

Memorandum



CITY OF DALLAS

DATE February 23, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – December 2023**

Please find attached the December budget Accountability Report (BAR) based on information through December 31, 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 & Management Services.

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

Jack Ireland
Chief Financial Officer

[Attachment]

c: T.C. Broadnax, City Manager
Tammy Palomino, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizzor Tolbert, Deputy City Manager

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

BUDGET ACCOUNTABILITY REPORT FY 2023-24

As of December 31, 2023



Cover Photo Credit: "Trinity Flood Plain" by Don Raines, Jr., Planning & Urban Design



**Budget & Management
Services**

EXECUTIVE SUMMARY

Financial Forecast Report

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

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 28
On Target

! 2
Near Target

✗ 5
Not on Target

Year-End Forecast

✓ 35
On Target

! 0
Near Target

✗ 0
Not on Target

Budget Initiative Tracker

● 2
Complete

! 3
At Risk

✓ 30
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through December 31, 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 22, 2023, effective October 1, 2023, through September 30, 2024. 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, 2024. The variance is the difference between the FY 2023-24 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

General Fund Overview

The General Fund overview provides a summary of financial activity through December 31, 2023.

	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$323,159,062	\$323,159,062		\$323,159,062	\$0
Revenues	1,837,576,470	1,837,576,470	470,103,222	1,839,165,945	1,589,475
Expenditures	1,837,576,470	1,837,576,470	428,886,872	1,835,968,423	(1,608,048)
Ending Fund Balance	\$323,159,062	\$323,159,062		\$326,356,584	\$3,197,523

Fund Balance. As of December 31, 2023, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2022-23 unaudited unassigned ending fund balance as projected during budget development (July 2023). The ending fund balance for the adopted and amended budget does not reflect changes in encumbrances or other balance sheet accounts. We anticipate updates to the beginning fund balance after the FY 2022-23 audited statements become available in April 2024.

Revenues. Through December 31, 2023, General Fund revenues are projected to be \$1,589,000 over budget due to increased revenue in charges for service.

Expenditures. Through December 31, 2023, General Fund expenditures are projected to be \$1,608,000 under budget primarily due to salary savings associated with vacant uniform and non-uniform positions across several General Fund departments, partially offset by higher-than-budgeted salary and overtime expenses in Office of Integrated Public Safety Solutions, Judiciary, Human Resources, and Civil Service.

FY 2023-24 Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category		FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$1,047,595,636	\$1,047,595,636	\$300,950,582	\$1,047,595,636	\$0
2	Sales Tax	451,745,839	451,745,839	115,844,351	451,745,839	0
3	Franchise and Other	126,633,664	126,633,664	25,760,594	126,633,664	0
4	Charges for Services	117,236,140	117,236,140	17,640,920	118,834,517	1,598,377
5	Fines and Forfeitures	20,117,759	20,117,759	4,713,056	20,254,168	136,409
6	Operating Transfers In	28,086,049	28,086,049	0	28,086,049	0
7	Intergovernmental	16,177,900	16,177,900	1,133,423	16,513,701	335,801
8	Miscellaneous	9,882,543	9,882,543	1,732,737	9,360,738	(521,805)
9	Licenses and Permits	6,100,940	6,100,940	1,957,421	6,141,633	40,693
10	Interest	14,000,000	14,000,000	370,138	14,000,000	0
	Total Revenue	\$1,837,576,470	\$1,837,576,470	\$470,103,222	\$1,839,165,945	\$1,589,475

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 December sales tax receipts include \$13,391,000 from the State Comptroller's Office as part of an audit finding. During a prior reporting period (2010-2013), one vendor incorrectly reported sales tax to other entities. Based on actual collection trends (excluding the audit finding) and analysis provided by our contract economist, sales tax is projected to be at budget for FY 2023-24.

4 Charges for Services. Charges for Services revenue is projected to be \$1,598,000 over budget due to increased traffic control permits and increased revenue associated with State Fair patrol, partially offset by the elimination of parking revenues at Jack Evans Police Headquarters and reduced activity for the DPD Expanded Neighborhood Patrol (ENP) program.

8 Miscellaneous. Miscellaneous revenue is projected to be \$522,000 under budget due to a delay in implementing the online application and payment system for convenience store registration due to Payment Card Industry (PCI) compliance issues. Additionally, a court injunction halts enforcement and registration for the CCS short-term rental program resulting in reduced projected revenues.

FY 2023-24 Financial Forecast Report

GENERAL FUND EXPENDITURES

	Expenditure Category	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$298,421,415	\$298,421,408	\$65,749,011	\$293,238,944	(\$5,182,464)
	Non-uniform Overtime	7,963,253	7,963,253	3,476,720	11,933,686	3,970,433
	Non-uniform Pension	42,275,230	42,240,242	9,651,095	42,859,457	619,215
	Uniform Pay	544,271,659	544,271,664	109,740,602	530,388,869	(13,882,795)
	Uniform Overtime	72,658,144	81,158,144	22,491,358	93,138,510	11,980,366
	Uniform Pension	187,861,142	187,896,125	37,708,124	187,570,855	(325,270)
	Health Benefits	97,632,432	97,632,434	12,335,695	97,632,434	0
	Workers Comp	13,051,299	13,051,300	13,051,300	13,051,300	0
	Other Personnel Services	14,204,686	14,204,690	3,027,035	14,177,147	(27,543)
1	Total Personnel Services	\$1,278,339,260	\$1,286,839,260	\$277,230,941	\$1,283,991,202	(\$2,848,058)
2	Supplies	92,646,763	92,526,132	21,853,649	92,258,038	(273,094)
3	Contractual Services	531,126,582	530,487,294	124,686,903	532,382,793	1,937,018
4	Capital Outlay	25,239,244	25,999,163	6,442,900	25,714,404	(321,278)
5	Reimbursements	(89,775,379)	(98,275,379)	(1,327,521)	(98,378,013)	(102,634)
	Total Expenditures	1,837,576,470	\$1,837,576,470	\$428,886,872	\$1,835,968,424	(\$1,608,047)

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 \$2,848,000 under budget due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, partially offset by uniform overtime expenses in Dallas Police Department (\$11,053,000), Dallas Fire-Rescue (\$927,000), and non-uniform overtime expenses. Dallas Police Department uniform overtime expenses are due in part to elevated attrition in FY 2022-23 and consistent command for police services (P1 call volume). Dallas Fire-Rescue uniform overtime expenses are due to higher-than-anticipated attrition requiring backfill to meet minimum staffing standards.

FY 2023-24 Financial Forecast Report

GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,420,110	\$4,420,110	\$903,707	\$4,420,110	\$0
2	Building Services	31,078,791	31,078,791	10,647,597	31,078,791	0
3	City Attorney's Office	23,799,058	23,799,058	5,005,508	23,560,190	(238,868)
4	City Auditor's Office	3,266,138	3,266,138	684,166	3,246,158	(19,980)
5	City Controller's Office	9,162,430	9,162,430	2,123,344	9,153,768	(8,662)
6	Independent Audit	767,071	767,071	0	767,071	0
7	City Manager's Office	3,389,700	3,389,700	753,522	3,445,687	55,987
8	City Marshal's Office	21,905,930	21,905,930	4,812,479	21,722,208	(183,722)
9	Jail Contract	8,594,776	8,594,776	0	8,594,776	0
10	City Secretary's Office	3,509,388	3,509,388	872,083	3,519,389	10,001
11	Elections	1,946,292	1,946,292	28,298	1,946,292	0
12	Civil Service	2,762,162	2,762,162	693,138	3,012,132	249,970
13	Code Compliance	45,562,455	45,562,455	9,564,480	45,507,562	(54,893)
14	Dallas Animal Services	19,180,051	19,180,051	6,377,368	18,782,334	(397,717)
15*	Dallas Fire-Rescue	413,381,222	413,381,222	92,523,441	413,381,222	0
16	Dallas Municipal Court	8,370,958	8,370,958	2,041,365	8,076,158	(294,800)
17	Dallas Police Department	656,936,353	656,936,353	145,288,175	656,936,353	0
18	Data Analytics & Business Intelligence	6,108,162	6,108,162	1,207,782	5,895,440	(212,722)
19	Housing & Neighborhood Revitalization	6,920,100	6,920,100	623,430	6,703,378	(216,722)
20	Human Resources	9,186,760	9,186,760	2,703,136	9,458,787	272,027
21*	Judiciary	4,397,241	4,397,241	979,704	4,834,209	436,968
22	Library	43,489,755	43,489,755	9,631,330	43,411,103	(78,652)
	Management Services					
23	311 Customer Service Center	6,331,204	6,331,204	2,104,887	6,292,527	(38,677)
24	Communications, Outreach, & Marketing	3,777,588	3,777,588	675,886	3,522,447	(255,141)
25	Office of Community Care	10,114,699	10,114,699	1,486,903	10,082,151	(32,548)
26	Office of Community Development	754,620	754,620	22,209	730,720	(23,900)
27	Office of Community Police Oversight	784,565	784,565	107,107	690,615	(93,950)
28	Office of Emergency Management	1,251,963	1,251,963	258,912	1,251,963	0
29	Office of Environmental Quality and Sustainability	6,244,743	6,244,743	2,680,415	6,244,743	0
30	Office of Equity and Inclusion	3,785,554	3,785,554	668,635	3,482,147	(303,407)
31	Office of Government Affairs	1,112,725	1,112,725	284,074	1,062,189	(50,536)
32	Office of Homeless Solutions	17,850,149	17,850,149	9,773,162	17,956,638	106,489
33	Office of Integrated Public Safety Solutions	5,822,887	5,822,887	850,791	6,331,852	508,965
34	Small Business Center	4,354,640	4,354,640	469,364	4,253,862	(100,778)
35	Mayor & City Council	7,399,447	7,399,447	1,455,343	7,073,374	(326,073)
36	Non-Departmental	128,443,112	128,443,112	6,697,172	128,443,112	0
37*	Office of Arts & Culture	23,180,773	23,180,773	10,922,811	23,180,773	0
38	Office of Economic Development	3,679,042	3,679,042	1,098,966	3,671,583	(7,459)
39	Park & Recreation	120,076,933	120,076,933	39,267,549	120,076,933	0
40	Planning & Urban Design	8,024,033	8,024,033	1,648,079	7,753,238	(270,795)
41	Procurement Services	3,500,823	3,500,823	631,022	3,466,882	(33,941)
42	Public Works	88,552,090	88,552,090	36,580,836	88,552,090	0
43	Transportation	59,125,541	59,125,541	13,738,695	59,121,027	(4,514)
	Total Departments	\$1,832,302,034	\$1,832,302,034	\$428,886,872	\$1,830,693,987	(\$1,608,048)
44	Financial Reserves		0	0	0	0
45	Liability/Claims Fund Transfer	3,387,941	3,387,941	0	3,387,941	0
46	Salary & Benefit Stabilization	1,886,495	1,886,495	0	1,886,495	0
	Total Expenditures	\$1,837,576,470	\$1,837,576,470	\$428,886,872	\$1,835,968,423	(1,608,048.03)

*BMS did not receive a department update for the December reporting month. Forecast was prepared by BMS staff.



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.

7 City Manager's Office. CMO is projected to be \$56,000 over budget due to salary expenses related to position classification actions to better meet department operations and executive support functions.

10 City Secretary's Office. SEC is projected to be \$10,000 over budget due to termination payouts for retiring employees, partially offset by salary savings associated with two vacant positions.

12 Civil Service. CVS is projected to be \$250,000 over budget due to salary expenses associated with prior year elimination of funding for vacant positions, one of which was ultimately filled, and increased hiring above the budgeted vacancy rate.

20 Human Resources. HR is projected to be \$272,000 over budget due to temporary staffing expenses.

21 Judiciary. CTJ is projected to be \$437,000 over budget due to salary expenses associated with higher recruitment and retention of staff than in previous years, assuming a straight-line projection through the end of FY 2023-24 with no changes to current staffing levels, as well as additional work CTJ is involved with in underserved low-impact communities in four selected districts to provide additional access to court services through an unbudgeted program.

24 Communications, Outreach, & Marketing. COM is projected to be \$255,000 under budget due to salary savings associated with four vacant positions.

27 Office of Community Police Oversight. OCPO is projected to be \$94,000 under budget due to salary savings associated with three vacant positions.

32 Office of Homeless Solutions. OHS is projected to be \$106,000 over budget due to salary expenses above the budgeted vacancy rate.

33 Office of Integrated Public Safety Solutions. OIPSS is projected to be \$509,000 over budget due to salary expenses above the budgeted vacancy rate.

FY 2023-24 Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
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1 AVIATION

Beginning Fund Balance	\$87,104,190	\$87,104,190		\$87,104,190	\$0
Total Revenues	182,592,444	182,592,444	44,587,802	184,832,684	2,240,240
Total Expenditures	184,832,684	184,832,684	45,857,302	184,743,348	(89,336)
Ending Fund Balance	\$84,863,950	\$84,863,950		\$87,193,526	\$2,329,576

2 CONVENTION & EVENT SERVICES

Beginning Fund Balance	\$56,656,767	\$56,656,767		\$56,656,767	\$0
Total Revenues	137,145,998	137,145,998	18,751,478	137,775,961	629,963
Total Expenditures	137,145,998	137,145,998	19,913,166	147,775,961	10,629,963
Ending Fund Balance	\$56,656,767	\$56,656,767		\$46,656,767	(\$10,000,000)

3 DEVELOPMENT SERVICES*

Beginning Fund Balance	\$20,815,859	\$20,815,859		\$20,815,859	\$0
Total Revenues	45,465,884	45,465,884	8,932,944	45,465,884	0
Total Expenditures	53,952,347	53,952,347	9,788,707	53,952,347	0
Ending Fund Balance	\$12,329,396	\$12,329,396		\$12,329,396	\$0

4 MUNICIPAL RADIO*

Beginning Fund Balance	\$337,211	\$337,211		\$337,211	\$0
Total Revenues	636,398	636,398	103,774	636,398	0
Total Expenditures	636,398	636,398	251,080	636,398	0
Ending Fund Balance	\$337,211	\$337,211		\$337,211	\$0

5 SANITATION SERVICES

Beginning Fund Balance	\$23,377,689	\$23,377,689		\$23,377,689	\$0
Total Revenues	152,709,535	152,709,535	39,246,324	157,184,700	4,475,165
Total Expenditures	153,689,531	153,689,531	22,898,156	153,689,531	0
Ending Fund Balance	\$22,397,693	\$22,397,693		\$26,872,858	\$4,475,165

6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES

Beginning Fund Balance	\$9,962,402	\$9,962,402		\$9,962,402	\$0
Total Revenues	80,093,972	80,093,972	18,843,310	80,093,972	0
Total Expenditures	80,093,972	80,093,972	15,213,039	80,093,972	0
Ending Fund Balance	\$9,962,402	\$9,962,402		\$9,962,402	\$0

7 WATER UTILITIES

Beginning Fund Balance	\$97,247,412	\$97,247,412		\$97,247,412	\$0
Total Revenues	791,276,133	791,276,133	205,357,646	791,276,133	0
Total Expenditures	791,275,376	791,275,376	169,156,733	791,275,376	0
Ending Fund Balance	\$97,248,169	\$97,248,169		\$97,248,169	\$0

*BMS did not receive a department update for the December reporting month. Forecast was prepared by BMS staff.



FY 2023-24 Financial Forecast Report

INTERNAL SERVICE FUNDS

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
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8 BOND & CONSTRUCTION MANAGEMENT

Beginning Fund Balance	\$64,982	\$64,982	\$0	\$64,982	\$0
Total Revenues	22,043,477	22,043,477	734,545	21,177,331	(866,146)
Total Expenditures	22,043,477	22,043,477	4,240,651	21,177,331	(866,146)
Ending Fund Balance	\$64,982	\$64,982		\$64,982	\$0

9 EQUIPMENT & FLEET MANAGEMENT

Beginning Fund Balance	\$6,399,526	\$6,399,526		\$6,399,526	\$0
Total Revenues	68,778,781	68,778,781	21,483	68,778,781	0
Total Expenditures	71,794,210	71,794,210	11,180,883	71,794,210	0
Ending Fund Balance	\$3,384,097	\$3,384,097		\$3,384,097	\$0

10 EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$7,212,164	\$7,212,164		\$7,212,164	\$0
Total Revenues	2,868,790	2,868,790	555,762	2,946,949	78,159
Total Expenditures	2,152,280	2,152,280	589,209	2,143,571	(8,709)
Ending Fund Balance	\$7,928,674	\$7,928,674		\$8,015,542	\$86,868

11 INFORMATION TECHNOLOGY

Beginning Fund Balance	\$19,328,923	\$19,328,923		\$19,328,923	\$0
Total Revenues	121,639,867	121,639,867	28,019,251	121,621,375	(18,492)
Total Expenditures	131,784,124	131,784,124	55,456,051	131,761,408	(22,716)
Ending Fund Balance	\$9,184,666	\$9,184,666		\$9,188,890	\$4,224

12 RADIO SERVICES

Beginning Fund Balance	\$2,825,954	\$2,825,954		\$2,825,954	\$0
Total Revenues	22,264,018	22,264,018	5,278,638	22,264,018	0
Total Expenditures	18,873,781	18,873,781	3,790,278	18,873,781	0
Ending Fund Balance	\$6,216,191	\$6,216,191		\$6,216,191	\$0

FY 2023-24 Financial Forecast Report

OTHER FUNDS

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
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13 9-1-1 SYSTEM OPERATIONS

Beginning Fund Balance	\$4,811,495	\$4,811,495		\$4,811,495	\$0
Total Revenues	12,897,076	12,897,076	2,709,311	13,476,671	579,595
Total Expenditures	12,866,761	12,866,761	3,733,381	12,821,804	(44,957)
Ending Fund Balance	\$4,841,810	\$4,841,810		\$5,466,362	\$624,552

14 DEBT SERVICE

Beginning Fund Balance	\$114,061,997	\$114,061,997		\$114,061,997	\$0
Total Revenues	443,871,742	443,871,742	118,512,273	448,177,954	4,306,212
Total Expenditures	420,687,511	420,687,511	0	409,798,610	(10,888,901)
Ending Fund Balance	\$137,246,228	\$137,246,228		\$152,441,341	\$15,195,113

15 EMPLOYEE BENEFITS

City Contributions	\$134,878,640	\$134,878,640	\$18,535,874	\$134,947,865	\$69,225
Employee Contributions	46,665,178	46,665,178	11,375,676	46,665,178	0
Retiree	25,583,019	25,583,019	5,800,684	25,583,019	0
Other	0	0	48,730	48,730	48,730
Total Revenues	207,126,836	207,126,836	35,760,965	207,244,792	117,956
Total Expenditures	\$205,942,598	\$205,942,598	\$52,554,932	\$205,942,598	\$0

Note: FY 2023-24 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	\$18,362,599	\$18,362,599	\$18,574,984	\$18,574,984	\$212,385
Third Party Liability	10,033,670	10,033,670	6,387,527	10,033,670	0
Purchased Insurance	18,139,030	18,139,030	18,124,438	18,124,438	(14,592)
Interest and Other	0	0	236,709	236,709	236,709
Total Revenues	46,535,299	46,535,299	43,323,657	46,969,801	434,502
Total Expenditures	\$60,094,967	\$60,094,967	\$24,917,898	\$52,786,208	(\$7,308,759)

Note: FY 2023-24 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 December 31, 2023, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2022-23 unaudited projected ending fund balance and does not reflect additional YE savings. We anticipate adjustments to the FY 2023-24 amended beginning fund balance after FY 2022-23 audited statements become available in April 2024. 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 \$2,240,000 over budget due to greater-than-forecasted enplanements which has driven higher garage parking, concessions, terminal rental, and landing fee revenues.

2 Convention & Event Services. CCT revenues are projected to be \$630,000 over budget due to higher number of events than budgeted. CCT expenses are projected to be \$10,630,000 over budget due to an increased capital transfer from fund balance supported by excess revenue in FY 2022-23.

5 Sanitation Services. SAN revenues are projected to be \$4,475,000 over budget due to higher volume of disposal business from commercial haulers.

8 Bond & Construction Management. BCM revenues are projected to be \$866,000 under budget due to lower expenses. BCM expenses are projected to be \$866,000 under budget due to salary savings associated with 46 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

10 Express Business Center. EBC revenues are projected to be \$78,000 over budget due to interest earnings and surplus revenues from retail items, copies, and notary services.

13 9-1-1 System Operations. 911 System Operations revenues are projected to be \$580,000 over budget due to increased 9-1-1 fee collections for residential and commercial wireline services based on year-to-date receipts.

14 Debt Service. Debt Service revenues are projected to be \$4,306,000 over budget due to delayed transfers from Sanitation related to Series 2023 equipment acquisition notes and from unbudgeted interest payments from Stormwater and Fair Park for Series 2024A certificates of obligation. Debt service expenses are \$10,889,000 below budget mainly because of reduced expenses linked to the refunding of the Series 2013A and Series 2014 GO refunding and improvement bonds, as well as a more advantageous debt structure for the Trinity River bond Series 2024A

15 Employee Benefits. Employee Benefits revenues are projected to be \$118,000 over budget due to interest earnings and City Contributions based on forecast usage.

16 Risk Management. ORM revenues are projected to be \$435,000 over budget due to interest earnings and higher than budgeted subrogation recovery. ORM expenses are projected to be \$7,309,000 under budget due to a delay in anticipated claims that have been moved from FY 2023-24 to FY 2024-25.

FY 2023-24 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	\$338,237,344	\$125,141,197	\$70,602,459
B	Park and Recreation Facilities	261,807,000	261,807,000	180,919,416	13,590,119	67,297,465
C	Fair Park	50,000,000	50,000,000	40,812,621	3,004,362	6,183,017
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	17,894,337	17,179,185	13,676,479
E	Library Facilities	15,589,000	15,589,000	14,899,938	184,017	505,045
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	13,218,853	345,632	670,514
G	Public Safety Facilities	32,081,000	32,081,000	27,197,030	150,131	4,733,839
H	City Facilities	18,157,000	18,157,000	3,542,120	498,874	14,116,006
I	Economic Development	55,400,000	55,400,000	22,018,319	8,073,894	25,307,787
J	Homeless Assistance Facilities	20,000,000	20,000,000	17,426,227	90,181	2,483,592
Total		\$1,050,000,000	\$1,050,000,000	\$676,166,206	\$168,257,591	\$205,576,203

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	\$260,027,760	\$4,134,615	\$2,776,512
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	251,926,296	63,035,800	\$11,412,904
3	Economic Development	\$55,000,000	55,000,000	39,111,855	5,072,684	\$10,815,462
Total		\$642,000,000	\$648,313,887	\$551,065,910	\$72,243,099	\$25,004,878

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	\$394,090,036	\$8,029,706	\$4,370,812
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	304,239,786	12,827,312	25,690,068
3	Park and Recreation Facilities	343,230,000	353,343,060	349,880,666	1,025,492	2,436,902
4	Library Facilities	46,200,000	52,148,600	47,675,238	15,085	4,458,276
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	33,261,031	232,349	2,723,098
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	11,809,029	22,150	10,896,272
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	417,044	275,714
Total		\$1,353,520,000	\$1,405,218,107	\$1,328,150,757	\$23,491,638	\$53,575,712

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 2023-24 Financial Forecast Report

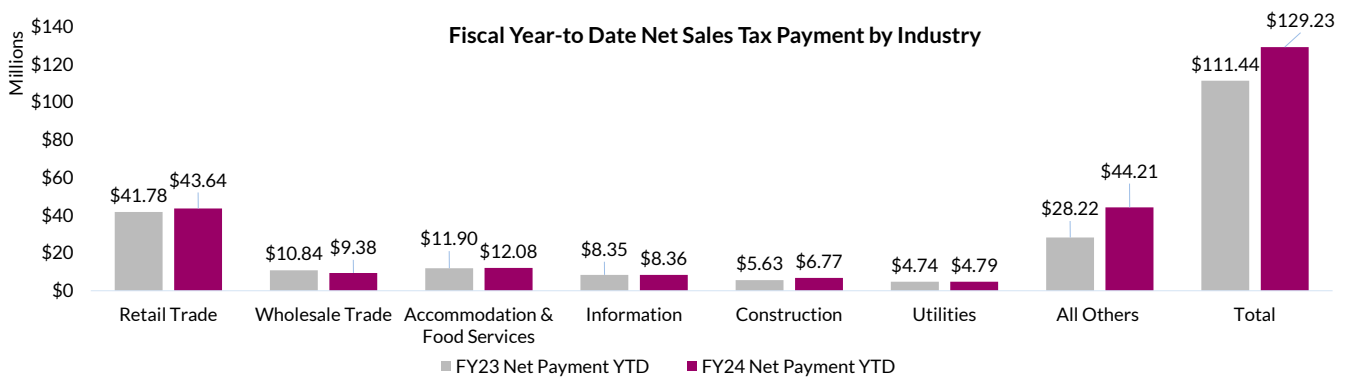
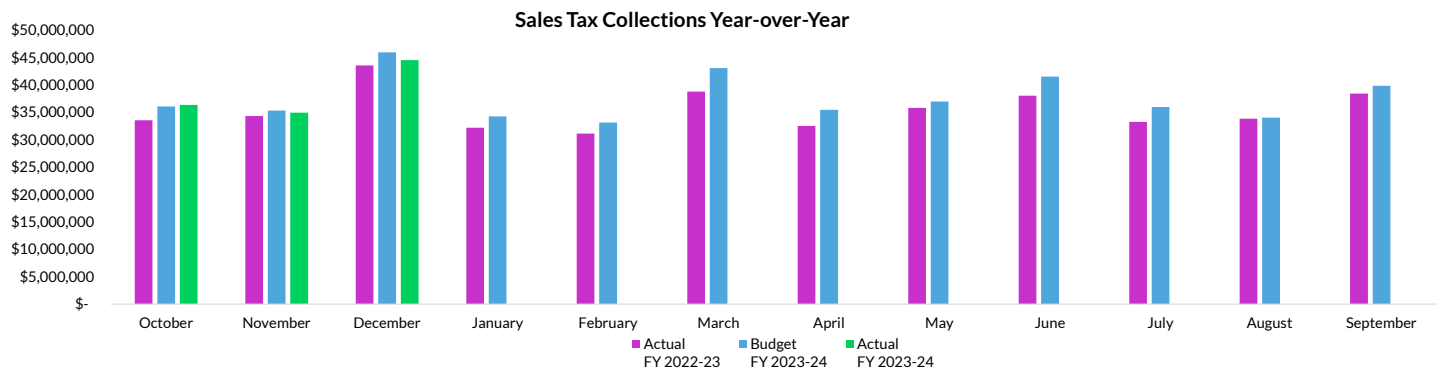
ECONOMIC INDICATORS

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 2023-24, Sales Tax Budget is \$451,745,839. As of December 31, 2023, the sales tax forecast is at budget. We will update the forecast throughout the year as additional information becomes available.

December sales tax receipts include \$13,391,000 from the State Comptroller's Office as part of an audit finding. During a prior reporting period (2010-2013), one vendor incorrectly reported sales tax to other entities.

The charts in this section provide more information about sales tax collections.



FY 2023-24 Financial Forecast Report

ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	December FY24 over December FY23	FYTD24 over FYTD23
Retail Trade	5%	4%
Wholesale Trade	-21%	-13%
Accommodation and Food Services	1%	2%
Information	-3%	0%
Construction	56%	20%
Utilities	-15%	1%
All Others	128%	57%
Total Collections	33%	16%

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.

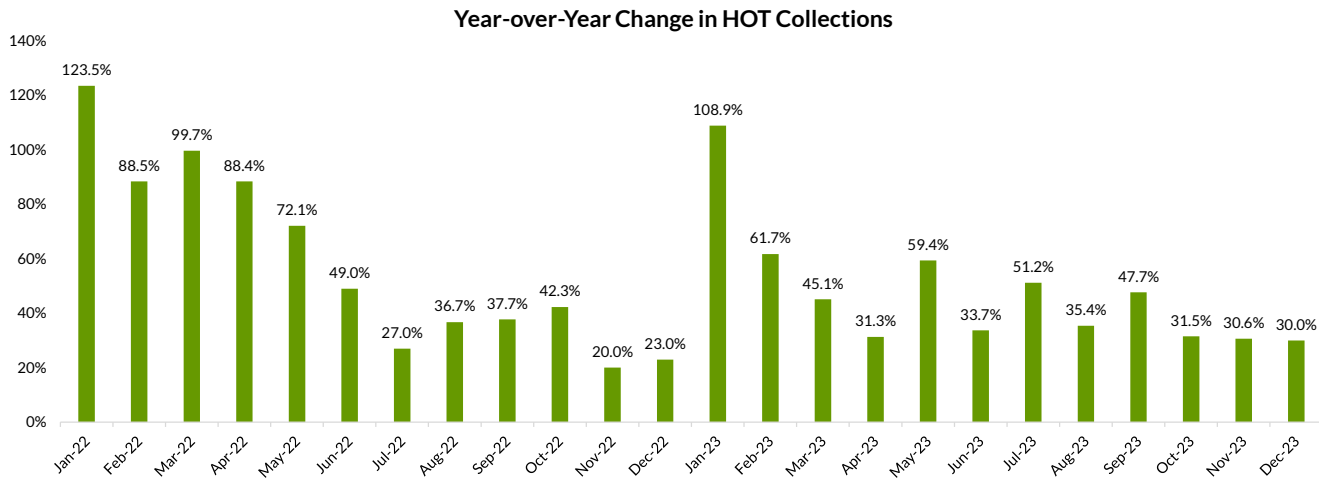
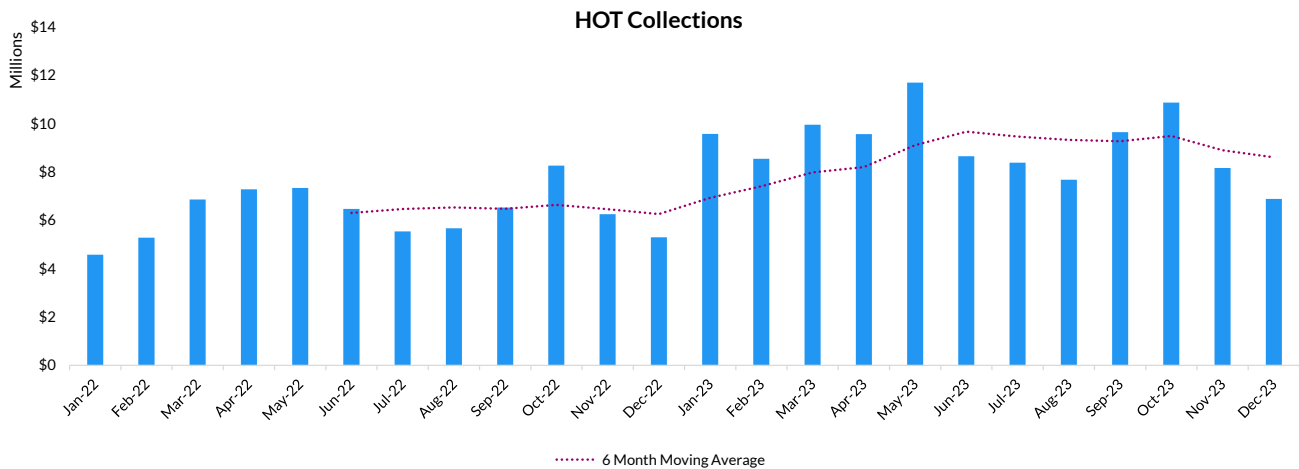
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2023-24 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.



Beginning November 2022, the HOT rate collected by the City of Dallas increased from seven to nine percent. HOT allocations including the additional two percent are reflected beginning in January 2023.



FY 2023-24 Financial Forecast Report

ECONOMIC INDICATORS

Convention Center Event Bookings

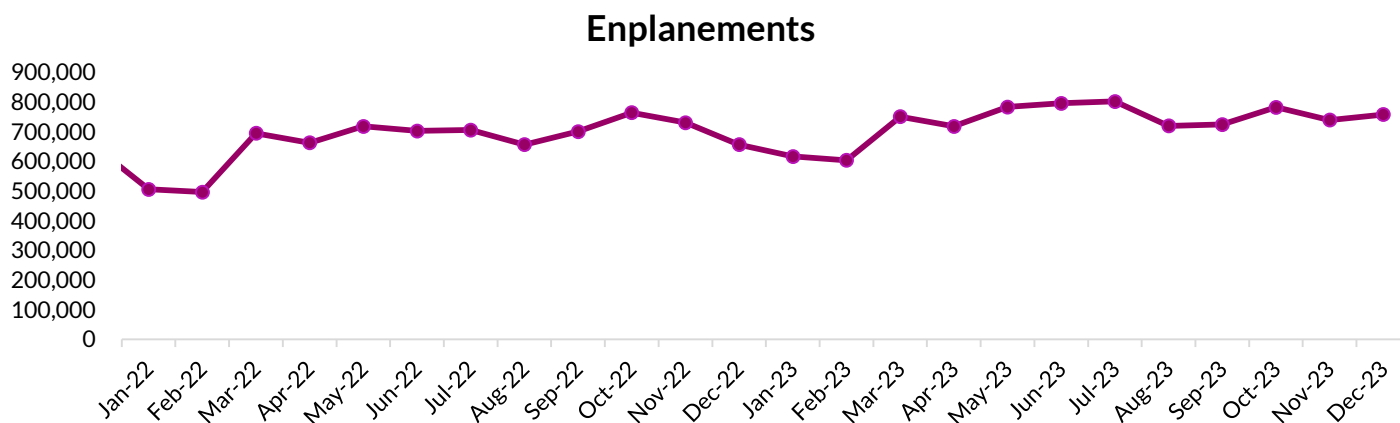
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY22 Actual	FY23 Actual	FY24 Planned	FY24 Actual/Forecast*
October	6	10	11	11
November	5	2	4	4
December	9	12	6	7
January	4	5	7	8
February	10	14	10	10
March	13	10	8	10
April	8	6	3	3
May	6	10	9	8
June	11	12	9	9
July	4	5	6	5
August	8	5	7	7
September	10	5	3	5
Total	94	96	83	87

* Due to shifts in cancellations and rescheduling, FY24 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.



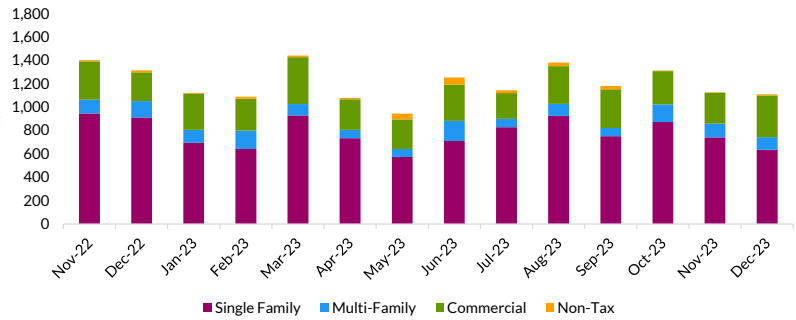
FY 2023-24 Financial Forecast Report

ECONOMIC INDICATORS

Building Permits

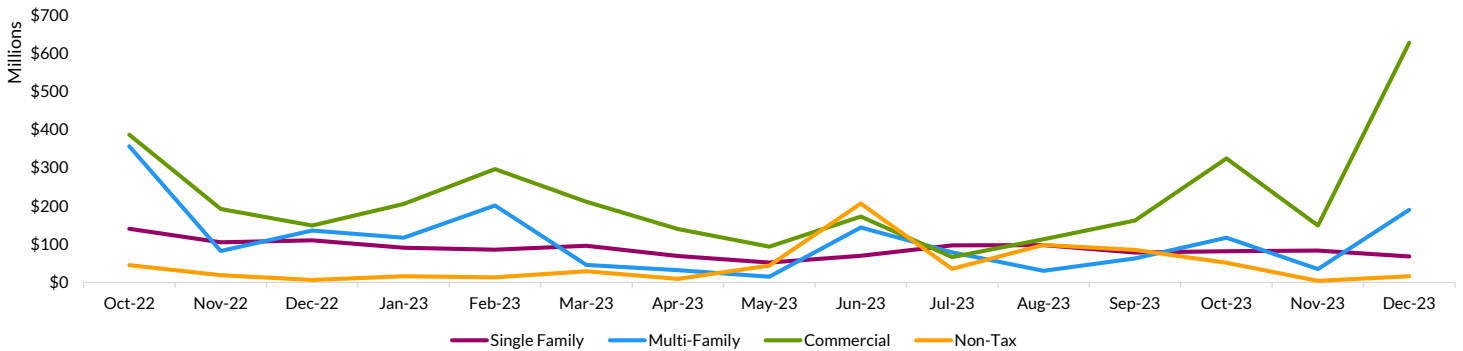
Building permits (required for all construction in Dallas) can provide insight into upcoming activity in the housing market and other areas of the economy. Permits are a key indicator of the confidence developers have in the economy; likewise, a decline can indicate developers do not anticipate economic 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.

Number of Issued Building Permits



Source: Data from POSSE Land Management software (Development Services)

Issued Building Permit Valuations



Source: Data from POSSE Land Management software (Development Services)
 *Single-family home valuations are estimations only.

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 2023-24 data is not available, N/A is listed.

Year-to-date (YTD) and year-end (YE) targets are presented for each measure. YTD targets may vary based on seasonality of the work. Each month, we compare 1) the YTD target with the actual performance for the current reporting period and 2) the YE target with the department's forecasted performance as of September 30, 2023.

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



#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Economic Development						
1*	Average number of business days to complete first review of residential permit application (Development Services)	8	10	1	10	8
2*	Average number of business days to complete first review of commercial permit application (Development Services)	2	15	11	15	15
3	Percentage of attracted private investment documented by contract that occurs in Target Areas (Office of Economic Development)	N/A	40.0%	100.0%	40.0%	40.0%
4	Percentage spent with local businesses (Small Business Center)	59.0%	40.0%	40.5%	40.0%	40.5%
5	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	80.9%	70.0%	62.3%	70.0%	70.0%
Government Performance & Financial Management						
6	Percentage of invoices paid within 30 days (City Controller's Office)	79.7%	85.0%	76.3%	85.0%	85.0%
7	Percentage of vehicles receiving preventive maintenance on schedule (Compliance I) (Equipment & Fleet Management)	N/A	65.0%	75.3%	65.0%	75.3%
8	Percentage of customers satisfied with call experience (311 Customer Service Center)	89.1%	88.0%	91.1%	88.0%	91.1%

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



FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
9	Completion rate for informal solicitations (Procurement Services)	22.2%	80.0%	82.8%	80.0%	82.8%
Housing & Homelessness Solutions						
10	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	89.7%	60.0%	80.9%	60.0%	80.9%
11	Percentage of service requests resolved within 21 days (Office of Homeless Solutions)	87.0%	85.0%	92.4%	85.0%	92.4%
12	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	100.0%	90.0%	104.4%	90.0%	95.0%
Parks, Trails, & the Environment						
13	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	75.3%	59.8%	69.1%	75.3%	77.3%
14	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	3,269	2,300	3,550	2,300	2,300
15	Residential recycling diversion rate (Sanitation Services)	18.2%	20.5%	17.6%	20.5%	20.5%
16	Percentage of garbage and recycling routes completed on time (Sanitation Services)	99.9%	95.0%	99.8%	95.0%	99.8%
Public Safety						
17	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.4%	90.0%	84.9%	90.0%	90.0%
18	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.0%	90.0%	89.4%	90.0%	90.0%
19*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	1,936	316.4	467.6	2,000	483.3
20	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	61.5%	60.0%	49.2%	60.0%	60.0%
21	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	93.3%	90.0%	94.0%	90.0%	94.0%
22	Monthly complaint resolution rate (DPD and OCPO) (Office of Community Police Oversight)	78.3%	70.0%	85.1%	70.0%	85.1%
23	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	59.8%	44.2%	52.3%	44.2%	52.3%

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

FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Quality of Life, Arts, & Culture						
24	Number of cases resolved by community prosecution (City Attorney's Office)	211	38	162	450	450
25	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	98.4%	85.0%	93.4%	85.0%	93.4%
26	Percentage increase in dogs and cats transferred to rescue partners (Dallas Animal Services)	41.9%	5.0%	11.0%	5.0%	8.7%
27	Satisfaction rate with library programs (Library)	98.1%	95.0%	100.0%	95.0%	100.0%
28	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	32.8%	35.0%	46.4%	35.0%	46.4%
Transportation & Infrastructure						
29	Planned lane miles improved (792 of 11,770 miles) (Public Works)	98.4%	17.0%	9.0%	100.0%	100.0%
30	Percentage of planned sidewalk projects completed (Public Works)	N/A	5.0%	0.0%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	97.7%	98.0%	97.8%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	90.4%	79.7%	81.1%	91.0%	91.0%
33	Percentage of long line pavement marking miles restriped (611 of 1,223 miles) (Transportation)	50.0%	14.4%	18.3%	50.0%	50.0%
Workforce, Education, & Equity						
34	Percentage of users who reported learning a new skill through adult learning or career development programs (Library)	94.0%	92.0%	100.0%	92.0%	100.0%
35	Percentage of annual Racial Equity Plan department progress measures completed (Office of Equity & Inclusion)	N/A	15.0%	44.5%	75.0%	75.0%

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

FY 2023-24 Dallas 365

VARIANCE NOTES

5 SBC YTD Actual is under the target due to a decrease in spending with non-local M/WBE vendors. Performance is expected to increase as a result of outreach events within the city and with partner departments. Outreach efforts include: B2B Connect Networking Events, the Dallas Accelerator Program, and the Mentor Protégé Program. SBC and AVI planned a Disadvantaged Business Enterprise outreach event for January 2024. SBC anticipates improvement by April with December actuals reported at the target of 70 percent.

6 CCO invoices paid within 30 days are below the target mainly due to a few high-volume departments experiencing delays approving invoices. Delays in departmental approval results in delays in payment by CCO Accounts Payable (AP). CCO AP is actively working with identified departments to reduce processing delays such as invoices with incomplete information. CCO December 2023 actuals were reported at 85 percent and anticipates meeting the target in future reporting periods.

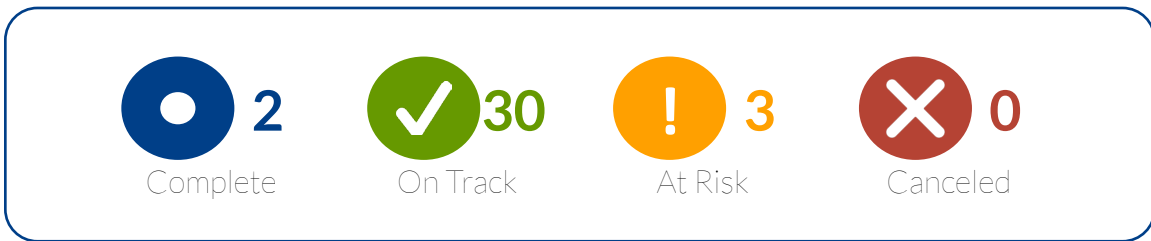
15 Recycling tonnage has been slightly lower than anticipated due to collection equipment shortages and fewer resident participation in the recycling program while refuse collections have been increasing. SAN is continuing to work with EFM to improve equipment availability so delays due to equipment will continue later into this FY as new equipment comes online. Additionally, the Sanitation Outreach Team is continuing efforts to educate the public on the City's recycling program. The Sanitation Outreach Team hosted 23 City-wide events in December.

17 DFR is experiencing increased EMS response times due to several factors: Emergency call volume remains high, and DFR's EMS transport rate continues to be over 60 percent (compared to historical rates of 40-45 percent). High call volume and transport rates result in a decrease in the number of available units and an increase in unit hour utilization, resulting in an increase in response times. Additionally, a significant winter weather event in December 2023 resulted in extremely high call volume and negatively impacted response times. DFR remains confident that recent improvements to the emergency response model will continue to improve service delivery.

20 DPD continues to emphasize hiring to increase the percentage of calls answered within eight minutes. These expanded hiring efforts have resulted in an increase in applicants from last year. An increase in police personnel will provide more resources to call response and result in better response times.

BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2023-24 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on track” for completion by the end of the fiscal year or life of the program initiative (green check mark), “at risk” of not being completed by the end of the fiscal year (yellow exclamation mark), or “canceled” (red x).



In the Spotlight

The Office of Homeless Solutions (OHS) is actively taking measures to reduce homelessness through the R.E.A.L. Time Rehousing Initiative (RTR). This initiative aimed to house over 2,700 individuals by 2023, with a new target of reaching a cumulative 6,000 by 2025. The initiative involves conducting assessments to determine participants' ability to maintain stable housing, providing rental subsidies for 12 months, distributing move-in kits, and offering personalized support services such as mental healthcare and job training. The program emphasizes the importance of community support and has already successfully housed 2,977 individuals and families in two years, including those with specific needs such as domestic violence survivors and individuals with chronic health issues.



FY 2023-24 Budget Initiative Tracker

ECONOMIC DEVELOPMENT**1 Augmentation of Planning and Zoning** ✓

INITIATIVE Augment planning and zoning staff with additional funding to address high demand for new development. In FY 2023-24, PNV will invest \$400,000 to decrease the review time for new development initiatives from 10 months to four months (PNV).

STATUS An Administrative Action request was submitted to CAO in December 2023 to consolidate funding into the existing contract and clarify scope of work. The updated contract will go to City Council for approval in February 2024.

2 Community Development Team ✓

INITIATIVE Launch a Community Development Team to advance community-oriented real estate projects with catalytic potential. In FY 2023-24, OCD will implement affordable housing initiatives to revitalize neighborhoods that align with the Comprehensive Environmental and Climate Action Plan (CECAP), the Connect Dallas Strategic Mobility Plan (Connect Dallas), the Racial Equity Plan (REP), the Economic Development Policy (EDP), the Economic Development Incentives Policy (Incentives Policy), and the Housing Policy 2033 (DHP33) (OCD).

STATUS OCD has hired and completed onboarding for all Project Managers. Project Managers have begun evaluating various citywide comprehensive plans and policies in collaboration with partner departments to ensure alignment of various citywide comprehensive plans and policies.

3 Infrastructure Investment Fund ✓

INITIATIVE Allocate up to \$5.987 million in available funding from the Infrastructure Investment Fund to stimulate private investments in distressed areas as part of implementation of the Economic Development Policy (ECO). In FY 2023-24, ECO will report the cumulative amount of Infrastructure Investment Funds awarded to date by administrative action and/or City Council for new development in Southern Dallas and/or other historically underinvested areas (ECO).

STATUS As of December 2023, no applications have been awarded for the infrastructure investment fund. The infrastructure investment fund, alongside other funding sources, may be used to offer incentives in development agreements with private partners. While ongoing incentive applications are in process, the most suitable funding sources will be determined after completing the analysis, underwriting, and negotiation process, to potentially make incentive offers involving infrastructure investment funds in FY 2023-24.

4 Development Services ✓

INITIATIVE DEV will focus on updating fees to ensure maintenance of at least 30 days of budgeted operations and maintenance expense in net working capital and avoid cash deficit. In FY 2023-24, DEV will implement fee study recommendations resulting from the 2023 cost of service study and implement an annual fee cost escalator by February 2024 (DEV).

STATUS DEV's fee study outcomes from the 2023 cost of service study were deferred until March 2024 for City Council consideration.

5 Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan ✓

INITIATIVE Continue implementation of the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan. In FY 2023-24, CCT will complete the A&E design for the first phase of the expansion plan - 3C West of Lamar & Dallas Memorial Auditorium and award a contract for construction services (CCT).

STATUS City Council approved a contract on September 13, 2023, with Inspire Dallas to be the KBHCCD Component 1 Project Manager at Risk. Inspire Dallas has begun work to procure A&E design and construction firms. Open and active procurements for Components 2-6 of the KBHCCD Master Plan are underway, and City staff has begun the evaluation process for owner's representative for Component 2 Transportation Alternatives. CCT will present a full briefing to City Council on March 6, 2024.

FY 2023-24 Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

6 Modernize Key Software Applications

INITIATIVE Invest in Information Technology infrastructure to optimize and support the digital ecosphere, improve productivity, and ensure the City's network is amply protected in everyday operations. In FY 2023-24, ITS will complete implementation of network resilience through advanced technology and connectivity and modernizing technology such as upgrading financial and budget system and expanding the use of the Salesforce platform to an additional five departments (City Manager's Office, Code Compliance, Dallas Police and the Offices of Procurement Services and Community Care). ITS will also implement projects to improve operations for public safety including the rehosting of all 911 Computer Aided Dispatch and 911 call recording servers, replacement of the Dallas Fire Rescue Station Alerting System, and updates to the Dallas Police body worn camera infrastructure (ITS).

STATUS As of December 2023, ITS spent \$981,910 out of \$5,423,435 allocated for various network resilience projects. ITS completed the rehosting of 911 CAD and call recording servers. The remaining projects' status is as follows: The AdvantageDallas project to upgrade the financial and budget systems is in the configuration phase of the project and on schedule for October 2024 implementation. For Salesforce expansions, the OCC's Online Grant Management is still in the planning phase. The CMO's Enterprise Community & Employee Engagement has moved to the configuration phase. The CCS' Inventory and Asset Management and DPD's Procurement Automation - Phase 1 projects are near the end of the User Acceptance testing phase. Finally, the POM's Solicitation Management project for Phase 2 is still in the discovery phase. The Request for Competitive Sealed Proposal (RFCSP) for the DFR's Station Alerting System is in the procurement process. Updates are ongoing for DPD's body-worn camera infrastructure.

7 Procurement Services - Enhanced Services

INITIATIVE Ensure support of citywide solicitations and contract management are maintained and optimized per industry standards. In FY 2023-24, POM will increase staffing capacity by adding five positions to procure goods and services more efficiently and decrease contract development by 45 days (OPS).

STATUS Of the five approved positions, three have received offer letters with expected start dates starting in January and February 2024, one position will be reclassified to a different title, and the remaining position has been filled. Process changes have been implemented and Salesforce training will be introduced in the second quarter of FY 2023-24.

FY 2023-24 Budget Initiative Tracker

HOUSING & HOMELESSNESS SOLUTIONS**8 Addressing Homelessness - Rebranded RTR**

INITIATIVE The Dallas R.E.A.L Time Rapid Rehousing (DRTRR) initiative's team of homeless providers has now been rebranded as the R.E.A.L. Time Rehousing (RTR) initiative with a new goal of housing a combined 6,000 unique individuals by the end of 2025 (OHS).

STATUS From October 2021 to December 2023, the Real Time Rehousing Initiative housed 2,977 individuals. Of those housed, 38 percent consisted of adults with children and 62 percent were of adults only. OHS is partnering with Housing Forward to continue encampment decommissioning effort to offer individuals in established encampment housing solutions.

9 Minor Home Repair Program

INITIATIVE Support senior residents and invest \$1.7 million in the Minor Home Repair Program. In FY 2023-24, HOU will approve up to 150 applications for grants up to \$10,000 to improve accessibility within the home and increase safety and efficiency (HOU).

STATUS Housing is working on a program amendment to Home Repair Programs to serve seniors more effectively with the \$1,700,000 allocated. Housing will use the funding for the amended program once adopted by City Council, tentatively set for spring 2024. Housing will use their current list of applications once program is updated.

FY 2023-24 Budget Initiative Tracker

PARKS, TRAILS, & THE ENVIRONMENT**10 Strengthen Park Security Presence** ✓

INITIATIVE Strengthen park security presence and enhance parks and trails enforcement by installing additional lighting, security cameras, and Emergency Blue Light tower phones. In FY 2023-24, PKR will hire eight City Marshals (including supervisor), hire four park rangers, install new lighting, install new security cameras, and install Emergency Blue Light tower phones (PKR).

STATUS The City Marshal's Office is currently recruiting and interviewing for the eight City Marshal positions and two of the Park Ranger positions have been filled. Offers have been made to fill the remaining Park Ranger positions. For park security, 20 cameras are currently on order and pending installation in 17 different parks, trails, and tennis court locations. Light installations have been installed in West Trinity and Northhaven with more being scheduled for various parks around the city. Trucks, UTVs, bikes, and a drone are in the process of being purchased to be deployed for added park safety.

11 Urban Agriculture Infrastructure Grant Program ✓

INITIATIVE Invest in an Urban Agriculture Infrastructure grant program to aid urban agriculture stakeholders (OEQS). In FY 2023-24, OEQS will establish a grant program and award at least one grant, not to exceed \$10,000 to an urban agricultural organization seeking to implement urban agricultural facilities (OEQS).

STATUS OEQS has identified local organizations with the potential to qualify for the Urban Agriculture Infrastructure grant. Contact with these organizations has begun and guidelines are being established for implementation. Initial conversations have been facilitated with Dallas County Health & Human Services as a partner organization to implement the grant.

12 Composting Site ✓

INITIATIVE In furtherance of CECAP and Zero Waste goals, SAN is leading efforts to identify and implement policies, programs, and infrastructure needed to manage solid waste and recyclable materials generated in the City over the next 50 years. In FY 2023-24, SAN will initiate a feasibility study and development of a composting site and processing system at McCommas Bluff to support commercial and resident self-haul to turn waste into resources (SAN).

STATUS City Council has approved the acceptance of a grant for a composting study. SAN is working with a consultant to complete a site study to determine the best location for the composting site. The current timeframe to have the site study completed is by May 2024.

13 Solar Installation ✓

INITIATIVE Invest \$500,000 in FY 2023-24 for solar energy initiative at City facilities (BSD).

STATUS A portion of the \$500,000 allocated in FY 2023-24 for solar energy initiatives will be used for maintenance and repair of existing failed solar equipment installed at City facilities. An RFP solicitation for providing maintenance and repair for Solar Power Equipment is currently being reviewed by the Office of Procurement Services. Any remaining funds will be used to expand the City's solar PV system infrastructure to additional City facilities.

FY 2023-24 Budget Initiative Tracker

PUBLIC SAFETY**14 Police Response Times** 

INITIATIVE Improve response times to high priority calls by hiring 250 police officers in FY 2023-24 and implement retention incentive program targeted at reducing the attrition rate of experienced officers for a total of 3,144 police officers by September 30, 2024 (DPD).

STATUS As of December 2023, DPD has hired 53 personnel, this includes laterals, rehires, and trainees. The second academy class on January 17, 2024, is scheduled to have 29 recruits. Current trends show that DPD is unlikely to hit the target headcount due to higher attrition in FY 2022-23 causing the starting headcount to be lower than budgeted headcount of 3,069.

15 Right Size the Fire Department 

INITIATIVE Right size the fire department staffing model by adding 100 firefighters and increasing overtime funding. In FY 2023-24, DFR will implement four (4) classes of 60 recruits each in addition to 40 lateral hires with a goal to end the year with 2,187 uniformed personnel by September 30, 2024 (DFR).

STATUS As of December 2023, DFR has hired 68 personnel, this includes laterals, rehires, and trainees. The next class of 70 personnel is scheduled for January 17, 2024. Additional academy classes are scheduled for January, March, and July of 2024. Current trends show that DFR is unlikely to hit the target headcount due to higher attrition in FY 2022-23 causing the starting headcount to be lower than budgeted headcount of 2,043.

16 Single Function Paramedic Program 

INITIATIVE Expand the Single Function Paramedic Program to increase recruiting flexibility, improve response times, and increase operational efficiency. In FY 2023-24, DFR will expand the Single Function Paramedic Program from six units to eight units to be deployed throughout the City to improve response times (DFR).

STATUS As of December 2023, DFR has filled 13 Single Function Paramedics positions of the allocated 32 positions. The vacant Single Function Paramedic shifts are being covered by Fire-Rescue Officers and it is anticipated that by April 2024 the additional two units will be covered by Single Function Paramedics and not by Fire-Rescue Officers.

17 Dallas Police Department Technology 

INITIATIVE Continue to invest in the safety of Dallas residents by ensuring that public safety equipment including software, technology, and equipment is readily available to police officers and will be deployed in high crime areas. In FY 2023-24, DPD will install 120 stationary Automated License Plate Recognition (ALPR) cameras and 1,540 ALPR for marked squad cars (DPD).

STATUS Automated License Plate Recognition (ALPR) cameras are live in all marked squad car dash cams. Stationary camera locations have been identified and are currently in the installation process. As of December 2023, 84 cameras have been installed, with six to be completed by the end of January 2024. The remaining 30 are currently in the permitting process and are estimated to be installed by the end of March 2024.

18 Dallas Police Department Forensic Lab 

INITIATIVE Streamline the forensic analysis of digital evidence and ensure compliance with statutory regulations. In FY 2023-24, DPD will create a Forensic Lab in the Police Technology unit (DPD).

STATUS The Police Technology unit is currently finalizing the Standard Operating Procedure (SOP), resolving accreditation issues, and working on equipment details. Five positions have been identified to help with these tasks with recruitment to begin in January 2024.

19 Investigations and Operations 

INITIATIVE Respond to the growing volume of digital evidence and improve efficiency and effectiveness of the investigative process. In FY 2023-24, DPD will hire 20 non-uniform positions to relieve sworn detectives of certain administrative tasks related to researching, retrieving, and transferring digital evidence, saving an estimated 5,180 hours of sworn detective time per year. Additionally, these positions will ensure compliance with the Richard Miles Act (SB111, 2021) (DPD).

STATUS As of December 2023, DPD has reassigned 20 non-uniform positions to investigations and operations from other areas in DPD while DPD completes recruitment efforts. Three positions have been filled and interviews are currently being coordinated for the remaining 17 positions.

FY 2023-24 Budget Initiative Tracker

QUALITY OF LIFE, ARTS, & CULTURE**20 Short-Term Rental Registration Program**

INITIATIVE Create a short-term rental registration program and inspection team to ensure compliance and oversight of rental properties (CCS).

STATUS A court injunction has halted CCS enforcement and registration for the Short-Term rental program. CCS staff is working to ensure prompt resumption of program after court decision. As of December 2023, staff have been onboarded and are supporting temporary assignments within the department awaiting direction to prepare for immediate action in the event the injunction is lifted.

21 Reduce Blight

INITIATIVE Continue investments to remove dangerous properties and improve the quality of life in neighborhoods. In FY 2023-24, CCS will demolish 19 properties with increased investment of \$250,000 (CCS).

STATUS CCS has identified 21 properties ready for demolition, pending vendor approval by City Council on January 24, 2024.

22 Beautification Program

INITIATIVE Continue investments to reduce blight and foster clean, healthy, and safe communities. In FY 2023-24, CCS will add three positions to expand Keep Dallas Beautiful Program to perform 75 Community Clean ups, two vacant lot beautifications, and perform three decorative board-up projects on blighted properties (CCS).

STATUS As of December 2023, three new positions were posted and are currently in the hiring process. One vacant lot cleanup was completed on December 9, 2023, and 29 total community cleanups have been conducted since the start of the fiscal year, of which five were community clean trash-off events.

23 Night Detail Team

INITIATIVE Address nuisances created by after-hours entertainment venues. In FY 2023-24, CCS will hire staff (5 positions) and ensure entertainment venues are operating within their approved scope and ensure better adherence with promoters and vending ordinances (CCS).

STATUS CCS is interviewing and recruiting for all five positions while existing staff continue working overtime until these positions are filled.

24 Expanding Library Access

INITIATIVE Provide Library access to invaluable resources, programs, and services. Expand library hours and staffing levels at 15 additional locations to six (6) days per week of service so residents can enhance their lives through education, workforce development, and senior and early literacy programs (LIB).

STATUS As of December 2023, the Library filled 50 of the 65 total positions. This staffing will allow for expanded hours by January 30, 2024.

25 Spay and Neuter Program

INITIATIVE Add \$250,000 in operational funding to Dallas Animal Services to support spay and neuter services and promote responsible pet ownership. In FY 2023-24, DAS will provide an estimated 2,000 low-cost surgeries to aide in population control resulting in less animals housed in the shelter (DAS).

STATUS DAS anticipates providing 2,000 low-cost surgeries with the additional funding. These additional surgeries will help reduce the animal population, increase the spay/neuter capacity, increase compliance with violations and citations, and reduce the loose animal population in Dallas. As of December 2023, DAS has completed 185 surgeries and estimates reaching their goal of 2,000 surgeries by September 2024.

FY 2023-24 Budget Initiative Tracker

TRANSPORTATION & INFRASTRUCTURE**26 Sidewalk Master Plan** ✓

INITIATIVE Continue improvements in pedestrian mobility by reconstruction and repairing sidewalks in the Sidewalk Master Plan. In FY 2023-24, PBW will spend \$4.3 million to complete nine sidewalk projects which equates to approximately 7.3 miles of sidewalk improvements (PBW).

STATUS As of December 2023, PBW has spent \$1,365,000 to continue work on sidewalk improvements for the Sidewalk Master Plan FY 2023-24. PBW is on track to complete nine sidewalk projects which equates to approximately 7.3 miles of sidewalk improvements by September 2024.

27 Street Maintenance ✓

INITIATIVE Invest \$141.0 million in funding to improve approximately 792 street lane miles (PBW).

STATUS As of December 2023, PBW completed 72.2 lane miles of street maintenance work.

28 Parking Management ✓

INITIATIVE Invest \$500,000 to implement a comprehensive approach to parking management citywide by upgrading approximately 500 of the combined totals of 2,800 2G and coin operated meters (TRN).

STATUS On January 10, 2024, TRN will request City Council approval for a cooperative purchasing agreement for electronic intelligent parking technology. TRN's parking team is in development of a comprehensive plan to strategically implement upgrades once a purchase agreement is approved.

29 Public Safety Street Light Program ✓

INITIATIVE Invest \$2.0 million in corridor lighting and continuation of public safety street lighting along Walton Walker/Loop 12 (TRN).

STATUS TRN streetlight team has completed its review of lighting options for corridor lighting along Walton Walker/Loop 12. TRN has sent a project extent map of streetlights to TxDOT for review.

30 Drainage Improvements ✓

INITIATIVE Invest \$35.1 million in capital funding for stormwater and drainage management to minimize flooding in 31 areas (SDM).

STATUS As of December, SDM has spent \$7,300,000 on three projects that are under construction. Four projects are in design, and 24 are in development.

FY 2023-24 Budget Initiative Tracker

WORKFORCE, EDUCATION, & EQUITY**31 Small Business Center** ✓

INITIATIVE Expand the Small Business Center (SBC) capacity to support the development of a pipeline of diverse contractors, vendors, and suppliers to increase economic stability and workforce development. In FY 2023-24, SBC will help lift-up and expand capacity of minority and women-owned business enterprises by 25 percent in collaboration with local minority business organizations utilizing an Accelerators Pilot Program (SBC).

STATUS SBC hosted the Dallas Accelerator Program (DAP) kickoff in October 2023. As of December 2023, SBC has accepted applications to DAP. Beginning January 2024, SBC will finalize and select applicants with classes to begin in February 2024.

33 Expand Green Job Skills Program ✓

INITIATIVE Expand the Green Job Skills Program that empowers local contractors looking to increase their skill set and fulfill high-demand green jobs in Dallas and by expanding the number of participants courses offered from four to six. (OEQS).

STATUS OEQS has initiated conversations with local colleges, minority contractor associations, and non-profits to explore possible partnerships to expand the Green Skills Program by increasing the number of courses offered for Green Job skills. Additionally, the program has been advertised on the Dallas Observer to increase awareness.

35 Fair Housing Equity Plan ✓

INITIATIVE Reduce disparities while improving outcomes in fair housing through the development of a New Fair Housing Equity Plan. In FY 2023-24, OEI will procure a consultant that will support the development of thorough, inclusive plan that will support the actions of affirmatively further fair housing in Dallas (OEI).

STATUS OEI's team is actively engaged in a series of internal meetings with City leadership as they work to lay out the foundation for the New Fair Housing Equity Plan. The primary focus of these discussions revolves around establishing clear expectations, defining our goals, and outlining the key objectives we aim to achieve through this initiative, including promoting affordable housing, eliminating discrimination, enhancing neighborhood diversity, supporting sustainable development, improving access to essential services, engaging with community stakeholders, and monitoring and evaluating progress. OEI Team is planning to update the Workforce, Education, and Equity (WEE) Committee in January 2024.

32 Day Labor Program ✓

INITIATIVE Improve workforce initiatives for day laborers through a facility or mobile workstation and staff to support a Day Labor Center Program (SBC).

STATUS SBC met with DPD to do a walkthrough of possible options for mobile units. As of December 2023, SBC is working with vendors to obtain quotes for mobile unit repairs, such as tires, in order to be operational for the Day Labor Outreach Program.

34 Senior Services ✓

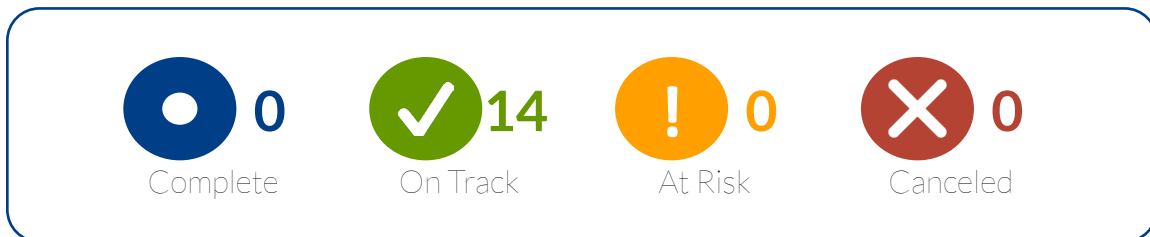
INITIATIVE Support awareness of senior services and cross-departmental alignment of existing senior programs through the appointment of an Age-Friendly Officer and awarding the contract for a comprehensive senior needs assessment and strategic plan to strengthen community engagement and better support future senior programs and services (OCC).

STATUS The Age-Friendly Officer position was posted on January 17, 2024, and applications are being reviewed. The posting closes on January 31, 2024, and interviews will begin shortly after. Once the position is filled, the new Age-Friendly Officer will begin to evaluate senior needs and services within the community.

FY 2023-24 Budget Initiative Tracker

MULTI-YEAR INITIATIVES

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

**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 The EDC board did not meet in December 2023. The marketing team continues to work on the website, logo, and branding. The CEO search committee continued work to interview candidates and hopes to have a new CEO identified by February 2024. Once a CEO is hired, a 3-year work plan and budget will be developed.

13 Affordable Housing Units ✓

INITIATIVE Incentivize developers to build affordable housing by subsidizing \$10 million worth of water and sewer infrastructure required for up to 250 new affordable single-family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY 2022-23 through FY 2023-24 with new units projected in years 2 and 3 due to construction timelines (HOU).

STATUS Housing is implementing this funding along with other measures through the existing Notice of Funding Availability. On January 12, 2022, City Council approved the first project utilizing these funds, providing \$1,800,000 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 \$4,100,000 to be allocated to Cypress Creek at Montfort, a mixed-income multifamily development in District 11. Due to increased development costs, on December 13, 2023, Housing allocated an additional \$7.6 million in CDBG-DR funds to Cypress Creek at Monfort.

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 \$11,250,000 in ARPA for home repair and infrastructure improvements within specified qualified neighborhoods in Dallas. As of December 2023, \$2,500,000 has been spent or encumbered for 16 homes under construction and 11 that have been completed. By summer 2024, \$4,500,000 will be encumbered for infrastructure improvements including water, wastewater, and sewer utilities. Proposed change to be presented to Housing and Homelessness Solutions Committee.

27 Wi-Fi at Park Facilities ✓

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

STATUS The cabling installation of 14 high-priority sites was completed in December 2022. The remaining 49 Wi-Fi sites have received Access Point equipment and scheduling with the cable companies has begun. Additionally, requests have been submitted to AT&T for network connections at various community pools.

FY 2023-24 Budget Initiative Tracker

MULTI-YEAR INITIATIVES**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 strategy. This initiative was started in FY 2021-22 and implemented in three phases. In FY 2021-22 spend \$2.0 million to design 50 traffic signals to leverage federal and county funds. In FY 2022-23, spend \$2.1 million to design 44 traffic signals (FY 2022-23 initiative 28 and FY 2021-22 initiative 29 combined) (TRN).

STATUS Traffic signal replacement will be a multi-year effort and is delayed due to the extended TxDOT approval process. This initiative includes both design and construction/replacement components for 100 traffic signals. This multi-year initiative to devote \$14,000,000 over three years will be completed in FY 2024-25. As of December 2023, TRN has spent and encumbered \$6,200,000 on the design of 65 signals and construction of 75 signals associated with both the FY 2021-22 and FY 2022-23 initiatives.

32 Bike Lanes ✓

INITIATIVE The project to improve the bike lane network is a multiyear effort and multiyear initiatives have been combined for reporting. This initiative now reflects FY 2022-23 initiative #31 (spend \$2.5 million to design and/or implement 10 lane miles), and FY 2021-22 initiative #32 (spend \$2.0 million to design and/or implement 18 lane miles). FY 2021-22 projects have been prioritized for completion before moving on to future projects related to bike lanes (TRN).

STATUS TRN presented the bike plan update to City Council on November 1, 2023. The bike lane update included recommended future bike lane locations and facility types, updated design standards, and prioritized a phased implementation plan. As of December 2023, TRN has spend \$1,700,000 of the \$4,500,000 in available funding on design, study, or completion of 14.9 lane miles. TRN is actively working with the Office of Procurement Services on bike lane engineering and design contracts.

34 Accessibility ✓

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

STATUS OEI team met with the ADA software vendor in October 2023, vendor-provided documents needed to be updated and OEI requested software support policy. The number of software licenses increased, and the multiyear quote is expected to increase as well. The team is awaiting updated vendor information from the roll-out plan requested by ITS in November. Software acquisition is on track for spring 2024.

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 In December 2023, construction contracts were awarded for pipelines in 11 unserved and occupied areas, totaling 28,415 feet in length. The final designs for the remaining unserved and occupied areas are being completed. Additional locations ready for construction will be packaged for advertisement in spring 2024 with planned construction awarded by summer 2024 using the remaining \$8,900,000 in ARPA funds.

FY 2023-24 Budget Initiative Tracker

MULTI-YEAR INITIATIVES**FY 2022-23****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 From November 2023 through January 2024, the consultant conducted virtual and in-person stakeholder interviews and in-person staff roundtables to gather input from those who have both direct and indirect experience with the Dallas Development Code. In October 2023, staff and the consultant participated in a citywide tour to observe existing conditions and identify areas of inadequate zoning protection. The consultant is in the initial diagnostics phase and has an estimated phase completion of March 2024.

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 and associated Water Conservation Plan updates were awarded in fall 2022. A kick-off meeting was held in February 2023 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 City delivered the data to the consultant and the initial draft is being prepared for delivery to City staff. The anticipated delivery to staff of the initial draft is in mid-February 2024. The Water Conservation Five-Year Work Plan will 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.

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 the dash cams in all marked squad cars. The mobile and portable radio project is complete with 3,900 radios being issued and the remainder are being stored for new staff or replacements. DPD has begun training and issuance of Taser 7 while pending state legislation regarding Taser 10 is finalized. DPD continues to explore options of combining the RMS and CAD programs.

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 Through December 2023, CTS has initiated over 103 projects and has completed 32 of them. Currently, 66 of these projects are in the installation/construction phase. The remaining projects are in the design/pre-construction phase. The completed projects include park lighting surveillance systems, access controls, window treatments, radios, and garage doors. CTS has spent \$4,600,000 of the total \$6,400,000 ARPA allocations.

FY 2023-24 Budget Initiative Tracker

MULTI-YEAR INITIATIVES**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 In December 2023, PBW spent \$4,992,000 appropriations to complete 14 sidewalk projects and 13.6 lane miles of sidewalk improvements. PBW anticipates completing the remaining three sidewalk projects and 0.65 miles of sidewalk improvements by February 2024.

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 TRN has spent or encumbered \$2,597,355 of \$5,000,000 allocated in FY 2021-22 through FY 2023-24, with 294 flashing beacons installed. Due to supply chain issues, the manufacturer was unable to deliver school zone flashing beacon equipment as planned which impacted installation. The manufacturer has resumed shipping new equipment as of September. Replacement of the school zone flashing beacons will be conducted when the flashers are inactive. The remaining 206 school zone flashing beacons will be updated this FY 2023-24.


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 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 2023-24 which will be reported as Complete, On Track, Delayed, or Pre-Kickoff. The Baseline for Key Performance Indicators is the starting point of metric to engage success for completing projects. Additional projects will be added to the list throughout the course of the fiscal year.




Project Status




1
Complete






2
On Track



0
Delayed



0
Pre-Kickoff

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	<u>DPD Workload Optimization</u> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan 2022 - Dec 2023	% Accurately Reported Hours (95)	TBD	TBD
			Status Update: The review protocols, dashboard or reports that will trigger leadership action have been identified. DPD staff reviewing options. Project complete and ready to close pending final technology option selected/implemented			
2	<u>DWU/DEV/DFR</u> Map water/wastewater permitting process, from start to finish including installation of items. Cross-training/provide understanding of entire process for stakeholders		April 2023 - Nov 2023	Reduce Errors, Breakdown Silos, Improving Communication	N/A	N/A
			Status Update: Over 40 OFI's have been identified. OFI's were presented to the Dallas Builders Association in October 2023, feedback was positive, and they support the recommendations. Executive report-outs took place in December 2023 and January 2024. Implementation approval is scheduled for February 2024.			
3	<u>Lew Sterrett Prisoner Intake</u> Reduce the amount of time DPD officers spend processing prisoners at Lew Sterrett		July 2023 - Jan 2024	Cycle Time/Arrest	228 minutes/arrest	TBD
			Status Update: This project was relaunched in July, originally coupled with the "Lew Sterrett Officer Turn Around Process" project. Enhancements implemented include establishing Single Arrest Line and transitioning an existing Parkland nurse from night shift to day shift. An Executive Report Out meeting is scheduled for January 2024.			

