

Memorandum



CITY OF DALLAS

DATE October 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – August 2023**

Please find attached the August Budget Accountability Report (BAR) based on information through August 31, 2023. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

If you have any questions, please contact Janette Weedon, Director of Budget & 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 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 August 31, 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

EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	17% over budget	✓
Convention and Event Services	✓	✓
Development Services	14% over budget	✓
Municipal Radio	22% under budget	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	8% over budget	✓
Bond and Construction Management	14% under budget	20% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	22% over budget	✓
Information Technology	✓	✓
Radio Services	✓	18% under budget
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 24
On Target

! 4
Near Target

✗ 7
Not on Target

Year-End Forecast

✓ 27
On Target

! 0
Near Target

✗ 8
Not on Target

Budget Initiative Tracker

● 17
Complete

! 6
At Risk

✓ 12
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through August 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 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 August 31, 2023.

	FY 2022-23 Adopted Budget	FY 2022-23 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	1,607,897,284	1,731,132,998	1,765,826
Expenditures	1,706,814,187	1,729,367,172	1,561,200,414	1,725,756,792	(3,610,380)
Ending Fund Balance	\$308,405,349	\$308,405,349		\$327,624,772	\$19,219,423

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 August 31, 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 August 31, 2023, General Fund revenues are projected to be \$1,766,000 over budget primarily due to increased franchise revenues and improved market conditions resulting in higher-than-expected interest earnings, partially offset by sales tax forecast less than revised budget.

Expenditures. Through August 31, 2023, General Fund expenditures are projected to be \$3,610,000 under budget primarily due to salary savings from vacant uniform and non-uniform positions, greater than budgeted reimbursements, and reduced capital expenditures, 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 city partners. 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 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$961,502,880	\$961,502,880	958,574,615	961,235,750	(267,130)
2	Sales Tax	417,232,383	432,750,269	353,399,839	425,410,255	(7,340,014)
3	Franchise and Other	127,865,821	127,865,821	121,615,110	131,179,028	3,313,207
4	Charges for Services	115,554,550	115,554,550	96,897,499	116,632,012	1,077,462
5	Fines and Forfeitures	23,776,847	23,776,847	20,929,088	22,497,823	(1,279,024)
6	Operating Transfers In	28,185,836	28,185,836	17,048,310	27,730,737	(455,099)
7	Intergovernmental	13,161,563	18,003,654	16,476,850	18,743,121	739,467
8	Miscellaneous	7,967,394	8,355,872	6,804,588	9,291,317	935,445
9	Licenses and Permits	5,616,913	5,616,913	3,715,448	5,986,473	369,560
10	Interest	5,950,000	7,754,530	12,435,937	12,426,482	4,671,952
	Total Revenue	\$1,706,814,187	\$1,729,367,172	\$1,607,897,284	\$1,731,132,998	\$1,765,826

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 \$432,750,269 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 \$7,340,000 based on actual collection trends and analysis provided by our contract economist.

3 Franchise and Other. Franchise and other revenue is projected to be \$3,313,000 over budget primarily 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 \$1,077,000 over budget primarily due to charges for building inspections by Public Works (\$2,885,000) and a reimbursement for Park and Recreation utility costs associated with Fair Park First (\$2,600,000). The City shall be responsible for securing and paying for all Utility Services requested by Manager to be provided by the City in, on, or about Fair Park during the Term. This is partially offset by a decline in Staff Taught Recreation Classes (\$1,567,000) and Charges for Ambulance Services (\$1,658,000).

5 Fines and Forfeitures. Fines and Forfeitures revenue is projected to be \$1,279,000 under budget due to declines in citations filled with the court (1,581,000), decrease in storage fee collections at the Dallas Auto Pound (\$922,000), and reduction in parking fine revenue (\$823,000), 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 \$739,000 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 \$935,000 over budget due to increased collections from Dallas Auto Pound auction sales (\$1,566,000), partially offset by declines due to delay in implementing the vacant lot/property registration program in Code Compliance (\$900,000) due to PCI compliance requirements.

9 Licenses and Permits. Licenses and Permits revenue is projected to be \$370,000 over budget due to Public Works increased collections from Real Estate division license fees partially offset by a decline in collections from Code Compliance Home Repair Permits.

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 \$4,672,000 over budget primarily due to improved market conditions.

FY 2022-23 Financial Forecast Report

GENERAL FUND EXPENDITURES

	Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$285,227,838	\$278,510,940	\$236,392,148	\$265,774,751	(\$12,736,189)
	Non-uniform Overtime	8,144,953	8,154,053	14,197,756	15,462,914	7,308,861
	Non-uniform Pension	40,352,092	40,553,632	33,928,431	39,308,462	(1,245,170)
	Uniform Pay	527,979,958	527,350,936	454,908,458	498,299,267	(29,051,669)
	Uniform Overtime	39,791,958	62,285,117	85,785,078	91,720,202	29,435,085
	Uniform Pension	182,727,572	182,510,558	156,376,027	182,192,710	(317,848)
	Health Benefits	79,837,068	90,567,781	64,175,897	90,506,971	(60,810)
	Workers Comp	11,152,531	11,152,531	11,152,531	11,152,531	0
	Other Personnel Services	13,091,916	13,228,675	11,348,471	13,350,931	122,256
1	Total Personnel Services	\$1,188,305,887	\$1,214,314,223	\$1,068,264,797	\$1,207,768,739	(\$6,545,484)
2	Supplies	84,389,204	84,378,683	84,443,826	95,245,177	10,866,495
3	Contractual Services	507,274,125	514,206,871	449,183,269	512,392,974	(1,813,897)
4	Capital Outlay	16,465,953	25,134,503	20,426,364	23,727,726	(1,406,777)
5	Reimbursements	(89,620,981)	(108,667,107)	(61,117,841)	(113,377,824)	(4,710,717)
	Total Expenditures	\$1,706,814,187	\$1,729,367,172	\$1,561,200,414	\$1,725,756,792	(\$3,610,380)

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 \$6,545,000 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 Fire-Rescue (\$12,734,000), Dallas Police Department (\$16,701,000), 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 standards, partially offset by an American Rescue Plan Act (ARPA) reimbursement.

2 Supplies. Supplies are projected to be \$10,866,000 over budget primarily due to DFR expenses for fleet maintenance, repair, and emergency supplies (\$2,989,000); TRN street lighting and signal maintenance (\$1,919,000); reimbursed PKR utility costs associated with Fair Park First (\$2,666,000); and new DPD service weapons (\$299,000) and furniture costs for the DPD strategy management division (\$229,000).

4 Capital Outlay. Capital outlay is projected to be \$1,407,000 under budget due to incurring expenses for equipment rentals with longer purchase time and alley improvement projects in contractual services and supplies.

FY 2022-23 Financial Forecast Report

GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,277,919	\$4,069,014	\$3,712,873	\$4,069,014	\$0
2	Building Services	30,390,891	35,805,391	26,596,046	35,805,391	0
3	City Attorney's Office	20,971,242	21,215,068	18,396,513	21,211,767	(3,301)
4	City Auditor's Office	3,163,255	2,817,416	2,345,869	2,766,119	(51,297)
5	City Controller's Office	8,567,559	8,504,256	8,011,046	8,340,553	(163,703)
6	Independent Audit	755,000	755,000	755,000	755,000	0
7	City Manager's Office	3,205,072	3,305,833	2,850,491	3,305,833	0
8	City Secretary's Office	3,141,520	3,258,784	2,736,868	3,258,784	0
9	Elections	2,022,829	2,201,129	1,608,127	1,419,439	(781,690)
10	Civil Service	3,064,698	2,726,486	2,203,209	2,633,754	(92,732)
11	Code Compliance	41,342,433	41,934,911	36,309,383	41,934,059	(852)
12	Court & Detention Services	26,923,902	26,173,462	22,039,407	25,888,644	(284,818)
13	Jail Contract	8,344,443	8,344,443	6,953,703	8,344,443	0
14	Dallas Animal Services	17,725,448	17,802,125	16,688,789	17,764,990	(37,135)
15	Dallas Fire-Rescue	369,069,665	380,263,606	355,162,659	380,260,606	(3,000)
16	Dallas Police Department	611,908,283	616,889,896	544,984,330	616,822,732	(67,164)
17	Data Analytics & Business Intelligence	5,281,114	4,444,289	3,538,222	4,431,001	(13,288)
18	Housing & Neighborhood Revitalization	4,639,881	4,111,669	3,746,874	4,111,669	0
19	Human Resources	8,140,152	9,881,445	8,028,821	9,881,445	0
20	Judiciary	4,273,646	3,882,660	3,773,596	3,882,660	0
21	Library	37,544,060	37,741,393	30,161,284	37,636,762	(104,631)
	Management Services					
22	311 Customer Service Center	5,850,487	5,232,201	4,931,080	4,987,518	(244,683)
23	Communications, Outreach, & Marketing	3,699,446	2,664,435	2,432,459	2,664,435	0
24	Office of Community Care	9,365,486	9,332,529	7,429,187	9,298,530	(33,999)
25	Office of Community Police Oversight	811,382	572,769	447,490	524,054	(48,715)
26	Office of Emergency Management	1,344,664	1,347,438	997,765	1,347,438	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,071,897	7,537,150	5,855,793	(216,104)
28	Office of Equity & Inclusion	3,809,929	3,668,250	2,188,803	3,127,282	(540,968)
29	Office of Government Affairs	956,162	989,624	931,314	989,624	0
30	Office of Historic Preservation	1,341,076	1,202,424	765,455	1,185,054	(17,370)
31	Office of Homeless Solutions	15,197,632	16,801,704	14,782,765	16,787,869	(13,835)
32	Office of Integrated Public Safety Solutions	5,630,099	4,709,515	3,137,145	4,521,108	(188,407)
33	Small Business Center	3,746,673	3,432,914	2,013,754	3,397,562	(35,352)
34	Mayor & City Council	6,645,643	6,724,550	5,378,130	6,262,432	(462,118)
35	Non-Departmental	135,306,683	136,953,972	128,189,633	136,936,781	(17,190)
36	Office of Arts & Culture	22,496,061	22,524,491	23,257,826	22,524,047	(444)
37	Office of Economic Development	3,918,798	4,019,415	4,212,470	4,014,019	(5,396)
38	Park & Recreation	106,863,878	113,906,451	111,934,905	113,906,451	0
39	Planning & Urban Design	5,150,852	4,707,895	4,371,874	4,653,589	(54,306)
40	Procurement Services	3,014,089	2,888,877	2,401,970	2,786,139	(102,738)
41	Public Works	89,209,383	89,898,768	86,567,565	89,898,768	0
42	Transportation	51,984,903	52,086,778	43,186,563	52,061,634	(25,144)
	Total Departments	\$1,697,995,188	\$1,725,865,173	\$1,557,698,415	\$1,722,254,793	(\$3,610,380)
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
	Total Expenditures	\$1,706,814,187	\$1,729,367,172	\$1,561,200,414	\$1,725,756,792	(\$3,610,380)

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 \$782,000 under budget due to the pending final cost of the June 10, 2023 Joint Runoff Election.

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.

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.

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.

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.

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.

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.

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 \$541,000 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.

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.

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 \$462,000 under budget primarily due to vehicle reimbursement savings and salary savings associated with seven positions.

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.

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.

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.

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

Beginning Fund Balance	\$53,227,959	\$53,227,959		\$75,699,313	\$22,471,354
Total Revenues	158,542,590	158,030,031	173,168,045	184,124,192	26,094,161
Total Expenditures	163,476,405	163,476,405	146,176,720	161,802,999	(1,673,406)
Ending Fund Balance	\$48,294,144	\$47,781,585		\$98,020,506	\$50,238,921

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	68,719,580	139,119,687	2,331,412
Total Expenditures	113,231,392	136,788,275	95,281,619	136,788,275	0
Ending Fund Balance	\$43,462,338	\$43,463,338		\$58,988,179	\$15,524,841

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	34,254,773	40,201,608	4,860,668
Total Expenditures	43,830,455	60,883,936	54,175,211	60,883,936	0
Ending Fund Balance	\$36,886,299	\$19,832,818		\$17,353,743	(\$2,479,075)

4 MUNICIPAL RADIO

Beginning Fund Balance	\$745,490	\$745,490		\$572,451	(\$173,039)
Total Revenues	1,003,095	1,121,631	588,990	878,396	(243,235)
Total Expenditures	1,003,095	1,121,631	960,170	1,121,631	0
Ending Fund Balance	\$745,490	\$745,490		\$329,217	(\$416,273)

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	138,304,430	149,915,728	4,546,210
Total Expenditures	143,785,140	146,473,487	115,516,865	146,473,487	0
Ending Fund Balance	\$20,912,620	\$18,224,273		\$23,070,205	\$4,845,932

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	71,176,416	74,456,843	2,023,101
Total Expenditures	72,433,742	82,433,742	64,239,660	82,433,742	0
Ending Fund Balance	\$15,732,597	\$5,732,597		\$11,985,504	\$6,252,907

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	733,091,734	816,927,766	61,701,606
Total Expenditures	761,226,160	834,226,160	706,929,710	834,226,160	0
Ending Fund Balance	\$127,050,983	\$54,050,983		\$150,724,664	\$96,673,681

FY 2022-23 Financial Forecast Report

INTERNAL SERVICE FUNDS

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

Beginning Fund Balance	(\$14,768)	(\$14,768)		(\$1,400,504)	(\$1,385,736)
Total Revenues	23,087,146	23,087,146	9,991,738	19,917,193	(3,169,953)
Total Expenditures	23,087,146	23,087,146	16,639,327	18,515,101	(4,572,045)
Ending Fund Balance	(\$14,768)	(\$14,768)		\$1,588	\$16,356

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	46,274,410	67,065,681	0
Total Expenditures	66,600,148	73,194,904	60,393,704	73,194,904	0
Ending Fund Balance	\$5,442,802	\$4,654,161		\$4,879,686	\$225,525

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	2,590,667	3,172,383	578,593
Total Expenditures	2,361,983	2,832,479	2,429,825	2,822,223	(10,256)
Ending Fund Balance	\$5,916,624	\$5,446,128		\$6,290,516	\$844,388

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	99,622,528	109,582,686	596,753
Total Expenditures	110,191,357	114,563,917	103,391,574	114,048,973	(514,943)
Ending Fund Balance	\$7,914,413	\$3,541,853		\$15,546,871	\$12,005,017

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	14,008,981	16,974,365	110,937
Total Expenditures	16,867,557	16,867,557	12,787,705	13,866,956	(3,000,601)
Ending Fund Balance	\$1,135,186	\$1,135,186		\$5,819,535	\$4,684,349

FY 2022-23 Financial Forecast Report

OTHER FUNDS

Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
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13 9-1-1 SYSTEM OPERATIONS

Beginning Fund Balance	\$4,180,269	\$4,180,269		\$6,626,869	\$2,446,600
Total Revenues	12,017,444	12,017,444	12,099,478	13,659,952	1,642,508
Total Expenditures	14,212,742	14,212,742	9,768,984	12,083,691	(2,129,051)
Ending Fund Balance	\$1,984,971	\$1,984,971		\$8,203,130	\$6,218,159

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	399,909,036	(8,389,125)
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		\$101,117,399	\$38,266,410

15 EMPLOYEE BENEFITS

City Contributions	\$108,965,789	\$123,999,997	\$90,878,435	\$123,999,997	\$0
Employee Contributions	44,675,798	45,633,730	41,222,919	45,633,730	0
Retiree	26,927,732	24,922,818	18,461,910	24,922,818	0
Other	0	142,889	142,889	142,889	0
Total Revenues	180,569,319	194,699,434	150,706,153	194,699,434	0
Total Expenditures	\$189,583,785	\$201,121,234	\$168,177,869	\$201,121,234	\$0

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

16 RISK MANAGEMENT

Worker's Compensation	\$16,041,001	\$16,041,001	\$16,504,971	\$16,504,971	\$463,970
Third Party Liability	10,033,670	10,033,670	11,042,330	11,042,330	1,008,660
Purchased Insurance	13,445,548	13,445,548	13,447,522	13,447,522	1,974
Interest and Other	0	0	749,274	749,274	749,274
Total Revenues	39,520,219	39,520,219	41,744,099	41,744,099	2,223,880
Total Expenditures	\$57,449,878	\$57,449,878	\$28,611,153	\$48,555,410	(\$8,894,468)

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 August 31, 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 \$26,094,000 over budget due to greater-than-expected revenues from garage parking, concessions, and NTTA fees. AVI expenses are projected to be \$1,673,000 under budget primarily due to salary savings associated with 74 vacant positions.

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. CCT revenues are projected to be over budget \$2,331,000 due to higher number of events than budgeted and the HOT tax as tourism grows faster than expected.

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 \$4,861,000 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 reduce 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 \$4,546,000 mainly due to higher than anticipated commercial hauler volumes.

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 \$2,023,000 due to an improved collection rate.

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 \$61,702,000 due to higher-than expected consumption attributed to dry weather conditions.

8 Bond & Construction Management. BCM revenues are projected to be \$3,170,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$4,572,000 under budget due to salary savings associated with 48 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

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.

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 \$579,000 over budget due to an increase in 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 \$596,000 due to interest earnings. Information Technology expenses are projected to be \$515,000 under budget due to vacancy savings associated with 52 positions.

12 Radio Services. Radio Services revenues are projected to be \$111,000 over budget due to interest earnings. Radio Services expenses are projected to be \$3,001,000 under budget due to lower debt service payments for Master Lease.

13 9-1-1 System Operations. 911 System Operations revenues are projected to be \$1,642,000 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 \$2,129,000 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 \$8,389,000 under budget primarily due to an unrealized insurance payout. 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 expenses are projected to be \$8,894,000 under budget due to a delay in anticipated claims expenses 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	\$307,220,453	\$131,508,182	\$95,252,365
B	Park and Recreation Facilities	261,807,000	261,807,000	176,074,951	11,201,066	74,530,983
C	Fair Park	50,000,000	50,000,000	35,454,148	8,084,304	6,461,548
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	16,632,705	11,542,800	20,574,496
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	13,063,053	449,873	722,074
G	Public Safety Facilities	32,081,000	32,081,000	26,877,173	182,885	5,020,941
H	City Facilities	18,157,000	18,157,000	2,456,642	2,118	15,698,239
I	Economic Development	55,400,000	55,400,000	20,933,310	9,097,685	25,369,005
J	Homeless Assistance Facilities	20,000,000	20,000,000	17,300,999	161,575	2,537,426
Total		\$1,050,000,000	\$1,050,000,000	\$630,884,051	\$172,427,838	\$246,688,111

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	\$258,631,132	\$4,801,222	\$3,506,534
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	248,816,982	66,145,113	11,412,904
3	Economic Development	55,000,000	55,000,000	39,069,338	5,115,200	10,815,462
Total		\$642,000,000	\$648,313,887	\$546,517,452	\$76,061,536	\$25,734,900

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	\$394,005,762	\$8,051,687	\$4,433,105
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	302,429,882	12,963,136	27,364,148
3	Park and Recreation Facilities	343,230,000	353,343,060	348,722,447	1,955,699	2,664,914
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	32,964,531	539,374	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	11,593,578	237,544	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
Total		\$1,353,520,000	\$1,401,388,107	\$1,324,581,204	\$25,096,693	\$55,540,209

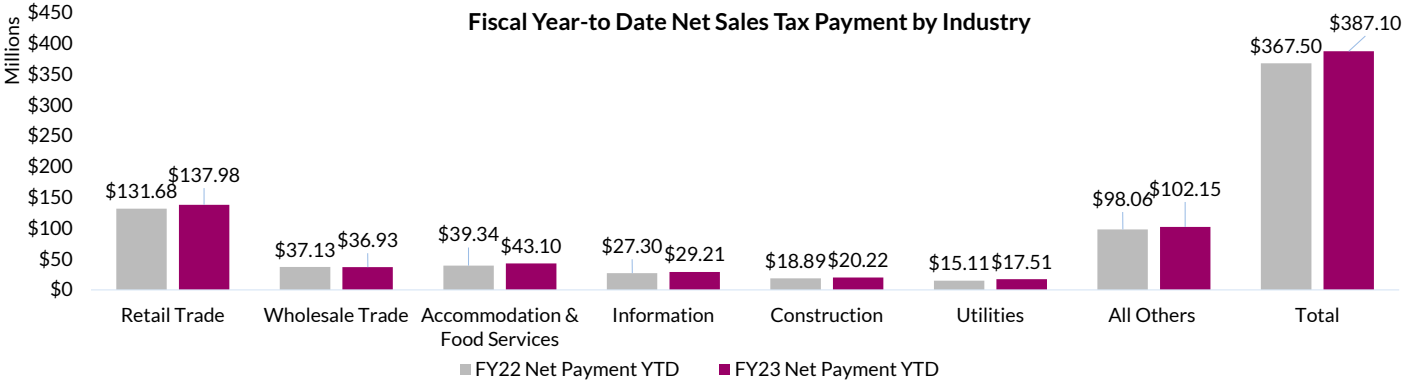
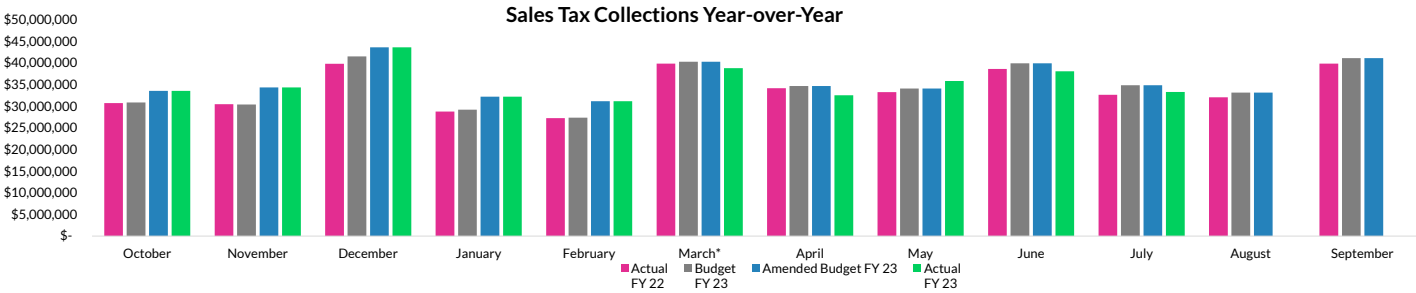
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

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 August 31, 2023, the sales tax forecast is \$425,410,255. 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	August FY23 over August FY22	FYTD23 over FYTD22
Retail Trade	11%	5%
Wholesale Trade	-13%	-1%
Accommodation and Food Services	7%	10%
Information	11%	7%
Construction	-8%	7%
Utilities	21%	16%
All Others	5%	4%
Total Collections	6%	5%

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.

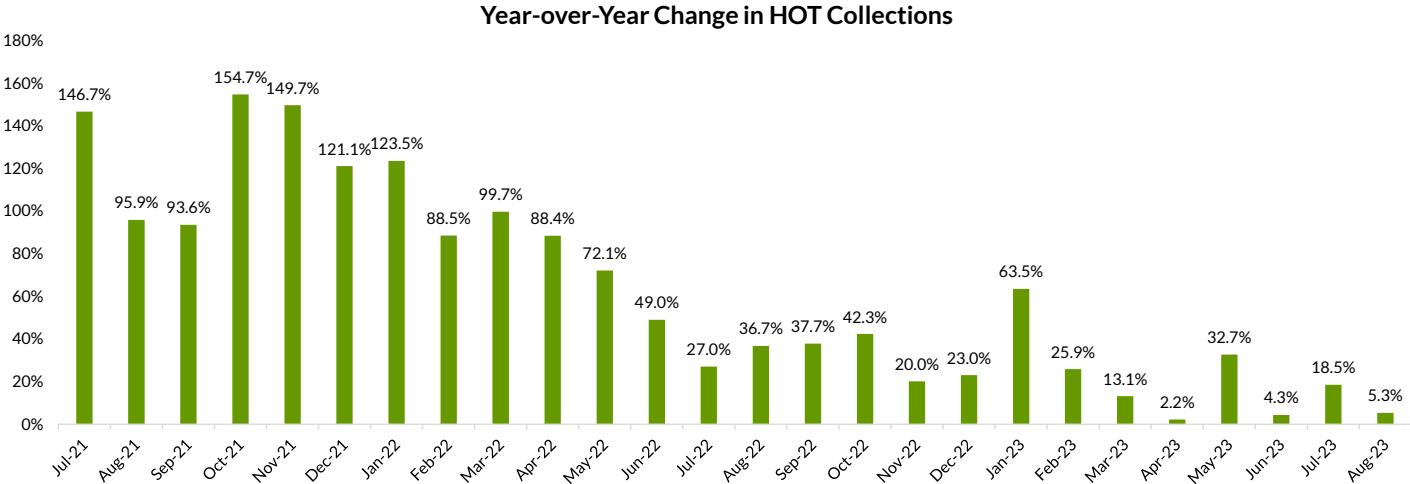
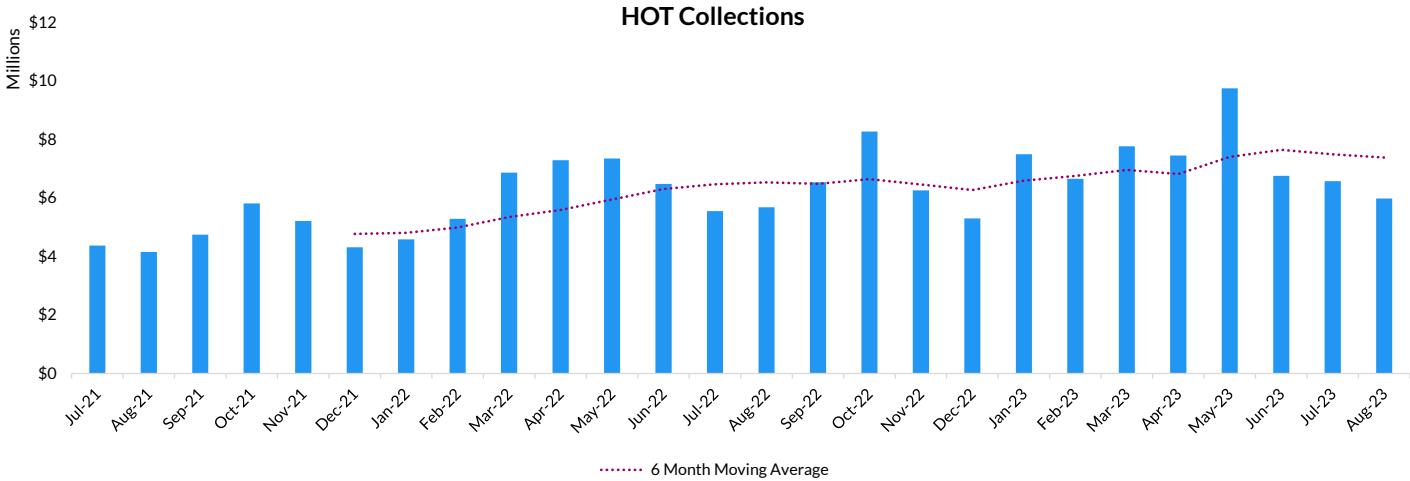
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

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

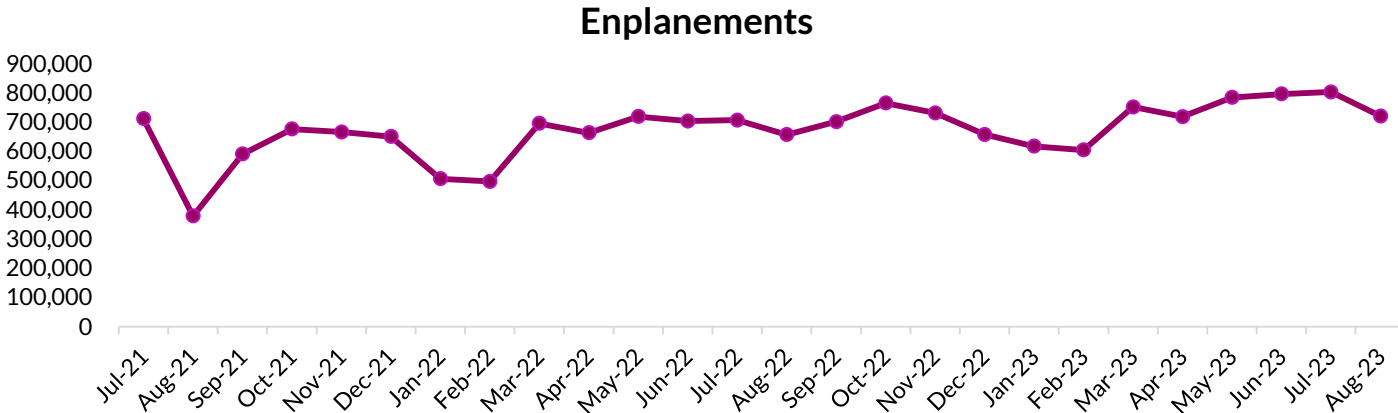
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	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	4
Total	39	94	88	95

* Due to shifts in cancellations and rescheduling, FY23 actuals for prior months may be updated.

Love Field Enplanements

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

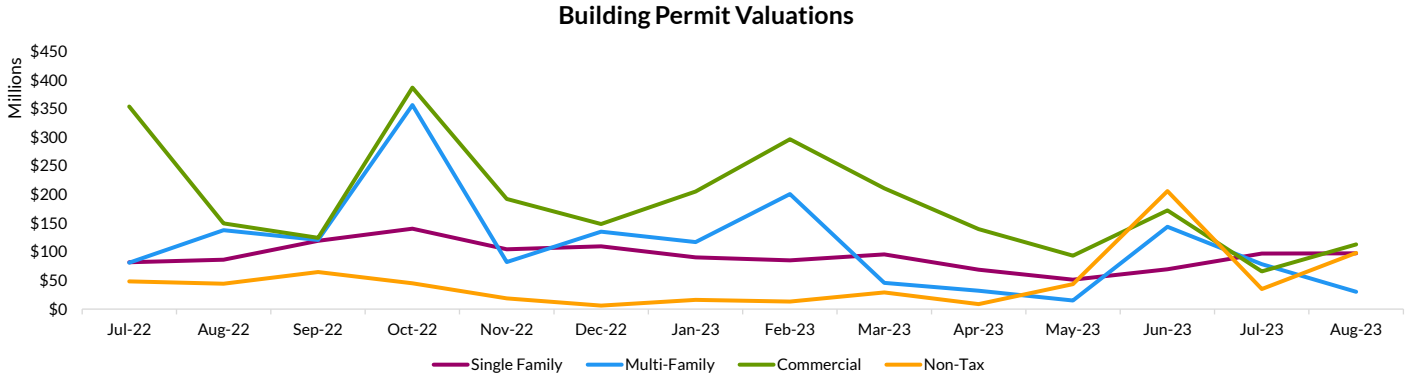
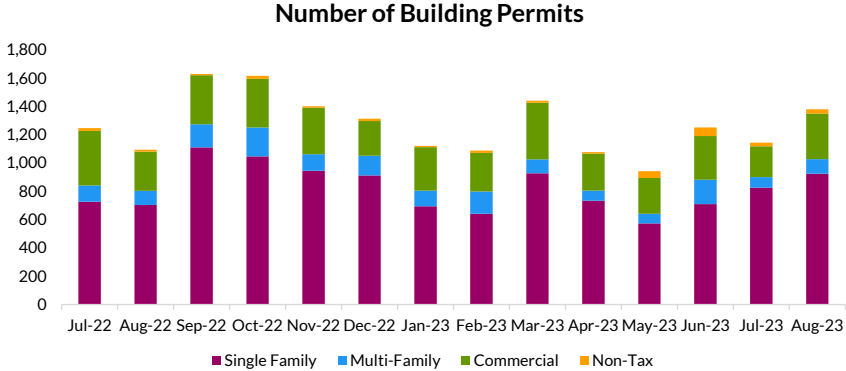


FY 2022-23 Financial Forecast Report

ECONOMIC INDICATORS

Building Permits

Building permits (required for all construction in Dallas) can provide insight into upcoming activity in the housing market and other areas of the economy. Permits are a key indicator of the confidence developers have in the economy; likewise, a decline can indicate developers do not anticipate economic growth in the near future. In some cities, this measure may be a leading indicator of property tax value growth, but in Dallas, the property tax forecast model includes other variables like wage/job growth, housing supply, gross domestic product, population, vacancy rates, and others.



DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2022-23 data is not available, N/A is listed.

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

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



#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Economic Development						
1	Average number of business days to complete commercial permit application prescreen (Development Services)	5.7	5.0	2.0	5.0	2.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	98.3%	98.0%	98.3%
3	Percentage spent with local businesses (Small Business Center)	36.7%	40.0%	60.0%	40.0%	60.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	70.0%	80.2%	70.0%	80.2%
Environment & Sustainability						
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	75.3%	75.3%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	95.0%	99.8%	95.0%	99.8%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	20.0%	18.7%	20.0%	20.0%

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

FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Government Performance & Financial Management						
8	Percentage of invoices paid within 30 days (City Controller's Office)	88.1%	92.0%	80.6%	92.0%	82.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	90.0%	97.0%	90.0%	91.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	62.6%	60.0%	64.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	21.6%	80.0%	60.0%
Housing & Homeless Solutions						
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	60.0%	89.7%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	94.0%	85.0%	85.6%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	98.6%	80.0%	109.0%	80.0%	120.1%
Public Safety						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.1%	90.0%	85.4%	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%	86.7%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302	2,000	2,201	2,000	2,201
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	47.6%	60.0%	59.1%	60.0%	60.0%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	96.4%	90.0%	93.5%	90.0%	93.2%
20	Complaint resolution rate (Office of Community Police Oversight)	82.2%	70.0%	78.5%	70.0%	78.5%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	52.6%	60.0%	60.8%	60.0%	60.8%

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

FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Quality of Life, Arts, & Culture						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	83.6%	65.0%	97.6%	65.0%	96.0%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	33.4%	5.0%	36.0%	5.0%	36.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	75.0%	89.2%	75.0%	82.7%
25	Satisfaction rate with library programs (Library)	99.0%	93.0%	98.1%	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%	31.0%	34.3%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	3,176	1,615	3,210
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	37.2%	80.0%	60.0%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	93.0%	83.1%	97.0%	85.5%
30	Percentage of planned lane miles improved (787 of 11,770 miles) (Public Works)	81.6%	91.0%	85.7%	100.0%	94.4%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	97.7%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.4%	91.0%	92.0%	91.0%	92.6%
33	Percentage of faded long line pavement marking miles improved (611 of 1,223 miles) (Transportation)	83.4%	41.3%	48.5%	50.0%	50.0%
Workforce, Education, & Equity						
34	Percentage increase of original multicultural and multilingual content (on public, educational, and government) (Communications, Outreach, & Marketing)	40.2%	25.0%	338.3%	25.0%	266.1%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	43.9%	60.0%	43.9%

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

FY 2022-23 Dallas 365

VARIANCE NOTES

8 Vacancies have resulted in a backlog of invoices processed citywide. CCO is working actively to recruit, interview, and onboard vacant positions to ensure staffing and invoice processing workload is stabilized.

11 Due to POM staffing levels, informal solicitation requests are being carefully monitored to ensure processing within 15 business days. POM is working to address the performance variance by hiring temporary staffing to ensure timely processing. POM expects the percentage to improve in future reporting periods.

15 DFR continues to experience 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, which in turn causes increases in response times. With the expansion of the Single Function Paramedic Program (currently underway), the Medic-1 Pilot Program in the Central Business District, and the response changes due to the Emergency Response Review Project, DFR expects response times numbers to improve.

17 DPD reviewed previous data and revealed inconsistent reporting of the performance measure impacting the performance. DPD is working internally to determine a consistent calculation methodology that uses updated population info based on Uniform Crime Report (UCR) and that the data used for the performance measure is consistent with Public Safety Committee dashboards and other reports. If a discrepancy with reporting is found, DPD will work with BMS to restate monthly actuals for FY 2022-23 and complete data adjustments as needed, DPD strives to see a reduction in crimes against persons with a focus on interrupting and disrupting violent people and places.

28 PKR program participation in Late-Night Teen recreation (TRec) sites remained consistent for the first half of the month. However, participation decreased in the last half of August due to the start of the school year, high school football and other extra curricular activities.

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.

30 PBW has completed 653.9 out of 11,770 miles and additional lane miles are currently under construction. Due to the contractual price increase in January 2023, PBW decreased the planned lane miles for FY 2022-23 to 762.7 from 787.

35 SBC recorded August as the fourth highest number of enrollments. Forecast dropped for FY 2022-23 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. SBC continues to serve existing participants enrolled and anticipates improved attendance for the remainder of the year.

BUDGET INITIATIVE TRACKER

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



In the Spotlight


Emerald Ash Borer

The Emerald Ash Borer (EAB) is a significant threat to urban, suburban, and rural forests. This invasive species, native to Asia, is a destructive wood-boring pest that kills both stressed and healthy ash trees within two to three years after becoming infested. The City of Dallas allocated funding to protect the City’s ash trees through an EAB response plan for FY 2021-22 and FY 2022-23. Initiated through DWU, the EAB response plan included the hiring of positions within PKR and PBW with a focus on tree inventory, EAB treatments, and response to EAB deterioration effects. PBW is developing a tree planting plan for citywide right-of-way and parkways. The City will continue further assessment and mapping of park properties and surveying of inventoried ash trees.



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's plans to move to the "One Stop Permitting Shop" to the new centrally located building at 7800 N Stemmons has been delayed due to Ransomware Attack in May and the updated move in date is now October 2023. The department continues working to fill vacant positions. The Department launched and deployed second Q-Team and has issued 37 commercial building permits through the "Same Day" permitting process. The Residential RSVP and Affordable Housing Teams issued a combined total of 208 new single-family permits with 29 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 Analytics and Business Intelligence Department to develop and launch a forward-facing commercial permitting dashboard and should be deployed September 2023.

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 14, City Council approved the consultant procurement item. Consultants have begun the diagnostic 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 July, 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. The 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 As of August, 16 additional non-regulatory monitors have been received and eight are in the process of being calibrated and compared to the standard federal reference monitors to ensure accurate data prior to deployment at locations throughout the city. Calibration was completed in September. Deployment of 11 monitors will begin when collocation is complete with eight set up for implementation.

Data platform is now public and displaying data on five monitors in the field.

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 652 units using department funds totaling \$76 million. Departments include CCS (33 units), CTS (5), CTJ (1), AVI (11), BSD (3), DFD (24), DPD (286), DWU (82), EFM(13), LIB (1) OEM (2), PBW (55), IPS (9), PKR (26), SAN (95), 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 2,561 individuals since the onset in October 2021 through August 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 August 2023, the three organizations contracted by OHS have provided services for 951 clients have provided services for 951 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 August 2023, the HART teams have responded to 370 service requests (SR's), with 77 percent of SR's responses occurring within 24-48 hours and 338 of them resolved within 10 days, visited 328 locations, cleaned up or closed 52 sites, and removed 1,025,000 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 August 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 two years of service. As of August, DPD has retained 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. Taser 10 is currently being reviewed as a potential upgrade option.

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, \$2.1 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 Hiring is in progress for the additional two proactive illegal dumping abatement teams. Out of the budgeted 16 positions, CCS has hired all but six. The Pro Teams are currently fulfilling the weekly expectation of 30 illegal dumping site abatements per week. Full deployment is scheduled for FY 2023-24 due to procurement of heavy equipment.

22 Multi-Family Violence Crime Reduction Plan 

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

STATUS 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. The department has selected a vendor for consultant services and anticipates bringing the contract for City Council approval.

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 August, PBW has spent \$762,467 of its General Fund appropriations to complete 11 sidewalk projects and 9.16 lane miles of sidewalk improvements to date. PBW is on track to complete the remaining 5.09 miles of sidewalk improvements by the end of September.

27 Vision Zero Action Plan 

INITIATIVE Invest funding in Dallas's mobility infrastructure, emphasizing a system 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 61.38 longline miles and 178 crosswalks in August. TRN has completed the FY 2022-23 goal of painting 864 crosswalks by year end. TRN is on track to complete restriping of 320 miles by year end and contracted \$2.5 million with the vendor.

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 August, PBW spent \$3.4 million and completed maintenance on 26 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 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 August, 180 flashing beacons have been installed. The manufacturer is scheduled to resume shipment of new equipment in September.

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 The project to improve the bike lane network is a multi-year 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 OEI is working with Human Resources to hire a qualified candidate. The position was reposted and interviews are scheduled to take place in September.

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 building assessments, review and collection of department programs, and debriefing of department staff with selected directors on ADA compliance. The final report of assessments to provide responses and additional documents for director review is expected in September with a final sign-off anticipated in October. Web content for ADA training courses and planning will resume when City websites are updated for ADA compliance. The ADA security training material remains 90 percent complete with deployment anticipated for FY 2023-24.

35 Bridging the Digital Divide

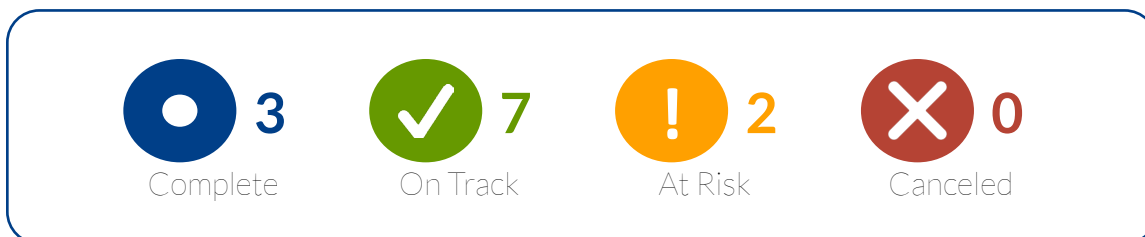
INITIATIVE Expand efforts to bridge the digital divide by allocating \$2.0 million for Digital Navigators to make internet access to individual households affordable, install reliable computer hardware, and enhance digital literacy skills and training. (CMO)

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, and FY 2020-21 initiatives required additional time because of the scope and term of the project, as well as delays due to COVID-19. We will continue to report the status of these seven initiatives below, using the initiative numbers from the prior reports for reference.



FY 2018-19

23 Historic Resource Survey (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, 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. The EDC board held two meetings in August. The board approved securing Directors & Officers and General Liability insurance, elected officers for the upcoming year, and received an update on the CEO search.

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. OEQS and internal stakeholders completed CUAP action S1.A1 [change ordinance SEC. 42A-22], which increased access to farmers markets in residential neighborhoods. Staff hosted eight public volunteer events to support Dallas urban growers, four educational workshops, and hosted the first Joppa Juneteenth Festival in celebration of black food sovereignty which welcomed more than 600 residents. Staff partnered with CityLab (DISD) to pilot an agricultural education & internship program with DISD high school students. Staff also created an Urban Agriculture and Community Health Explorer GIS Web App. For FY 2023-24, OEQS will continue implementation of the CUAP. Examples of FY 2023-24 CUAP implementation include exploring grants and funding opportunities, provide training for the GIS web map, and establishing a process for making City owned lots available for UA projects.

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 The Water Quality Group has dedicated two FTEs for the purpose of supporting the new Lead and Copper Rule Revisions (LCRR). These two positions are developing a Service Line Inventory that will aid in identifying lead services in need of replacement. The official sampling per TCEQ requirements can begin after the lines are inventoried, which will be after October 2024. Water Quality is also developing a Lead and Copper Sampling Program for Schools and Childcare facilities and contacting these facilities to offer educational material and opportunities for free testing of lead and copper ahead of the October 2024 compliance start date of the LCRR. Currently, there are 401 Public and Charter Schools, 93 Private Schools and 458 Childcare and Daycare centers.; 275 Public Schools, 81 Private Schools, 238 Childcare Centers and 28 Homecare Centers have been completed. The Water Quality group continues to offer free lead sampling when requested by any customer.

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 Housing is implementing new funding along with other measures through the existing Notice of Funding Availability (NOFA). 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.

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.

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. All eligible parking calls have been transferred from DPD to TRN. Due to legal requirements, handicap and fire lane calls have to remain in DPD and DFD.

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. PKR is waiting for the vendor's master agreement extension, then cabling and port installation can continue. Remaining 49 Wi-Fi sites have received Access Point equipment.

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 August, 9.0 lane miles are under study or design is complete. 5.9 lane miles are being installed or installation is complete, for a total of 14.9 miles. TRN will be hiring a contractor to do striping once the procurement process is complete.

35 Water/Wastewater Service 

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

STATUS Engineering work for the remaining occupied and unserved areas began in February 2022 and includes the design of approximately 211,219 feet of new pipelines to the remaining unserved areas. Upon completion of design, these projects will be packaged and awarded for construction beginning in FY 2022-23. Construction in the University Hills area is under construction through Fall 2023; PIDs 6502, 6503, 6504, and 6672 have an estimated completion date of September 2023. In addition, approximately 11,146 feet of new pipelines to four unserved locations that were designed in-house was awarded on November 9, 2022, and work started in March 2023. Thirteen unserved areas were awarded for construction on June 28, including approximately 34,346 feet of water and wastewater mains. Ten additional sites representing approximately 24,955 feet of water and wastewater mains are planned for construction award in Fall 2023. In FY 2022-23, completed designs for 27 project locations designated by the Unserved Areas Program. Of these 27 locations, 4 project sites have completed construction while 13 have been awarded for construction with a start date of September. The remaining 10 completed designs will be advertised in September for construction.

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.

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. A demonstration of the software and testing of a comparative ADA tracking program have been completed. The project remains in the purchasing and procurement phase and subject to timelines of the acquisition team as they have encountered issues with the contracted agreement process used by Texas Parks & Wildlife (TPW). Meetings with staff and vendor in August provided other avenues for interlocal agreements (ILAs) with other Texas government agencies. Vendor to provide executed and current contracts with other agencies for staff review. Next meeting planned for September.

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>SFD Building Permit Process 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	7 days
			<p>Status Update: 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>DPD Workload Optimization Assess current operational demands to identify process improvement opportunities for workload management (DPD)</p>		Jan 2022 - TBD	% Accurately Reported Hours (95)	TBD	TBD
			<p>Status Update: The dashboard has been launched and under review. The response protocol is being developed as part of the control plan for leadership.</p>			
3	<p>DFR Workload Optimization Assess current operational demands to identify process improvement opportunities for workload management (DFR)</p>		Jan 2022 - May 2023	Assessment completion (100%)	0%	100%
			<p>Status Update: 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>Contract Review and Execution 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>Status Update: 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	<p><u>Risk Review & Certificate of Insurances</u> Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)</p>		Aug 2022 - March 2023	Days and time to process Risk Reviews and Certificates of Insurance, Reduce amount of backlog	RR=1.45 days 23 minutes COI=2 days 22 minutes	TBD
			<p>Status Update: 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 currently being implemented.</p>			
6	<p><u>"Low Sterrett Officer Turnaround Process"</u> Decrease the amount it takes to write arrest reports</p>		Dec 2022 - June 2023	Streamline arrest reporting to minimize cycle time while maintaining effectiveness and accuracy.	228 minutes/arrest	TBD
			<p>Status Update: 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.</p>			
7	<p><u>Water/Wastewater Permit Process</u> Reduce cycle time of Water/Wastewater Permit Application Process to decrease overall building permit lead time (DEV/DWU)</p>		Nov 2021 - March 2022	Permit Application Cycle Time (1 day)	45 days	1 day
			<p>Status Update: Training documents were completed and tested in April and the executive review was held June 13.</p>			
8	<p><u>DWU/DEV/DFR</u> Map water/wastewater permitting process, from start to finish including installation of items. Cross training to provide understanding of entire process for stakeholders</p>		April 2023- Nov 2023	Reduce Errors, Breakdown Silos, Improving Communication	N/A	N/A
			<p>Status Update: 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.</p>			

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
9	<p><u>COD/DPD/Parkland/Dallas County Sheriff's Department/Toyota</u></p> <p>Reduce the amount of time DPD officers spend processing prisoners at Lew Sterrett</p>		July 2023 - January 2024	Cycle Time/ Arrest	228 minutes/ arrest	TBD
			<p>Status Update: 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 early September, data will be collected to aid in finalizing scope of the project.</p>			

