------|
|------------|------------------------------|------------------------------|------------|-------------|----------|

**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  | 12,706,690 | 13,810,793  | 1,793,349   |
| Total Expenditures     | 14,212,742  | 14,212,742  | 10,216,394 | 11,691,727  | (2,521,015) |
| Ending Fund Balance    | \$1,984,971 | \$1,984,971 |            | \$8,745,935 | \$6,760,964 |

**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  | 362,924,657 | 393,159,409  | (15,138,752) |
| Total Expenditures     | 412,314,869  | 412,314,869  | 360,356,180 | 368,356,534  | (43,958,335) |
| Ending Fund Balance    | \$62,850,989 | \$62,850,989 |             | \$94,367,772 | \$31,516,783 |

**15 EMPLOYEE BENEFITS**

|                        |               |               |               |               |             |
|------------------------|---------------|---------------|---------------|---------------|-------------|
| City Contributions     | \$108,965,789 | \$123,999,997 | \$111,689,728 | \$123,999,997 | \$0         |
| Employee Contributions | 44,675,798    | 45,633,730    | 45,011,326    | 45,318,637    | (315,093)   |
| Retiree                | 26,927,732    | 24,922,818    | 24,338,300    | 24,911,004    | (11,814)    |
| Other                  | 0             | 142,889       | 185,119       | 185,119       | 42,230      |
| Total Revenues         | 180,569,319   | 194,699,434   | 181,224,474   | 194,414,757   | (284,677)   |
| Total Expenditures     | \$189,583,785 | \$201,121,234 | \$183,343,800 | \$200,396,088 | (\$725,146) |

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 | \$16,579,293 | \$16,579,293 | \$538,292      |
| Third Party Liability | 10,033,670   | 10,033,670   | 11,181,255   | 11,181,255   | 1,147,585      |
| Purchased Insurance   | 13,445,548   | 13,445,548   | 13,492,673   | 13,492,673   | 47,125         |
| Interest and Other    | 0            | 0            | 846,264      | 846,264      | 846,264        |
| Total Revenues        | 39,520,219   | 39,520,219   | 42,099,485   | 42,099,485   | 2,579,266      |
| Total Expenditures    | \$57,449,878 | \$57,449,878 | \$32,395,050 | \$32,395,050 | (\$25,054,828) |

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 September 30, 2023, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2021-22 audited ending fund balance and includes FY 2021-22 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

**1 Aviation.** AVI revenues are projected to be \$33,350,000 over budget due to greater-than-expected revenues from garage parking, concessions, and NTTA fees.

**2 Convention and Event Services.** City Council increased CCT's expense budget by \$2,459,000 on May 10 by ordinance #32456 for new positions for the internal master planning team and by \$21,098,000 on September 27 by ordinance #32558 for increased event revenues.

**3 Development Services.** City Council increased DEV's expense budget by \$5,000,000 on November 9 by resolution 22-1676 for construction services at 7800 N Stemmons; by \$5,701,000 on February 22 by resolution 23-0317 for a service contract with Accela, Inc. for the purchase of initial licenses and implementation, maintenance, and support of a building permitting and land management solution; and by \$129,000 on May 10 by ordinance #32456 to reimburse planning and zoning services in Planning & Urban Design (PUD); by \$2,423,000 on June 28 by resolution 23-0936 for services to support the implementation of a land management system; and by \$3,801,000 on September 27 by ordinance #32558 for software upgrades. DEV revenues are projected to be \$3,427,000 over budget due to an increase in permits and additional revenue not budgeted from the Rapid Single-Family VIP Program (RSVP).

**4 Municipal Radio.** City Council increased Municipal Radio's expense budget by \$98,000 on May 10 by ordinance #32456 for the Nielsen contract buyout and by \$21,000 on September 27 by ordinance #32558 for temporary staffing for furniture disposal and records cleanup. OCA revenues are expected to be \$243,000 under budget due to lower advertising revenue. OCA will use fund balance to cover any fund shortfall.

**5 Sanitation Services.** City Council increased SAN's expense budget by \$2,688,000 on September 27 by ordinance #32558 for contractor services related to brush and bulky item collection. SAN revenues are projected to be \$7,338,000 over budget mainly due to higher than anticipated commercial hauler volumes and better than projected residential service fees.

**6 Storm Drainage Management.** City Council increased SDM's expense budget by \$10,000,000 on May 10 by ordinance #32456 for a transfer to capital construction. SDM revenues are projected to be over budget \$3,428,000 due to an improved collection rate. SDM expenses are projected to be under budget by \$4,996,000 due to salary savings and lower than anticipated debt service transfers.

**7 Water Utilities.** City Council increased DWU's expense budget by \$73,000,000 on May 10 by ordinance #32456 for a transfer to capital construction. DWU revenues are projected to be above budget by \$71,436,000 due to higher-than expected consumption attributed to dry weather conditions.

**8 Bond & Construction Management.** BCM revenues are projected to be \$3,342,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$4,742,000 under budget due to salary savings associated with 42 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

## VARIANCE NOTES

**9 Equipment and Fleet Management.** The FY 2022-23 Adopted Budget reflects planned use of fund balance. City Council increased EFM's expense budget by \$2,931,000 on May 10 by ordinance #33456 for increased fuel costs and contracted labor and by \$3,664,000 on September 27 by ordinance #32558 for contracted labor for extended life repairs, rebuilding of truck bodies, accommodations for SAN's 5-day schedule, repairs for Southeast Service Center garage, and vehicle parts. EFM expenses are projected to be \$1,849,000 under budget primarily due to salary savings and lower fuel costs.

**10 Express Business Center.** City Council increased Express Business Center's expense budget by \$470,000 on September 27 by ordinance #32558 to support increased office supplies costs and repayment of Coronavirus Relief Fund (CRF) payroll expenses. Express Business Center revenues are projected to be \$880,000 over budget due to auto pound sales.

**11 Information Technology.** City Council increased Information Technology's expense budget by \$4,373,000 on September 27 by ordinance #32558 for the repayment of Coronavirus Relief Funds (CRF) payroll expenses and the purchase of five Mix Mode threat and anomaly detection hardware devices that were not eligible for Master Lease Funding. Information Technology revenues are projected to be over budget \$644,000 due to interest earnings. Information Technology expenses are projected to be \$3,080,000 under budget due to the use of ARPA funds to pay for eligible expenses and contract delays.

**12 Radio Services.** Radio Services expenses are projected to be \$3,598,000 under budget due to delay in debt service payments for Master Lease.

**13 9-1-1 System Operations.** 911 System Operations revenues are projected to be \$1,793,000 over budget due to an increase in 911 fee collections for both wireless and wireline phones based on year-to-date receipts. 911 System Operations expenses are projected to be \$2,521,000 under budget due to the Esinet Charges being paid with the CSEC NG911 ESINet Grant.

**14 Debt Service.** Debt Service revenues are projected to be \$15,139,000 under budget due to an unrealized insurance payout (\$8,000,000). Debt Service expenses are projected to be \$43,958,000 under budget due to a delay in General Obligation bonds, certificates of obligation, and Master Lease issuances.

**15 Employee Benefits.** The amended budget was adjusted to match adjustments made citywide related to city contributions for employee benefits.

**16 Risk Management.** ORM revenues are projected to be \$2,579,000 over budget due to the addition of an Auto Collision and Comprehensive Insurance policy reimbursements. ORM expenses are projected to be \$25,055,000 under budget due to a delay in anticipated claims that have been moved from FY 2022-23 to FY 2023-24.



## 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          | \$320,107,791        | \$118,108,608        | \$95,764,601         |
| B            | Park and Recreation Facilities          | 261,807,000            | 261,807,000            | 177,983,630          | 10,026,996           | 73,796,373           |
| C            | Fair Park                               | 50,000,000             | 50,000,000             | 38,360,649           | 5,307,348            | 6,332,003            |
| D            | Flood Protection and Storm Drainage     | 48,750,000             | 48,750,000             | 17,241,896           | 17,792,549           | 13,715,555           |
| E            | Library Facilities                      | 15,589,000             | 15,589,000             | 14,870,617           | 197,350              | 521,033              |
| F            | Cultural and Performing Arts Facilities | 14,235,000             | 14,235,000             | 13,082,642           | 430,284              | 722,074              |
| G            | Public Safety Facilities                | 32,081,000             | 32,081,000             | 27,116,770           | 35,384               | 4,928,846            |
| H            | City Facilities                         | 18,157,000             | 18,157,000             | 3,430,374            | 639,042              | 14,087,584           |
| I            | Economic Development                    | 55,400,000             | 55,400,000             | 21,157,353           | 8,873,642            | 25,369,005           |
| J            | Homeless Assistance Facilities          | 20,000,000             | 20,000,000             | 17,368,393           | 94,461               | 2,537,146            |
| <b>Total</b> |                                         | <b>\$1,050,000,000</b> | <b>\$1,050,000,000</b> | <b>\$650,720,115</b> | <b>\$161,505,664</b> | <b>\$237,774,221</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          | \$258,719,243        | \$5,662,866         | \$2,556,778         |
| 2            | Flood Protection and Storm Drainage Facilities | 326,375,000          | 326,375,000          | 250,913,893          | 64,048,202          | 11,412,904          |
| 3            | Economic Development                           | 55,000,000           | 55,000,000           | 39,069,338           | 5,115,200           | 10,815,462          |
| <b>Total</b> |                                                | <b>\$642,000,000</b> | <b>\$648,313,887</b> | <b>\$548,702,475</b> | <b>\$74,826,268</b> | <b>\$24,785,144</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          | \$394,010,358          | \$8,045,173         | \$4,435,022         |
| 2            | Flood Protection and Storm Drainage Facilities     | 334,315,000            | 342,757,166            | 303,118,979            | 13,765,886          | 25,872,301          |
| 3            | Park and Recreation Facilities                     | 343,230,000            | 353,343,060            | 348,919,637            | 1,816,147           | 2,607,276           |
| 4            | Library Facilities                                 | 46,200,000             | 48,318,600             | 47,670,034             | 15,499              | 4,463,067           |
| 5            | Cultural Arts Facilities                           | 60,855,000             | 63,821,447             | 63,151,488             | 0                   | 669,959             |
| 6            | City Hall, City Service and Maintenance Facilities | 34,750,000             | 36,216,478             | 33,056,925             | 446,979             | 2,712,573           |
| 7            | Land Acquisition Under Land Bank Program           | 1,500,000              | 1,500,000              | 1,474,169              | 0                   | 25,831              |
| 8            | Economic Development                               | 41,495,000             | 45,060,053             | 42,735,357             | 922,500             | 1,402,196           |
| 9            | Farmers Market Improvements                        | 6,635,000              | 6,933,754              | 6,584,013              | 0                   | 349,741             |
| 10           | Land Acquisition in the Cadillac Heights Area      | 22,550,000             | 22,727,451             | 11,781,139             | 49,983              | 10,896,329          |
| 11           | Court Facilities                                   | 7,945,000              | 8,146,606              | 7,869,762              | 0                   | 276,844             |
| 12           | Public Safety Facilities and Warning Systems       | 63,625,000             | 66,072,938             | 65,380,180             | 411,256             | 281,502             |
| <b>Total</b> |                                                    | <b>\$1,353,520,000</b> | <b>\$1,401,388,107</b> | <b>\$1,325,752,042</b> | <b>\$25,473,422</b> | <b>\$53,992,642</b> |

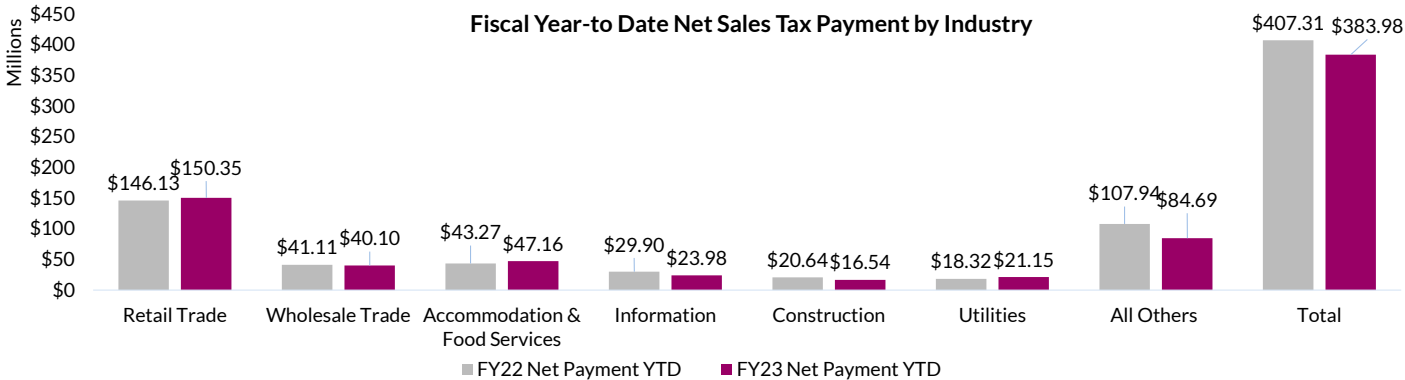
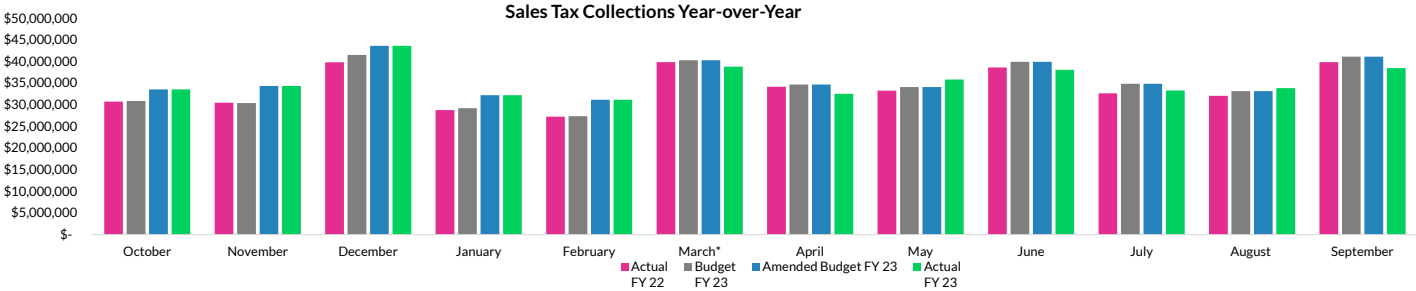
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

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 was increased to \$432,750,269 by the mid-year ordinance #32456 approved by City Council on May 10, 2023. As of September 30, 2023, the sales tax forecast is \$425,540,231. 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                                       | September FY23 over September FY22 | FYTD23 over FYTD22 |
| Retail Trade                                   | -14%                               | 3%                 |
| Wholesale Trade                                | -20%                               | -2%                |
| Accommodation and Food Services                | 4%                                 | 9%                 |
| Information                                    | 5%                                 | -20%               |
| Construction                                   | 10%                                | -20%               |
| Utilities                                      | 13%                                | 15%                |
| All Others                                     | 7%                                 | -22%               |
| Total Collections                              | -6%                                | -6%                |

**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.

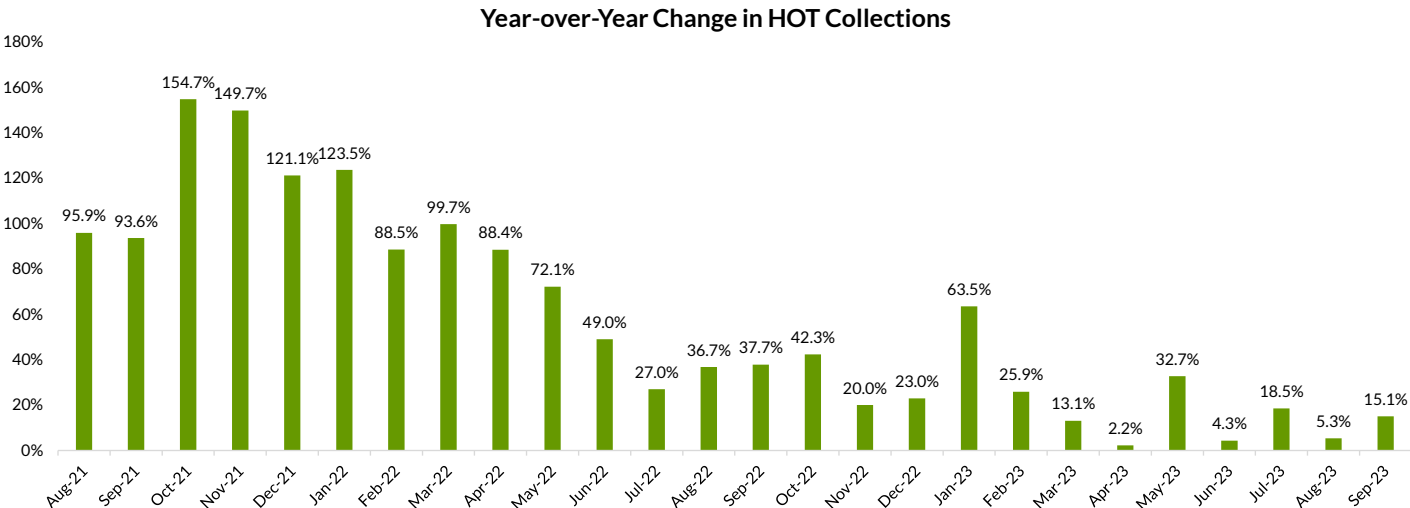
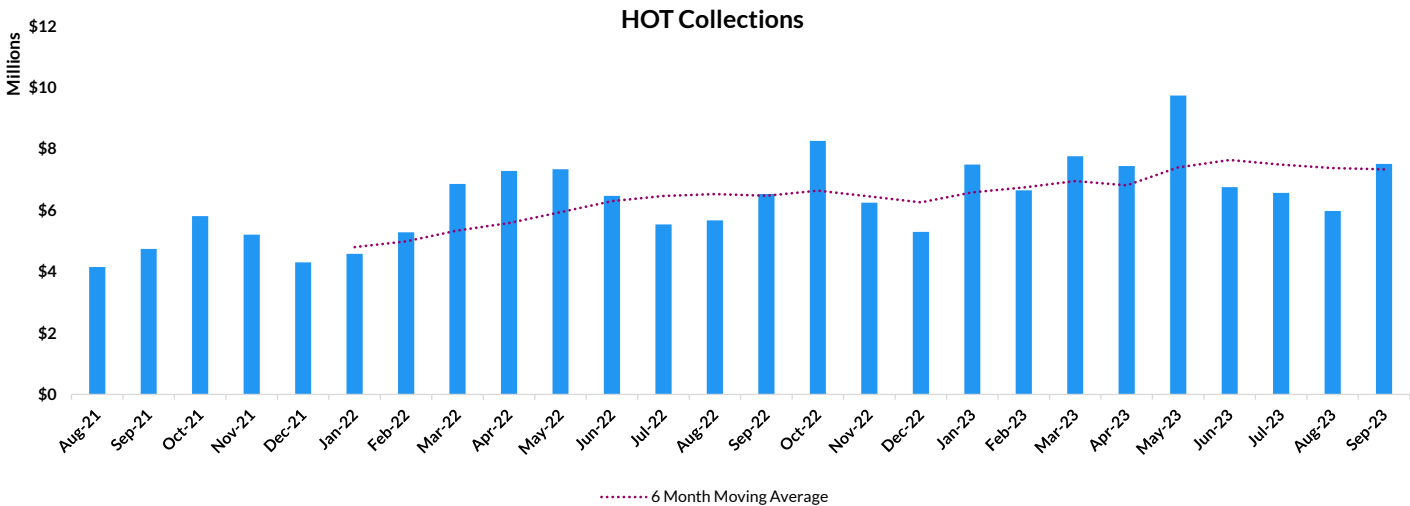
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

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

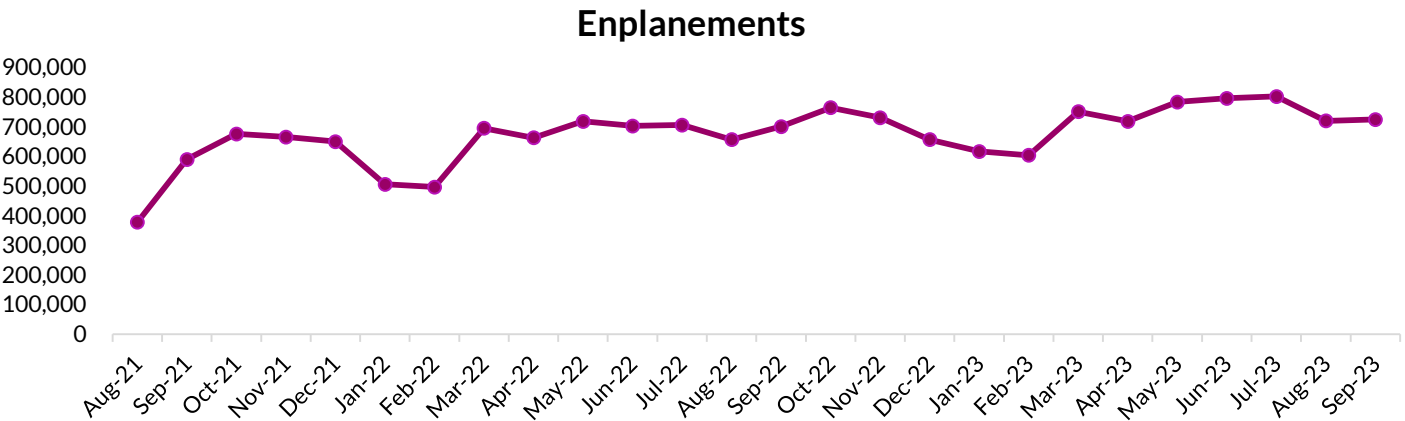
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

|              | 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            | 5                     |
| February     | 0           | 10          | 9            | 14                    |
| March        | 2           | 13          | 7            | 10                    |
| April        | 1           | 8           | 5            | 6                     |
| May          | 6           | 6           | 9            | 10                    |
| June         | 7           | 11          | 9            | 12                    |
| July         | 7           | 4           | 10           | 5                     |
| August       | 4           | 8           | 5            | 5                     |
| September    | 5           | 10          | 4            | 5                     |
| <b>Total</b> | <b>39</b>   | <b>94</b>   | <b>88</b>    | <b>96</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.



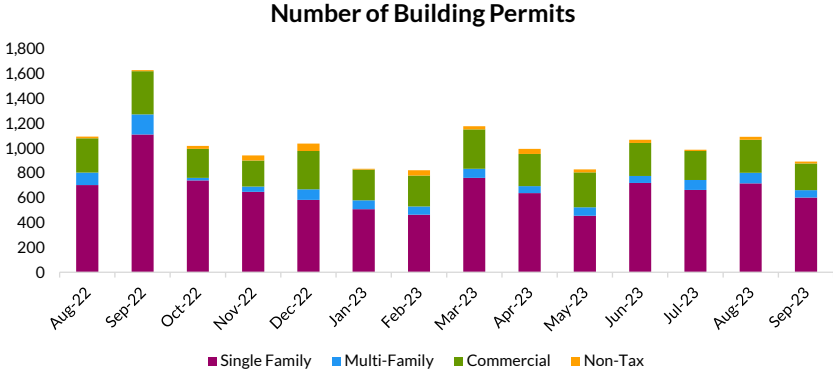


FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

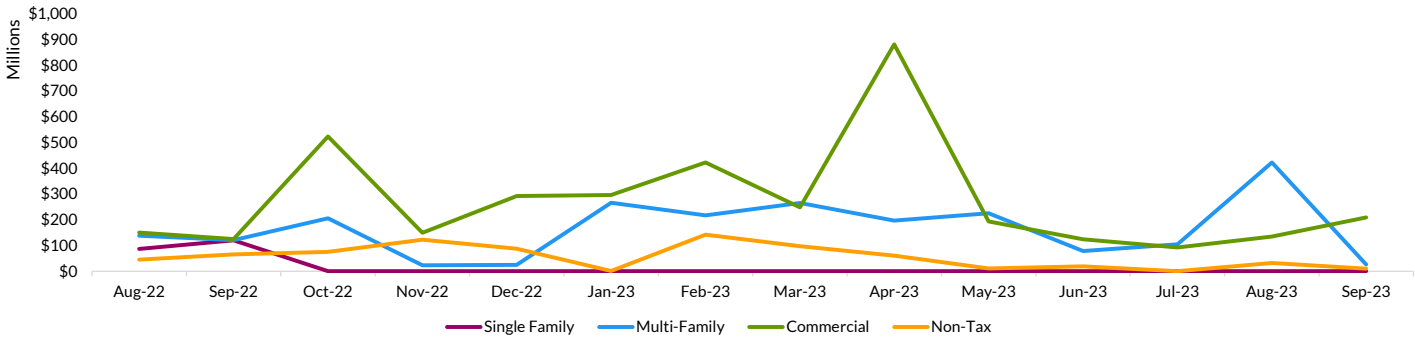
## Building Permits

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.



\* October 2022 - August 2023 reflects revised building permit data

## Building Permit Valuations



\* October 2022 - August 2023 reflects revised building permit data

# DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 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.

## Year-to-Date

 **25**  
On Target

 **5**  
Near Target

 **5**  
Not on Target

| #                                       | Measure                                                                                                    | FY 2021-22 Actual | FY 2022-23 Target | FY 2022-23 Actual |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|
| <b>Economic Development</b>             |                                                                                                            |                   |                   |                   |
| 1                                       | Average number of business days to complete commercial permit application prescreen (Development Services) | 5.7               | 5.0               | 2.0               |
| 2*                                      | Percentage of next business day inspections performed on time (Development Services)                       | 98.5%             | 98.0%             | 98.9%             |
| 3                                       | Percentage spent with local businesses (Small Business Center)                                             | 36.7%             | 40.0%             | 59.0%             |
| 4                                       | Percentage of dollars spent with local M/WBE businesses (Small Business Center)                            | 84.6%             | 70.0%             | 80.9%             |
| <b>Environment &amp; Sustainability</b> |                                                                                                            |                   |                   |                   |
| 5                                       | Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)           | 94.3%             | 75.3%             | 75.3%             |
| 6                                       | Percentage of on-time bulk & brush collections (Sanitation Services)                                       | 99.9%             | 95.0%             | 99.9%             |
| 7                                       | Residential recycling diversion rate (Sanitation Services)                                                 | 18.6%             | 20.0%             | 18.2%             |

\* 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 | FY 2022-23 Target | FY 2022-23 Actual |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|
| <b>Government Performance &amp; Financial Management</b> |                                                                                                                                  |                   |                   |                   |
| 8                                                        | Percentage of invoices paid within 30 days (City Controller's Office)                                                            | 88.1%             | 92.0%             | 79.7%             |
| 9                                                        | Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)                               | 96.2%             | 90.0%             | 97.2%             |
| 10                                                       | Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)                                                 | 42.4%             | 60.0%             | 61.8%             |
| 11                                                       | Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)                   | N/A               | 80.0%             | 22.2%             |
| <b>Housing &amp; Homeless Solutions</b>                  |                                                                                                                                  |                   |                   |                   |
| 12                                                       | Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)                           | 85.6%             | 60.0%             | 89.7%             |
| 13                                                       | Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions) | 94.0%             | 85.0%             | 86.6%             |
| 14                                                       | Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)                                         | 98.6%             | 80.0%             | 100.0%            |
| <b>Public Safety</b>                                     |                                                                                                                                  |                   |                   |                   |
| 15                                                       | Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)                                                     | 85.1%             | 90.0%             | 85.4%             |
| 16                                                       | Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)     | 87.5%             | 90.0%             | 87.0%             |
| 17*                                                      | Crimes against persons (Dallas Police Department)                                                                                | 2,302             | 2,000             | 1,936**           |
| 18                                                       | Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)                              | 47.6%             | 60.0%             | 61.5%             |
| 19                                                       | Percentage of 911 calls answered within 10 seconds (Dallas Police Department)                                                    | 96.4%             | 90.0%             | 93.3%             |
| 20                                                       | Complaint resolution rate (Office of Community Police Oversight)                                                                 | 82.2%             | 70.0%             | 78.3%             |
| 21                                                       | Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)            | 52.6%             | 60.0%             | 59.8%             |

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

\*\* October 2022 - August 2023 reflects corrected Dallas 365 actuals for measure #17: Crimes against persons (Dallas Police Department).

## FY 2022-23 Dallas 365

| #                                           | Measure                                                                                                                                                 | FY 2021-22 Actual | FY 2022-23 Target | FY 2022-23 Actual |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|
| <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%             | 98.4%             |
| 23                                          | Percentage increase in dogs and cats fostered (Dallas Animal Services)                                                                                  | 33.4%             | 5.0%              | 41.9%             |
| 24                                          | Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)                                                               | 77.3%             | 75.0%             | 87.9%             |
| 25                                          | Satisfaction rate with library programs (Library)                                                                                                       | 99.0%             | 93.0%             | 98.1%             |
| 26                                          | Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)  | 30.2%             | 32.0%             | 32.8%             |
| 27                                          | Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)                                      | 2,192             | 1,615             | 3,269             |
| 28                                          | Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)                                                                       | 68.0%             | 80.0%             | 37.2%             |
| <b>Transportation &amp; Infrastructure</b>  |                                                                                                                                                         |                   |                   |                   |
| 29                                          | Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)                                                                        | 85.6%             | 97.0%             | 84.6%             |
| 30                                          | Percentage of planned lane miles improved (787 of 11,770 miles) (Public Works)                                                                          | 81.6%             | 100.0%            | 98.4%             |
| 31                                          | Percentage of potholes repaired within three days (Public Works)                                                                                        | 99.0%             | 98.0%             | 97.7%             |
| 32                                          | Percentage of signal malfunction responses within 120 minutes (Transportation)                                                                          | 91.4%             | 91.0%             | 90.4%             |
| 33                                          | Percentage of faded long line pavement marking miles improved (611 of 1,223 miles) (Transportation)                                                     | 83.4%             | 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%             | 269.7%            |
| 35                                          | Percentage increase of workforce development grant participants in underserved populations (Small Business Center)                                      | N/A               | 60.0%             | 50.2%             |

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

## FY 2022-23 Dallas 365

**VARIANCE NOTES**

**8** CCO staffing vacancies have resulted in the not on target status for invoices paid within 30 days. All vacant positions have been posted and interviews are in progress to ensure staffing levels meet invoice processing workloads.

**11** Vacancies for the two-person Buyer 1 team have played a major role in the performance variance. POM is actively onboarding and training a new Buyer 1, which will fully staff the team processing informal solicitation requests and assist in workload stabilization through improved staffing levels. POM staffing is anticipated to improve the target percentage for solicitations processed within 15 business days.

**17** As a follow-up to the prior month, DPD is now reporting an accurate count of Crimes Against Persons per 100,000 residents that occur each month. DPD corrected the sum of monthly actuals, resulting in an adjustment to the year-end (YE) total to 1,936. The adjusted YE total meets the annual target of less than 2,000 Crimes Against Persons per 100,000 residents. Prior months have been corrected.

**28** PKR teen late night program was not offered in the month of September primarily when program participation has historically declined. PKR will pivot in FY 2023-24 by sharing the overall success of teen programming by reporting the total number of teen program hours that are being conducted each month. The Late Night measurement reflects a small portion of overall teen programming efforts and was created when funding was increased for this specific program. Additionally, PKR is confident that the teen program will gain momentum throughout the city through special events, program delivery, and marketing.

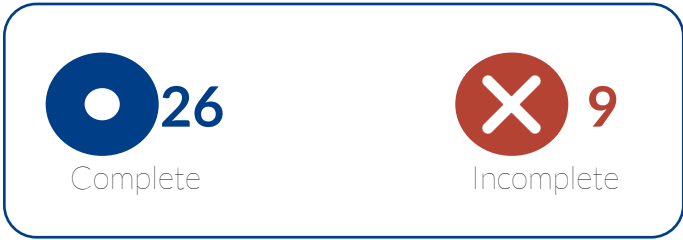
**29** Increasing material costs and the complexity of project negotiations delay construction schedules resulting in a variance. Bond Program Projects are expedited by infrastructure departments when feasible to ensure the implementation schedule is met. OBP expects performance to improve in the future.

**35** Community Development Block Grant (CDBG) participation forecast decreased due to revised performance goals for the primary grant subrecipient whose enrollment commitment was reduced by over 50 percent, due to an adjusted calculation and update in YTD grant participants. The change in the number of participants for the one major sub-recipient impacted the overall performance numbers for each month. SBC continues to serve existing participants enrolled and anticipates improved attendance for future reporting.



# 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. For the September report, the responsible department has provided a current status for the initiative and indicated whether the initiative is “complete” (blue circle) or “incomplete” (red x). There are a few measures with clear progress, but external factors delayed the progress. These measures have been noted as substantially complete in the status narrative and moved to “complete”. Additionally, there are several measures shown as “incomplete” that require additional time because of the scope and term of the project. These measures will be moved to Multi-Year Initiatives and continue to be tracked in FY 2023-24.



## In the Spotlight

### City of Accessibility

The City of Dallas has undertaken a multi-year initiative to enhance its compliance with the Americans with Disabilities Act (ADA). This effort involves conducting building assessments, reviewing departmental policies, and providing employee training. In FY 2022-23, the Office of Equity & Inclusion successfully completed 20 assessments and completed ADA policy reviews of selected departments. The project will culminate with the director's approval for the posting of all FY 2022-23 efforts to the ADA Transition Plan. Additionally, the development of web-based ADA training courses, covering security and ADA 101, is currently in progress.



The ADA Self-Evaluation and Transition Plan focuses on documenting the city's efforts related to Title II compliance, creating an inventory of city programs, services, and activities slated for evaluation in subsequent phases, and formulating a budget and schedule for self-evaluation. Notably, no evaluations of city programs, services, or activities will be conducted during this initial phase. The project encompasses an ADA compliance review of select city buildings, parking lots, paths of travel, and public rights-of-way data, with proposed solutions for non-compliant elements. An ADA Transition Plan document will be generated, providing comprehensive task documentation and associated findings.

## 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 plans to move in phases to the "One Stop Permitting Shop" centrally located at 7800 N Stemmons in November 2023. The department continues working to fill vacant positions and has a job fair scheduled for November 2023. The second Q-Team has been operational for 6 months and has processed 174 commercial building permits year to date. The Residential RSVP and Affordable Housing Teams issued a combined total of 180 new single-family permits with 56 being issued through the "Same Day" permitting process. DEV is on schedule with the implementation of the land management software, "Dallas Now", and the department is working with the Data Business Intelligence Department with the launch of the forward-facing commercial permitting dashboard, a soft launch has been rolled out for staff internal review with plans to fully deploy for public use in January 2024.

**2 City Development Code**

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

**STATUS** On June 15, 2023, City Council approved the consultant procurement item. The consultant is expected to participate in a citywide tour in October 2023 to observe existing conditions and identify areas of inadequate zoning protection. Consultants have begun preparing the initial diagnostics phase and have an estimated phase completion of March 2024.

**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** All positions have been filled and new hires are in training.

**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 was completed, and the new Auto Pound Management and Tow Dispatch system went live on May 2, 2023 for non-evidentiary vehicles. Currently, DPD and the vendor are monitoring contract operations to identify and correct any further efficiencies and reviewing options for alternative storage sites for evidentiary vehicles.

## 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 Long-Range Water Supply Update and associated Water Conservation Plan Updates was awarded in fall 2022. A kick-off meeting was held in February between consultants and the City to review the current plan, analyze conservation strategies, and update and index the plan against customer cities, including the southwest cities. The data collection has been delivered and the initial draft is currently being prepared for delivery in Fall 2023. Upon review by DWU and Water Conservation, the Conservation Work Plan will be indexed to five southwestern cities.

**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 September the Arborist has surveyed about 400 parks and inventoried approximately 1,564 ash trees in the maintained portions of park properties. The Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team. Sr. Environmental Coordinator, was onboarded in May.

**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, OEQS 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. (OEQS)

**STATUS** The advertising campaigns continued in August and September switching to Litter Abatement and WholeHomeDallas focus. All divisions within OEQS interact with aspects of the CECAP Plan. Creative development and resulting materials and websites were completed for greenjobskills.com, and wholehomedallas.com.

**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** RFP solicitation was published on January 18, 2023 for a \$500,000 solar panel PV and \$500,000 battery energy storage systems. The contract has been finalized and was approved by City Council on May 24. The contractor was issued a Notice to Proceed on June 12. Estimated project completion is August 31, 2024. BSD has also completed weatherization activities at all of the current eight resiliency locations.

## 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, OEQS 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. (OEQS)

**STATUS:** OEQS established a Brownfield program and hired two positions to manage the program. The program continues to engage with community groups to properly assess revitalization needs. The Brownfields Advisory Committee will begin meeting in FY23-24. The program is partnering with GroundworkUSA to advance EPA recommended community outreach practices and develop a GIS based Brownfields inventory map. The program is also exploring pilot projects to utilize the City's Environmental Justice Funds. An RFP is in process to find underwriting services to support the \$1,000,000 Revolving Loan Fund Grant. The anticipated start date for RLF and Assessment grants implementation is November 2023.

**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, OEQS will complete the data platform and data qualification procedures to begin testing air quality in designated neighborhoods. (OEQS)

**STATUS** The first group of five monitors went through their co-location calibration in the spring. The monitors were deployed in West Dallas Multi-Purpose Center, Fish Trap Lake, Mill Creek Batch Plant (Dixion Circle), Larry Johnson Rec Center (Dixion Circle), and South-Central Park (Joppa). The second group of eight monitors completed their co-location calibration on October 10th. These have since been deployed at: Mountain Creek Library, Park Forest Library, Polk Rec Center, Myers Prosperity Park, Martin Weiss Park, Westhaven Park, MoneyGram Park, and Flag Pole Hill Park.

All installed monitors are transmitting data, and DBI is working on updating the OEQS dashboard with the new locations. Three additional monitors are in the process of being deployed, with tentative locations of Floral Farms and the Dallas Zoo area. The third group of eight monitors started their co-location calibration October 10 with anticipated deployment in December.

**11 Environmental Justice (EJ)**

**INITIATIVE** With an emphasis on effectively addressing environmental justice, and the focus on using data to drive related policy, OEQS 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. (OEQS)

**STATUS** The Environmental Justice Coordinator position was filled on September 18. OEQS will train the new Coordinator on the Environmental Justice Mapping Tool and other related efforts.

## FY 2022-23 Budget Initiative Tracker

# 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 approved the specifications for all the Engines, Trucks, and Ambulances that will be purchased with the FY 2022-23 funds. One Engine was ordered through general fund monies (approved budget amendment) and seven (7) Engines, two (2) Trucks, eleven (11) Ambulances, and three (3) Wildland Type VI vehicles have been ordered from the remaining funding allocation. DFR was awarded a grant from the North Central Council of Governments that acquired three blocker vehicles to protect residents, first responders, and emergency fleet units during freeway responses. EFM has ordered 711 units using department funds totaling \$98.5 million. Departments include CCS (35 units), CTS (6), CTJ (1), AVI (11), BSD (3), DAS (2), DFD (39), DPD (286), DWU (98), EFM(13), LIB (1) OEM (2), PBW (65), IPS (9), PKR (29), SAN (105), SEC (2), TRN (3), DSV (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 2,272 individuals since the onset in October 2021 through September 2023. Of those individuals housed, 40 percent are from households consisting of adults with children and 60 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 September 2023, the three organizations contracted by OHS have provided services for 999 clients, exceeding the goal of 750 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 two HART teams are established in two new off-site office locations and officially began work on December 12, 2022. From December 2022 to September 2023, the HART teams have responded to 385 service requests (SR's), with 77 percent of SR's responses occurring within 24-48 hours and 352 of them resolved within 10 days, visited 407 locations, cleaned up or closed 77 sites, and removed 1,367,250 lbs. of debris. PKR continues to work on filling four positions while the Marshal's office is currently conducting interviews for new Deputy Marshals and has hired one new Deputy who is currently in the six-month training program. CCS continues to work on filling remaining HART positions. DAS is currently using existing vehicles while working with EFM to purchase vehicles for HART. Similarly, CCS continues to wait on heavy equipment and is working jointly with the Nuisance Abatement Heavy Clean Teams to cover the program's needs on an as-needed basis.



## 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 Aug 2023 with 23 recruits and the September Academy class is projected to have 33 recruits or more. Year to date, DPD has hired 148 officers with a revised goal of hiring 181 or more by the end of FY 2022-23. DPD initiated a retention incentive to qualified staff in the amount of \$40,000 for an additional 2 years of service and they were able to retain 70 officers through this program.

**17 Innovative Equipment and Technology** 


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

**STATUS** DPD has integrated the ALPR Technology into dash cameras installed in marked squad cars. The mobile radio replacement project is complete with 3,033 radios being issued to officers and 886 radios inventoried at the Quartermaster for future issuance. Evaluations of a combined web-based RMS and CAD system are currently under review.

**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 Single Function Paramedic Program has filled all the supervisor and administrative positions. The program currently has 17 paramedics in the field and five in the hiring process with a projected start date of November 18. The program is on target with improving operational workload and efficiency during peak hours of call volumes.

**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 Night Detail / Entertainment Districts Team has accomplished the following: 2,542 Code activities (Inspections, complaints, Entertainment District education, etc.), 149 operators/managers educated on life safety issues (Crowd management, life safety systems, egress, etc.), 26 citations issued, and \$274,689 in fees collected.

DFR has reviewed what worked, what didn't, how to improve service delivery, and has established team goals for the new fiscal year. The team attended 24-Hour Dallas meetings multiple times throughout the year and has established a proactive alliance and working relationship with business owners/operators in the Entertainment Districts. Compliance has increased and staffing is available for annual inspections at times that are less intrusive for businesses.

**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 has initiated over 103 projects and has completed 32 of them. 66 of these projects are in the installation/construction phase. The projects completed include park lighting surveillance systems, access controls, window treatments, radios, and garage doors. Year to date, \$2.7 million of ARPA funding has been expensed.

## 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** Out of the budgeted 16 positions, CCS has hired all but two. The Pro Teams are currently fulfilling the weekly expectation of 30 illegal dumping site abatements per week.

**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** All 12 Code Compliance Officers have been hired and onboarded as of February. The teams are up and running as anticipated.

**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 FY 2022-23 to expand hours at 15 locations. The extended hours began January 17.

**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 received a grant for \$50,000 of matching grant funding for the Historic Resources Survey to increase available funding to \$550,000. In April, OHP and the consultant kicked off the steering committee and public engagement process and then finalized planning the public engagement phase in May. Policy research and coordination of public engagement process was initiated in June. OHP staff reviewed existing ordinances and best practices around historic preservation and began working on draft implementation plan. OHP staff are currently working through the procurement process and anticipate City Council vote taking place in Fall 2023 and anticipate the work being completion by Spring 2024.

## 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 September, PBW has spent 3,500,000 of its General Fund appropriations to complete 15 sidewalk projects and 13.6 lane miles of sidewalk improvements to date. PBW estimates it will complete the remaining 5.09 miles of sidewalk improvements in spring 2024.

**27 Vision Zero Action Plan** 

**INITIATIVE** Invest funding in Dallas's mobility infrastructure, emphasizing a system focused 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 and has been working on low-cost improvements for safety evaluations, road safety, and city-wide speed limit evaluation.

**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** TRN completed restriping of 320 lane miles and 864 crosswalks in FY 2022-23.

**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. As of September, PBW spent \$3.4 million and completed maintenance on 27 bridges. PBW spent \$335,512 on emergency repairs for the State Highway 356 Bridge and \$584,550 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** As of August, TRN has allocated \$5,842,000 for this initiative. On August 23, TRN received City Council approval to accept a federal grant for new traffic signals at Zang Blvd and Saner Ave. The project to replace traffic lights will be a multi-year effort and requires the completion of a design phase before the implementation phase. The design phase will be completed in FY 2023-24 then TRN will proceed with the implementation phase which is expected to also be completed in FY 2025-26.


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 September, 180 flashing beacons have been installed. The manufacturer is scheduled to resume shipment of new equipment in September. Estimated completion schedule is in progress for the remaining 320 school zone flashing beacons.

**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** TRN is scheduled to present the bike plan update to City Council on November 1. The bike plan update will inform the strategic bike lane locations to implement in the coming years. In the meantime, engineering work is being finalized on several bike lane projects with a plan for implementation in the coming months, utilizing in-house resources. Transportation staff is coordinating with the City Attorney’s Office to develop a bike lane engineering contract structure that allows flexibility for upcoming projects, while complying with federal, state, and city procurement guidelines. The project to improve the bike lane network is a multiyear effort. TRN has prioritized the completion of FY 2021-22 projects and City Council approval of the bike plan update before moving on to the FY 2022-23 bike lane initiatives.

## 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 established the Mentor Protégé Program and hosted the first networking event on May 10th with 45 participants. Additionally, SBC has executed two of three contracts: 1) the Cen-Tex contract in the amount of \$225,000 and 2) the Greater Dallas Hispanic Chamber of Commerce contract in the amount of \$250,000 and 3) Dallas Black Chamber of Commerce in the amount of \$250,000.

**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** Interviews for the Public Engagement Coordinator took place in September, an internal candidate was selected and anticipated to start in October.

**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 has completed ADA Building reviews, first and second rounds of face-to-face interviews with departments have all been completed, and anticipates having the director sign-off on the Transition Plan in October 2023. Web Content ADA training courses remains on hold while city websites are being updated, ADA security training material remains at 90% complete and ADA 101 training was completed in May. OEI used funding allotted to initiative and partnered with Park and Recreation for the design of ADA accessibility updates to the front entrance of MLK Center.

**35 Bridging the Digital Divide**

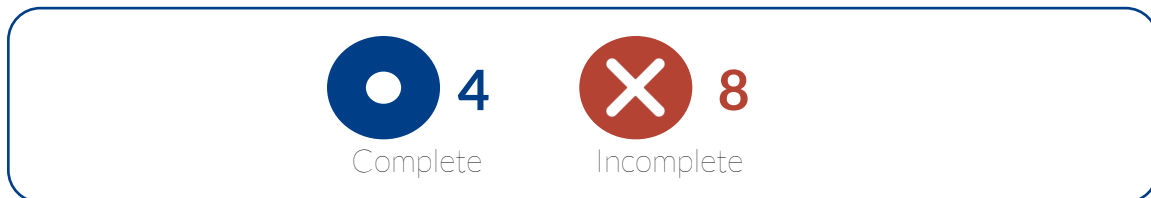
**INITIATIVE** Expand efforts to bridge the digital divide by allocating \$2.0 million for Digital Navigators to make internet access to individual households affordable, install reliable computer hardware, and enhance digital literacy skills and training. (CMO)

**STATUS** The launch of the Digital Navigators Program will advance the recommendations identified in the City's Broadband and Digital Equity Strategic Plan. The plan identifies specific ways the City can bridge the digital divide through infrastructure investments, public-private partnerships, and programming. Since launching in February, the Digital Navigators Program has provided internet access, affordable and reliable computer hardware, and digital literacy skills to 782 households.

## 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, FY 2020-21, and FY 2021-22 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 (FY19)**

**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 FY 2023-24.

**FY 2021-22****1 Economic Development Entity**

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

**STATUS** 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. In January 2023, the EDC board prioritized the following for the upcoming year: hire a search firm to hire an EDC Director, and developing a strategic plan and funding plan (including budget). The board selected Korn Ferry as the recommended CEO search firm.

**6 Comprehensive Food & Urban Agriculture Plan**

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

**STATUS** In FY 2022-23, OEQS began implementing the Comprehensive Urban Agriculture Plan (CUAP). City Council adopted the CUAP on March 8. External stakeholders involved included: 56 one-on-one stakeholder interviews, 745 public survey participants, and 3,500 impressions on the Comprehensive Urban Agriculture Draft Plan.



## 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 FY 2021-22, DWU will hire two FTEs and spend approximately \$75,000 to develop an outreach plan and procedures to sample both schools and day care operations; develop a data management and reporting procedure to comply with the new regulations; and begin initial sampling in the second quarter of 2022 with a goal of 50 sites sampled by September 30, 2022. (DWU)

**STATUS** In FY 2022-23, 830 of 952 sites total have been investigated for lead and copper. 91 of 93 identified private schools have been provided outreach and investigated. The remaining two private schools are not served by DWU.

**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 2022-23 through FY 2023-24 with new units projected in years 2 and 3 due to construction timelines. (HOU)

**STATUS** On January 12, 2022, 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 authorizing \$4.1 million in ARPA funds be allocated to Cypress Creek at Montfort, a mixed-income multifamily development in District 11. The estimated completion date is December 2025.

**14 Preservation of Affordable Housing**

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

**STATUS** In December 2021, City Council approved \$11.25 million in ARPA for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. To date, \$1.7 million has been spent or encumbered for 13 homes under construction and five homes completed. By summer 2024, \$4.5 million will be encumbered for infrastructure improvements including water, wastewater, and sewer utilities. The estimated completion date is December 2026.

**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 during the hours of 6am-4pm daily, have been transferred from DPD to TRN for all calls that do not need DPD to be present.

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES****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. The quotes for the remaining sites have been received and are ready for further processing. Currently, PKR is working with ITS to start the delivery order process. The remaining 49 Wi-Fi sites have received Access Point equipment.

**29 Traffic Signals** 

**INITIATIVE** Devote \$14 million over three years to leverage over \$50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero strategy. In FY 2021-22 spend \$3.5m to design 46 traffic signals to leverage federal and county funds. (Revised) (TRN)

**STATUS** City Council has approved funding to design 46 traffic signals to leverage federal and county funds. The design phase will be completed in FY 2023-24. After the design phase is completed then traffic signals can be replaced. The replacement will be completed in FY 2025-26.

**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 September, 9.0 lane miles are under study or design, or design is complete. 5.9 lane miles are being installed or installation is complete, for a total of 14.9 miles at a cost of \$1.6 million

**34 Accessibility** 

**INITIATIVE** Implement software system to track identified American Disabilities Act (ADA) 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. ITS (Software procuring team) encountered unanticipated challenges with the interlocal agreement (ILA) process that was currently pursued (with Texas Parks & Wildlife). Purchasing team is working with vendor on new procuring alternatives process for securing software. The team met with vendor on September 12 and provided the City's requirements for sole source contracting. The vendor will provide their documentation by October and the procurement team is estimating a four to six month timeline for all contracting activities including Council approval.

**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** Installation of approximately 24,775 feet of new water and wastewater mains were completed in FY 2022-23 to serve 7 previously identified unserved areas. Approximately 11,196 feet of new pipelines were awarded for construction in November 2022 to 4 identified unserved areas that are now substantially complete. In addition, approximately 34,346 feet of new pipelines to 13 unserved locations were awarded for construction in June with three sites currently under construction. Bids for the next construction package with 10 additional sites representing approximately 24,955 feet of water and wastewater mains were received September 29 and will be awarded in January 2024. The final designs for the remaining occupied, unserved areas are being completed and these projects are being packaged for advertisement in Spring 2024 with planned construction award Summer 2024. This goal of continued implementation should be carried forward into FY2023- 24 goals.

# PROCESS IMPROVEMENT



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

The Process Improvement Team applies the DMAIC problem solving approach to dig into process issues and deliver quantifiable, sustainable results. DMAIC is a five-phase method:

- Define – Define the problem
- Measure – Quantify the problem
- Analyze – Identify the cause of the problem
- Improve – Solve the root cause, develop structured improvements, and verify improvement
- Control – Maintain the gains and pursue perfection

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, Cancelled, or Pre-Kickoff. The DMAIC phase may be referenced in the status update. The Improve phase is often the most challenging to implement because it involves eliminating the root cause and implementing improvements. This phase often extends the project timeline.

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.

# PROCESS IMPROVEMENT

**Project Status**



**5**  
Complete



**2**  
On Track







**1**  
Delayed



**1**  
Cancelled




**0**  
Pre-Kickoff

| # | Measure                                                                                                                                                                                                 | Status                                                                              | Timeline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Key Performance Indicators                            |          |         |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------|---------|
|   |                                                                                                                                                                                                         |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Measure (Target)                                      | Baseline | Current |
| 1 | <p><b>SFD Building Permit Process</b><br/>Decrease building permits issuance lead time for single-family residential developments (DEV)</p>                                                             |    | Feb 2022 - TBD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Permit Application Internal Processing Time (12 days) | 29 days  | 6 days  |
|   |                                                                                                                                                                                                         |                                                                                     | <p><b>Status Update:</b> Action items from the Rolling Action Items List have been completed or close to completed. Performance has been consistently at or below target for several months, with improvements sustained. Project is ready to close.</p>                                                                                                                                                                                                                                                                                                                                                                         |                                                       |          |         |
| 2 | <p><b>DPD Workload Optimization</b><br/>Assess current operational demands to identify process improvement opportunities for workload management (DPD)</p>                                              |    | Jan 2022 - TBD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | % Accurately Reported Hours (95)                      | TBD      | TBD     |
|   |                                                                                                                                                                                                         |                                                                                     | <p><b>Status Update:</b> The dashboard has been launched and under review. The response protocol is being developed as part of the control plan for leadership. Process Improvement is educating leadership on review protocol and processes through review of the dashboard provided.</p>                                                                                                                                                                                                                                                                                                                                       |                                                       |          |         |
| 3 | <p><b>DFR Workload Optimization</b><br/>Assess current operational demands to identify process improvement opportunities for workload management (DFR)</p>                                              |  | Jan 2022 - May 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Assessment completion (100%)                          | 0%       | 100%    |
|   |                                                                                                                                                                                                         |                                                                                     | <p><b>Status Update:</b> Improvements to leave scheduling process have been implemented and operational data has been collected and analyzed. The controls that DFR implemented in Telestaff to manage Emergency Response Bureau work schedules are currently adequate for minimizing overtime. BMS will continue to support DFR by conducting annual reviews of work scheduling controls to identify further improvement opportunities. Additionally, DFR will continue to monitor the staffing and overtime data monthly to understand and minimize differences between overtime expenditures and overtime forecast model.</p> |                                                       |          |         |
| 4 | <p><b>Contract Review and Execution</b><br/>Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors. (OPS)</p> |  | June 2022 - March 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Average number of contract development days (90 days) | 190      | N/A     |
|   |                                                                                                                                                                                                         |                                                                                     | <p><b>Status Update:</b> The remaining stages of this project are now managed by the Office of Procurement Services (OPS).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                       |          |         |

# PROCESS IMPROVEMENT

| # | Measure                                                                                                                                                                                                | Status | Timeline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Key Performance Indicators                                                                       |                                                        |         |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------|
|   |                                                                                                                                                                                                        |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Measure (Target)                                                                                 | Baseline                                               | Current |
| 5 | <u><b>Risk Review &amp; Certificate of Insurances</b></u><br>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    | RR=1.45 days<br>23 minutes<br>COI=2 days<br>22 minutes | TBD     |
|   |                                                                                                                                                                                                        |        | <b>Status Update:</b> The software used for Risk Review information is being customized to better serve ongoing improvements. Executive leadership has identified in excess of 30 OFI's related to customer service and processing. Enhancements are being implemented.                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                  |                                                        |         |
| 6 | <u><b>"Low Sterrett Officer Turnaround Process"</b></u><br>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. | 228 minutes/arrest                                     | TBD     |
|   |                                                                                                                                                                                                        |        | <b>Status Update:</b> Established three highest volume arrest types accounting for more than 50 percent of the arrests made are: Warrants Only (1,774), Assault Family Violence (1,460), DWI (697) and corresponding baseline data. Average arrest takes 144 minutes to complete and 228 minutes when accounting multiple officers involved in an average arrest. There have been 15 improvement opportunities transferred to DPD for evaluation and implementation and three of the largest opportunities include custom reports for the high-volume arrest types. Project visibility, monitors, and voice-to-text have helped in the reduction of time to process an arrest report. Data will continue to be monitored. |                                                                                                  |                                                        |         |
| 7 | <u><b>Water/Wastewater Permit Process</b></u><br>Reduce cycle time of Water/Wastewater Permit Application Process to decrease overall building permit lead time (DEV/DWU)                              |        | Nov 2021 - March 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Permit Application Cycle Time (1 day)                                                            | 45 days                                                | 1 day   |
|   |                                                                                                                                                                                                        |        | <b>Status Update:</b> Training documents were completed and tested in April and the executive review was held June 13.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                  |                                                        |         |
| 8 | <u><b>DWU/DEV/DFR</b></u><br>Map water/wastewater permitting process, from start to finish including installation of items. Cross training to provide understanding of entire process for stakeholders |        | April 2023- Nov 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Reduce Errors, Breakdown Silos, Improving Communication                                          | N/A                                                    | N/A     |
|   |                                                                                                                                                                                                        |        | <b>Status Update:</b> Over 40 OFI's have been identified. The team is creating a presentation for Dallas Builders Association to review and provide feedback, then presenting to executives for consideration and approval of enhancements. Customer presentation scheduled for October 17.                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                  |                                                        |         |

| # | Measure                                                                                                                                                                                     | Status                                                                            | Timeline                 | Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                        |         |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------|
|   |                                                                                                                                                                                             |                                                                                   |                          | Measure (Target)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Baseline               | Current |
| 9 | <p><b><u>COD/DPD/Parkland/Dallas County Sheriff's Department/ Toyota</u></b><br/>                     Reduce the amount of time DPD officers spend processing prisoners at Lew Sterrett</p> |  | July 2023 - January 2024 | Cycle Time/<br>Arrest                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 228 minutes/<br>arrest | TBD     |
|   |                                                                                                                                                                                             |                                                                                   |                          | <p><b>Status Update:</b> This project was relaunched in July, originally coupled with the "Lew Sterrett Officer Turn Around Process" project. Site visits were completed in July with all participants. Process Maps from DPD, Parkland, and Dallas County Sherriff's Office perspectives were created in August. In September, data was collected to aid in finalizing scope of the project. The findings were presented with team and executives on September 27 and to Dallas County Chief on October 3.</p> |                        |         |



