

Memorandum



CITY OF DALLAS

DATE October 16, 2026

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – September 2026**

Please find attached the Technology Accountability Report (TAR) based on information through September 30, 2026. The TAR is a progress report reflecting the performance and operational status of the city in purchasing, implementing, operating, and securing technology to achieve the city's priorities and service objectives.

Key Highlights

- Completed one major and three minor IT projects, including implementation of the eCitation System, enhancements to Dallas Water Utilities work order and asset management operations and decommissioning of outdated systems.
- Advanced critical technology initiatives such as Fire Station Alerting upgrades, ISO Quality Standards implementation, and modernization of financial and permitting systems.
- Expanded the major project list to include replacement of the Bank Reconciliation Software to improve financial oversight.

IT Operations Overview

- The network experienced 4,617 minutes of disruptions due to equipment failures or configuration updates and 12,943 minutes of telephony outage due to carrier hardware failure.
- Mean Time to Repair (MTTR) continues to trend downward indicating that process improvements and prioritization efforts are taking effect.
- Service requests totaled 1,581, generating 1,943 corresponding work actions.
- Tier-1 applications maintained 100% availability with no recorded outages.

Cybersecurity Programs

ITS continues to monitor cybersecurity training compliance, with 88% of employees completing required modules. The reporting format now distinguishes in-progress and past-due modules to improve visibility and accountability.

IT Infrastructure and Resiliency

The City continues to advance resiliency capabilities through routine system backups, disaster recovery planning, and ongoing modernization efforts. September recorded over 2,000 successful system backups, with failed jobs rerun to ensure compliance.

Audit and Compliance

ITS is actively addressing audit findings, with progress including implementation of one high priority recommendation, closure of another as no longer applicable, and movement on one medium risk finding. Additional recommendations are expected to be completed in the coming reporting cycles.

Budget & Procurement Highlights

Key contracts requiring City Council approval include police record management system support, and Microsoft enterprise licensing renewals. The end of August budget status reflects personnel underspending largely driven by vacancies, offset in some cases by increased overtime or temporary staffing.

If you have any questions, please contact Jeffrey Stovall, Chief Information Officer and Director of Information & Technology Services at Jeffrey.Stovall@dallas.gov.

Service First, Now!



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Assistant City Manager
[Attachement]

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TECHNOLOGY AND ACCOUNTABILITY REPORT

INFORMATION AND TECHNOLOGY SERVICES

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As of September 30, 2026

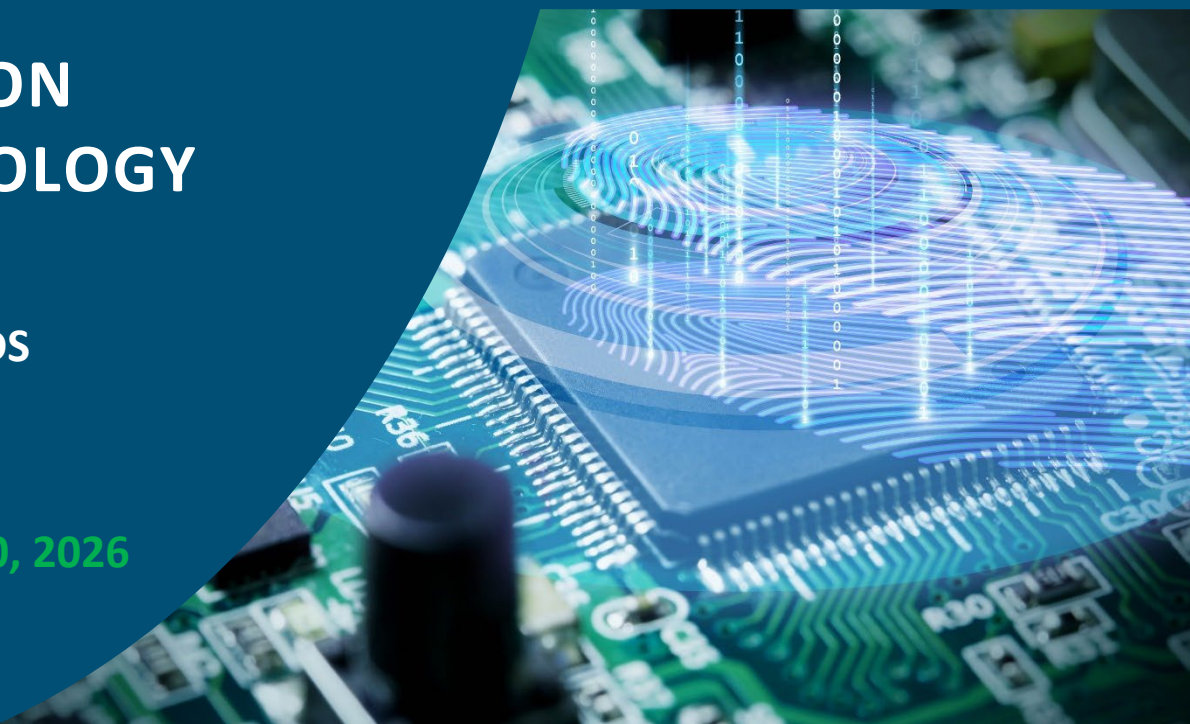


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Executive Summary

The highlights of the September 2026 Technology Accountability Report (TAR) include:

The ITS Enterprise Project Management Office, in partnership with key City departments, successfully completed one major project and three minor projects in September.

- **Implement Electronic Citation (eCitation) System for Code Compliance** – With this implementation, integration with the Municipal Justice – Courts system is functioning as intended. The new eCitation system replaces Code Compliance’s manual paper process and helps prevent citations from being dismissed due to incomplete or illegible information.
- **Enterprise Work Order & Asset Management Phase 2 – Dallas Water Utilities Meter Services & Integrations** – This project supported multiple go-lives across Dallas Water Utilities to improve warehouse and inventory operations by streamlining workflows for 311 Call Takers and Dispatchers. These enhancements strengthen asset lifecycle management and support more accurate maintenance planning, performance tracking, and data-driven decisions for asset renewal and capital projects.
- **Decommissioned Legacy Billing & Customer Portal System** - Dallas Water Utilities has successfully decommissioned its legacy billing and customer portal, completing the Billing and Customer Portal Replacement initiative.
- **Retired Legacy Land Use and Permitting System** – A new staff work-management interface was implemented for Planning and Development, marking the first major deliverable as the department transitions from the legacy system. This reduces critical risk and eliminates technical debt.

This report also highlights key developments and progress in major technology projects currently advancing within the organization:

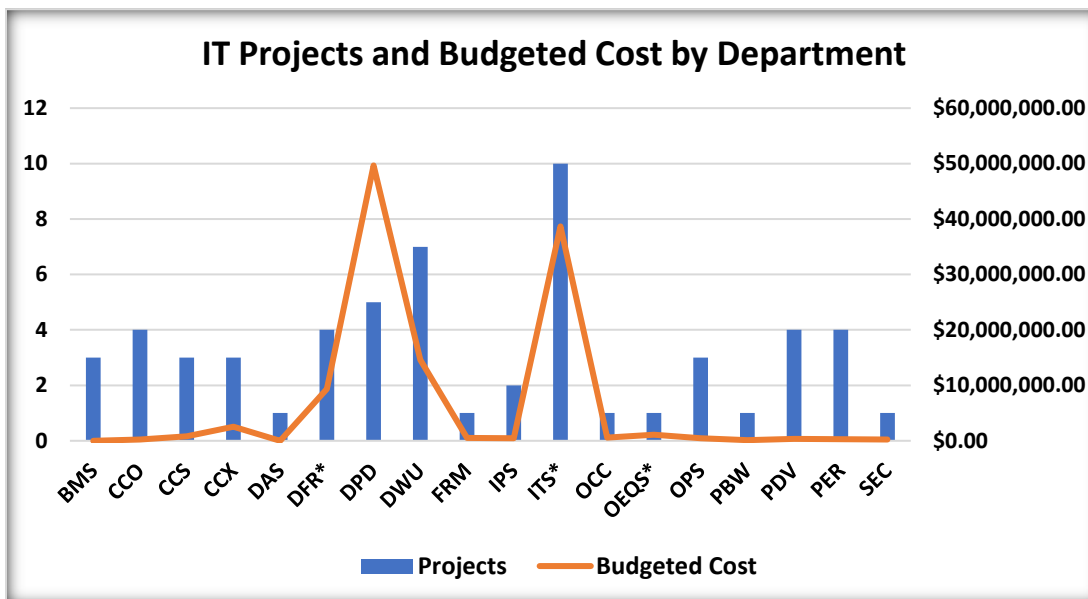
- **IT Infrastructures for New Fire Stations 21 and Aviation Center** – The primary alerting system test is complete, and final deployment remains on schedule for completion before Dallas Fire Rescue’s full move-in at the end of October.
- **Implement International Organization for Standardization (ISO) Phase 2** – Phase 2 is making steady progress toward the planned January 2027 go-live; the configuration review will finish within two weeks, followed by User Acceptance Testing, ensuring OEQ/EQS and other departments remain compliant with Environmental, Quality, and Occupational Health & Safety management standards.
- **Transition Campaign Finance, Lobbyist Registration, and Personal Finance to Texas State Platform** – The City Secretary’s Office project is targeted for completion by year-end. The contract is being finalized and is expected to be completed by mid-October, with an estimated implementation timeline of 6 to 8 weeks to meet the deadline.
- **Fire Station Alerting System** – Installation activities are complete for 32 stations across Battalions 1 – 7. User Acceptance Testing has officially begun, marking a key milestone as functional validation moves forward, with additional testing scheduled to start in late October. The project remains on track for February 2027 completion.

The **Major Project Status** list was expanded by one new project:

- **Bank Reconciliation Software Replacement** The City Comptroller’s Office is replacing their current provider, with the capability to automate monthly reconciliations, streamline daily processing, reduce manual workload, improve data accuracy, and strengthen financial oversight. The project is budgeted at \$250,000.
- Project completion dates have been standardized to reflect the projected Go-Live date, not the administrative project end date. Post-launch back-end tasks may occur after Go-Live; however, the **Major Project Status** section will use the Go-Live date in the Completion Date column going forward. This change is incorporated in the current September report.

A. Project Pipeline

1. IT Projects and Budgeted Cost by City Department



NOTES:

1. As of 09/30/2026, the City of Dallas were represented across 58 approved IT projects in the pipeline.
2. The total budgeted costs for the 58 projects are \$119,994,305.26.
3. Eighteen city departments are represented across the 58 approved IT projects in the pipeline.
4. Six departments had only 1 active project each, making up the group in the figure above.

City Departments	Projects	Costs
Dallas Police Department	5	\$48.6M
Information & Technology Services	10	\$38.8M
Dallas Water Utilities	7	\$14.6M
Dallas Fire Rescue	4	\$9.3M
Communications and Customer Experience	3	\$2.5M
Office of Environmental Quality Sustainability	1	\$1.1M

B. Major Project Status

****LEGEND:**

- **Cancelled:** The project has not finished, and work on the project will not continue.
- **Completed:** Work on the project has finished, and all deliverables/tasks have been completed.
- **Delayed:** The project is still active, but we have passed the initial estimated completion date.
- **In Process:** The project is currently being worked on by the project team.
- **On Hold:** The project has not finished, and work on the project has been suspended.
- **Ongoing:** The project consists of multiple phases or is an operational project. Some portions have been completed, but the project has not fully reached fruition.

-  : Addresses Technical Debt
-  : PCI project

	Project Name	Description	Dept	Project Start Date	Estimated Completion	Project Status	Value Adds
1.	Migration of City Data Center	This effort includes review of colocation capabilities to optimize operations center, and disaster recovery. (\$14,700,000)	ITS	Oct 2024	Sep 2027	In Process	
2.	Deploy Fire Station Alerting System	Dallas Fire Rescue dispatches resources from 58 fire stations to strategically deploy throughout the city. To avoid response delays, DFR relies on a Station Alerting System that integrates with our Computer Aided Dispatch system to advise firefighters/paramedics of assistance calls. The current station alerting system is at the end of life, difficult to maintain, and lacks the full range of functionality more modern solutions provide. This project will conduct market research, procure, and implement a new modern station alerting system for Dallas Fire Rescue. (\$4,567,164)	DFR	Feb 2025	Feb 2027	In Process	
3.	CAD & RMS Universal Replacement Implementation	This project will replace the current Computer Aided Dispatch (CAD) system and the Records Management System (RMS) with a holistic, universal solution to support Dallas Police Department, Dallas Fire Rescue, and Dallas Marshal's office. The goal of this project is a solution utilizing industry's best practices, while also providing uniformity across both platforms. This will support better tracking of incidents from initiation through investigation to final resolution. (\$47,190,426)	DPD	Jan 2026	Nov 2027	In Process	
4.	Real Estate Case Management System	This project will streamline the leasing of properties and the utilization of right-of-way by introducing an online application process. It will also give applicants the ability to track the progress of their application in real time. (\$517,000)	FRM	Sep 2022	Oct 2026	In Process	

As of September 30, 2026

	Project Name	Description	Dept	Project Start Date	Estimated Completion	Project Status	Value Adds
5.	IT Infrastructure For New Fire Stations 19, 21, 36, 41, 46, 58 and 59	Total of 8 new and rebuilt Dallas Fire Stations are being constructed in scope, Station 19, 21 (Aircraft Rescue), 36, 41 (Temporary and Replacement), 46, 58, and 59. All new IT infrastructures including cable, network, workstations, printers, radio alerting system equipment, etc., will be activated in line with facility openings. (\$720,000)	DFR	May 2019	Oct 2026	In Process	
6.	Replace Workforce Telephones with Cloud-Based Calling Platform	This initiative will elevate the workforce telephony experience within the City of Dallas by migrating most users to a cloud based calling platform, with minimal staff retaining desk phones based on roles. (\$3,494,435)	ITS	Jun 2024	Dec 2026	In Process	
7.	Implement International Organization for Standardization (ISO) Quality Standards	The ISO Process and Information Management System will enable the Office of Environmental Quality and Sustainability (OEQ/EQS) and several other city departments to remain compliant on Environmental, Quality and Occupational Health and Safety Management Standards. (\$1,143,171)	OEQS	Jul 2025	Nov 2026	In Process	
8.	Expand Body Worn Cameras and Tasers to Building Security & Court Bailiffs	To improve officer safety, accountability, and efficiency, body worn cameras, and tasers will be expanded to the Building Security Officers and Court Bailiffs. (\$476,626)	DPD	Jun 2026	Jul 2027	In Process	
9.	Dallas Fire Rescue Inventory Management Solution	Dallas Fire Rescue Department (DFR) is seeking a solution to provide a web-based inventory management system to track various consumable and capital inventory items, thereby replacing the current system and processes. (\$4,790,968.25)	DFR	May 2026	Jan 2027	In Process	
10.	311 Telephony Modernization	The Communication & Customer Experience department will be leveraging digital channels to increase self-service rates, reduce call volume, and improve 311 agent efficiency. (\$1,221,947)	CCX	Jul 2026	Jul 2027	In Process	
11.	Enable AI on Workiva Platform	Workiva is used to develop official budget reports, and this project will implement AI features. (TBD)	BMS	Aug 2026	TBD	In Process	
12.	Transition Campaign Finance, Lobbyist Registration, and Personal Finance to Texas State Platform	The City Secretary's Office (SEC) will replace the current legacy in-house applications for campaign finance, lobbyist registration, and personal finance applications with the system used by the State of Texas. (\$220,000)	SEC	Aug 2026	Dec 2026	In Process	
13.	Implement FUSUS Devices Phase 2	FUSUS will provide a video and data collaboration platform for other departments to expedite intelligence gathering and efficiency of response to situations as they unfold throughout the community. (\$574,308)	DPD	Feb 2026	May 2027	In Process	
14.	Implementing New Shelter Technology	Dallas Animal Services will implement a new software platform designed to assist with managing operations efficiently with an integration that provides a suite of tools to help with animal care, adoptions, shelter, field and medical management. (TBD)	DAS	Aug 2026	TBD	In Process	

	Project Name	Description	Dept	Project Start Date	Estimated Completion	Project Status	Value Adds
15.	Bank Reconciliation Software Replacement	The City Comptroller's Office is replacing their current vendor, with the capability to automate monthly reconciliations, streamline daily processing, reduce manual workload, improve data accuracy, and strengthen financial oversight. (\$250,000)	CCO	Oct 2026	TBD	In Process	

Section 2: IT Operations

A. Outage Report

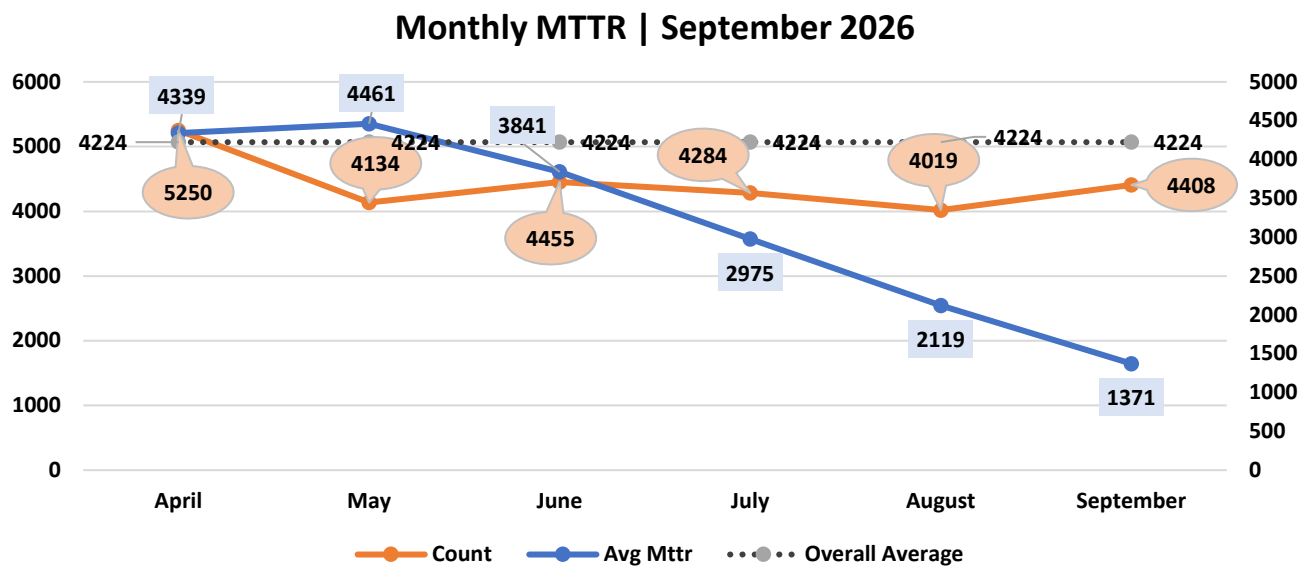
Impact Minutes by Issue Category September 2026 Severity 1 and Severity 2

Category*	Minutes	Description
Network	4,617	- Due to equipment failures or configuration updates at: 1400 Botham Jean Blvd. 3131 Dawson St. 1500 Marilla St.
Telephony	12,943	- Due to carrier (SBC) hardware failure: 2844 Lombardy Ln.

*Categories reflect the impact of the primary service and may vary by month.

NOTES:

- Severity 1 and Severity 2 incidents are the most severe and most likely result in degraded services or outages that impact the ability of City departments to fulfill their missions.
- Charted above were the major incidents by services and minutes of impact delineated by Critical and High severity.
- In the month of September, ITS experienced 4 major incidents that had a Mean Time to Repair (MTTR) that exceeded four hours. The outages are categorized relative to the primary service impacted.
- During September, major incidents affected operations for a total of 4,617 minutes due to network equipment failures or configuration updates. 12,943 minutes of telephony outage was for a single incident requiring hardware replacement at the carrier's site.



*The overall average is recalculated monthly to reflect retroactive closure adjustments.

NOTES:

1. This chart provides the trendline for the average mean time to repair (MTTR), an industry standard for tracking the timeliness of resolution on reported incidents. The continued MTTR reduction reflected process improvements, staffing changes, tooling, and ticket prioritization.
2. Mean Time to Repair is calculated as the total time from report of incident to the resolution of the incident.
3. September figures do not include 242 same-month tickets that remain in progress and unresolved as of the report date. Resolution of these tickets may impact past MTTR in future reporting periods.
4. MTTR for previous months was updated to include 329 incidents closed during this reporting cycle, along with additional closure validations completed after the period ended.

B. Service Requests (including new employee onboarding)

1. New Hire Requests

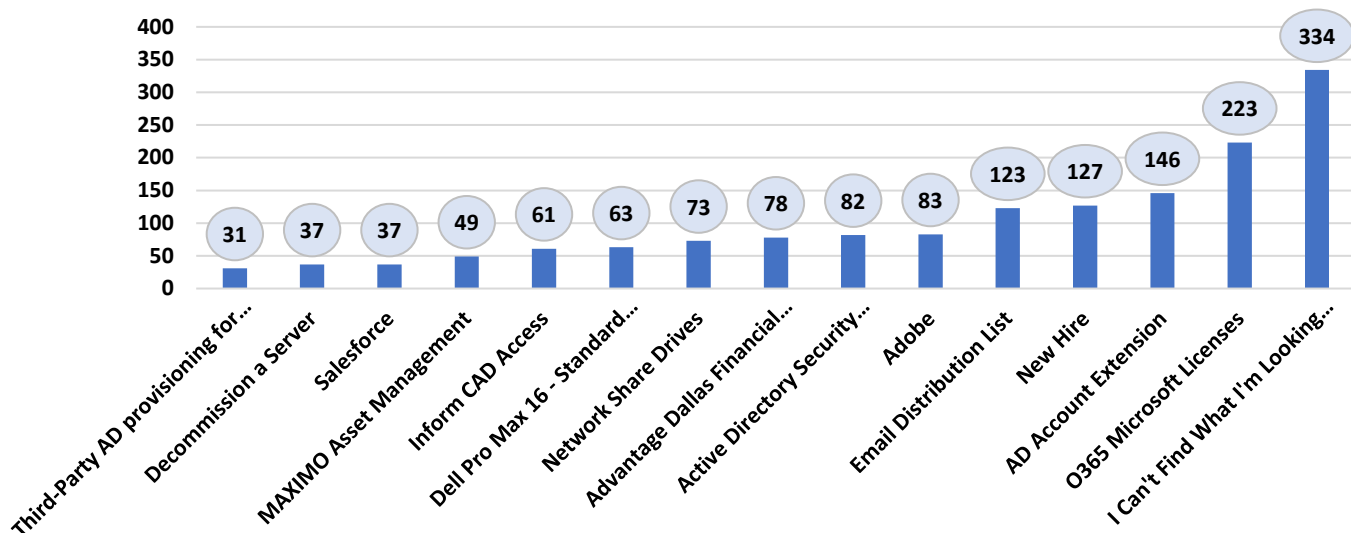


NOTES:

- 1. In the month of September, a total of 125 requested tickets were generated for new employees.
- 2. Dallas Police Department (DPD), Dallas Water Utilities (DWU), Aviation (AVI), and Equipment and Fleet Management were the top three departments for New Hire Requests.

2. Service Request Report

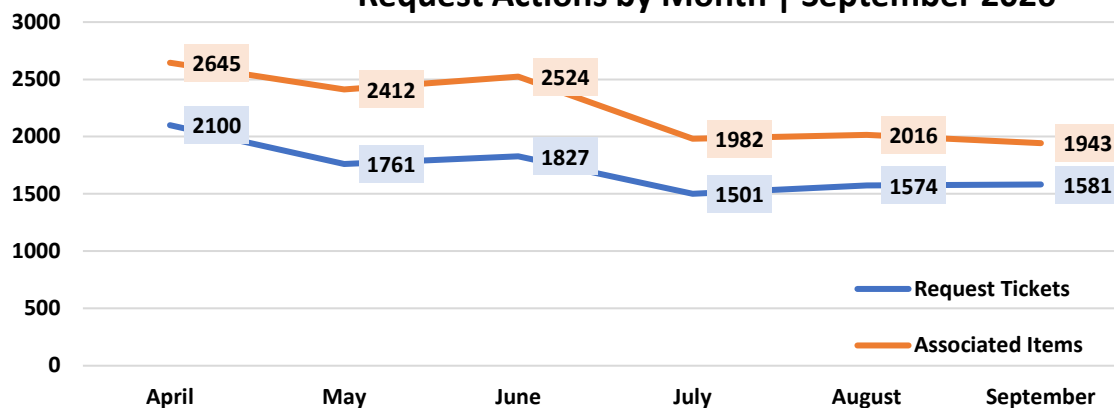
**Top 15 Requested Items
September 2026**



NOTES:

1. September Service Requests total 1,581, an increase of 7 from August which totaled 1,574. This report shows the Top 15 requests by type.
2. "I Can't Find What I'm Looking For" indicates requests with no matching service catalog item.
3. The chart below illustrates that 1,581 requested tickets generated 1,943 requested actions. Frequently, one request generates multiple actions to be completed by one or more teams to fulfill the task.

Request Actions by Month | September 2026



3. Monthly Service Desk Report

The IT Service Desk functions as the single point of contact between the City's IT organization and its end users. The Service Desk handles a variety of requests that include support, setting user passwords, and troubleshooting issues. It assists customers with incident resolution and service request management. The Monthly Service Desk Report provides performance metrics and trends.

Service Desk Call Metrics

Category	Apr	May	Jun	Jul	Aug	Sep
Total Calls	5264	4046	4315	4423	3701	3808
Answered	5225	4021	4292	4350	3669	3778
Abandoned	39	25	23	73	32	30
Abandoned (<10sec)	25	17	0	49	14	22
Abandoned %(<10sec)	1	1	1	1	0	1

NOTES:

1. 85% of calls were answered in 8 seconds or less.

C. IT Tier-1 Applications Availability

The City's IT Applications Support Team is responsible for maintaining, troubleshooting, and providing user assistance for more than 535 applications used across the enterprise. Applications, both Public Safety and Non-Public Safety, are rated based on the critical nature of the application, availability requirements, and the departments they support. They are provided with a tier-based rating. Monthly availability of Tier 1, or other critical applications, serves as a key performance indicator.

September contained 30 days (720 total hours). Once the standard maintenance window was applied, the reporting period consisted of 716 hours, with no outages recorded.

Application	Support Team	PS/ Non-PS	Target	Aug Hours ¹	Aug Uptime	Sept Hours	Sept Uptime
Computer Aided Dispatch (CAD)	ITS CAD and RMS	Public Safety	99.99%	740	100%	716	100%
Fire Station Alerting System (Locution)	ITS DFR	Public Safety	99.99%	740	100%	716	100%
Records Mgmt System (RMS)	ITS CAD and RMS	Public Safety	99.99%	740	100%	716	100%
DallasNow Permitting & Building Inspections	ITS Land and Permit	Non-Public Safety	99.98%	740	100%	716	100%
Salesforce CRMS	ITS 311 Salesforce CRMS	Non-Public Safety	99.98%	740	100%	716	100%
Financial - ERP	ITS Financial	Non-Public Safety	99.99%	740	100%	716	100%
DPD Camera System	ITS DPD	Public Safety	99.98%	740	100%	716	100%
911 Vesta System	ITS Vesta	Public Safety	99.99%	740	100%	716	100%
Electronic Document Management	ITS Land and Permit	Non-Public Safety	99.98%	740	100%	716	100%
Work Order Management	ITS	Non-Public Safety	99.98%	740	100%	716	100%

¹August hours were previously misstated. The chart below has been revised to reflect the correct value of 740 hours for August.

D. Standard Enterprise Software Inventory (SESI)

During this reporting period, our efforts continued to advance as planned. We successfully decommissioned nine additional servers, bringing the total to 288 fully decommissioned servers, with 66 remaining in scope.

ITS continues to evaluate existing contracts and assess viable alternatives to ensure that legacy applications are retired responsibly while maintaining operational continuity. This ongoing rationalization work strengthens system reliability, reduces long-term maintenance risk, and supports the City's goal of modernizing its application portfolio. Because decommissioned servers do not directly translate to proportional reductions in redundant applications, the Key Functional Areas with Multiple Applications chart is unlikely to reflect month-over-month change. To maintain relevance, this chart is being removed from the monthly TAR effective this month.

Application Risk Watch List

Below is a snapshot of two applications that are considered technical debt. Due to the state of the application, focus is needed to keep these legacy applications functional. This month there was one ticket submitted. Each application is scheduled for an upgrade or replacement as outlined below.

Application	IT Support Team	New Tickets	Hours Spent	Status
Fire Rescue IDS	ITS DFR Apps Support	1	.5 hrs	Estimated Completion Dec 2027
Fire Station Alerting	ITS DFR Apps Support	0	0 hrs	Battalion 7 outfitting has started
	Total	1	.5 hrs	

Section 3: IT Budget Execution

IT Budget Execution provides information on the execution of the IT budget, the management of technology procurements, and the management of IT Human Capital.

A. Contract/Procurement Management

Recent/Upcoming Contracts Requiring Council Approval

Items on the September 9th Agenda

AT&T Enterprises LLC

Supplemental Agreement (1) to the cooperative purchasing agreement to increase the agreement for the purchase of hardware, software, and managed services to upgrade the City's 911 system; and (2) extend the term for five years.

- **Contract amount - \$10,351,125**

GTS Technology Inc.

A cooperative purchasing agreement for computer hardware, accessories and related services.

- **Contract amount - \$9,326,753**

Upcoming Items on the October 28th Agenda

Intergraph Corporation – Authorize a one-year service price agreement for maintenance and support of the City's existing record management and field base reporting system.

- **Contract amount - \$1,018,166**

SHI Government Solutions, Inc. – Authorize a three-year cooperative purchasing agreement for Microsoft Government Enterprise licenses, operating systems, production suite, and support.

- **Contract amount - \$25,386,117**

B. Budget Performance & Execution – August 2026

Fund 0191 – 9-1-1 System Operations August 2026

Fund 0191 - Expenditure Category	FY 2025-26 Adopted Budget	FY 2025-26 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	699,647	699,647	600,792	677,628	(22,019)
Pension	101,669	101,669	99,329	101,669	-
Health Benefits	82,900	82,900	79,631	94,649	11,749
Workers' Compensation	1,763	1,763	1,763	1,763	-
Other Personnel Services	20,797	20,797	1,200	17,506	(3,291)
Total Personnel Services	906,776	906,776	782,715	893,215	(13,561)
Supplies	201,464	201,464	15,929	20,000	(181,464)
Contractual Services	13,963,903	13,963,903	11,988,353	12,249,616	(1,714,287)
Capital Outlay	-	-	-	-	-
Reimbursements	3,185,996	7,046,749	1,810,255	7,046,749	-
Total Expenditures	18,258,139	22,118,892	14,597,252	20,209,580	(1,909,312)

Fund 0197 – Communication Services (Radio Network) August 2026

Fund 0197 - Expenditure Category	FY 2025-26 Adopted Budget	FY 2025-26 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	2,187,830	2,187,830	1,655,392	1,905,031	(282,799)
Overtime Pay	146,474	146,474	175,503	221,870	75,396
Pension	336,928	336,928	306,609	336,928	-
Health Benefits	351,625	351,625	305,444	403,320	51,695
Workers' Compensation	12,170	12,170	12,170	12,170	-
Other Personnel Services	60,809	60,809	29,181	84,738	23,929
Total Personnel Services	3,095,836	3,095,836	2,484,300	2,964,057	(131,779)
Supplies	1,190,232	1,190,232	472,351	621,947	(568,286)
Contractual Services	15,973,057	15,973,057	10,339,179	15,920,776	(52,281)
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	20,259,125	20,259,125	13,295,829	19,506,780	(752,345)

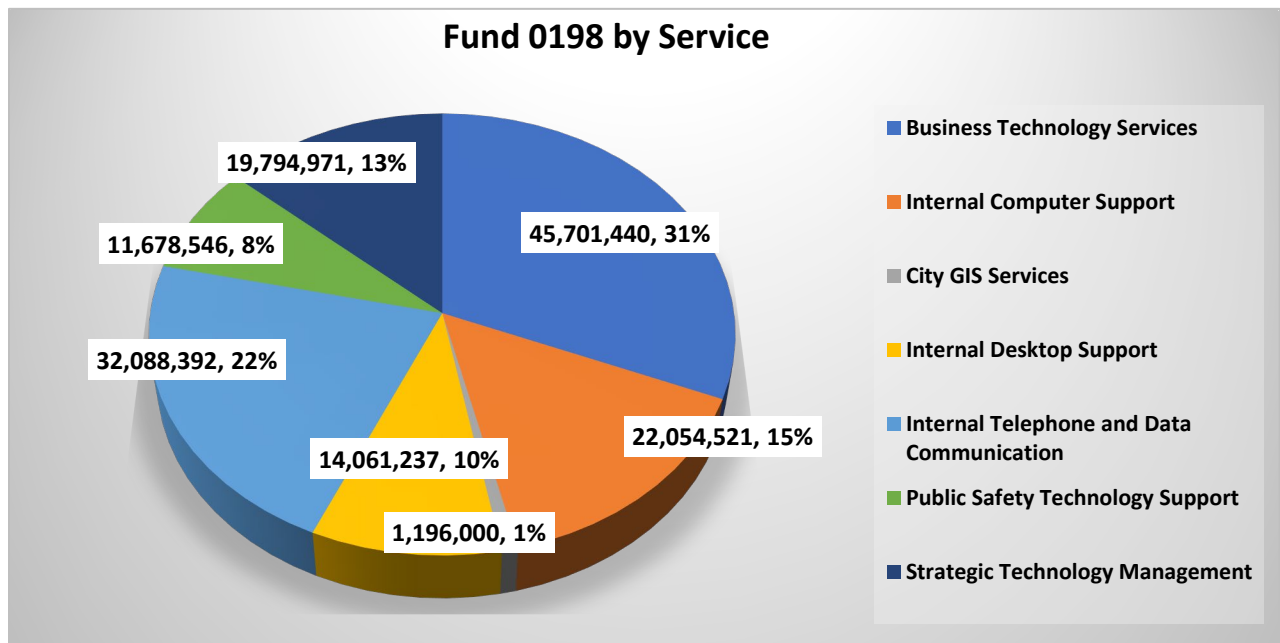
*In Fund 0197, the salary underspend is also attributed to vacancies, but this has been balanced by a rise in overtime expenditure.

Budget Performance & Execution *Continued*

Fund 0198 – Data Services August 2026

Fund 0198 - Expenditure Category	FY 2025-26 Adopted Budget	FY 2025-26 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	21,551,106	21,551,106	16,144,146	18,277,443	(3,273,663)
Overtime Pay	31,612	31,612	4,472	5,000	(26,612)
Pension	3,098,160	3,098,160	2,721,130	3,098,160	-
Health Benefits	2,552,208	2,552,208	2,098,970	2,909,372	357,164
Workers' Compensation	56,099	56,099	56,099	56,099	-
Other Personnel Services	794,122	794,122	518,294	1,029,591	235,469
Total Personnel Services	28,083,307	28,083,307	21,543,111	25,375,665	(2,707,642)
Supplies	1,601,680	1,601,680	485,746	492,977	(1,108,703)
Contractual Services	118,765,550	118,765,550	98,941,228	120,706,465	1,940,915
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	148,450,537	148,450,537	120,970,085	146,575,107	(1,875,430)

*In Fund 0198, the underspend on salaries is primarily due to ongoing vacancies, which have been offset by the increased use of temporary staff to ensure operational continuity.

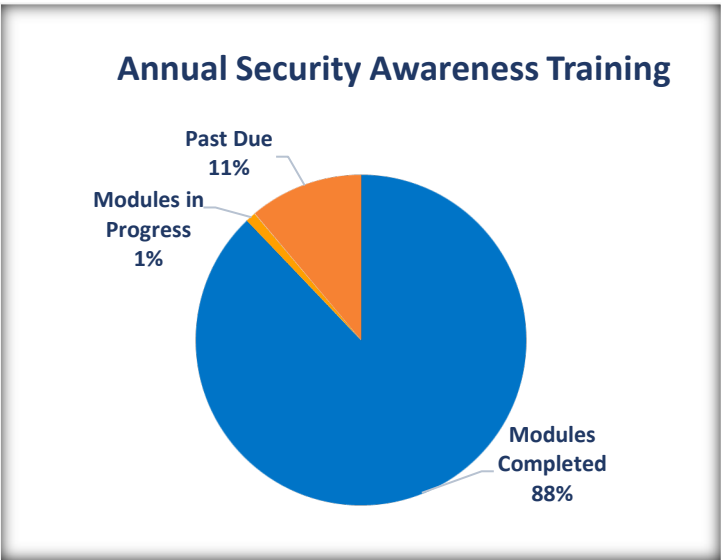


Section 4: Cybersecurity Programs

A. Awareness Training

Security Awareness Training is assessed annually, and ITS has observed a positive trend in employee risk scores over the past several years. At the start of each fiscal year, the City launches a new set of security awareness courses to align with best practices and to meet the requirements of Texas House Bill 3834 - Cybersecurity Awareness Training for all government employees.

ITS continues to monitor training progress and collaborate with City staff to ensure timely completion. The graph below reflects the percentage of training completed for the current fiscal year. Employees whose job function involves technology less than 25% of the time are not required to complete Cybersecurity Training.



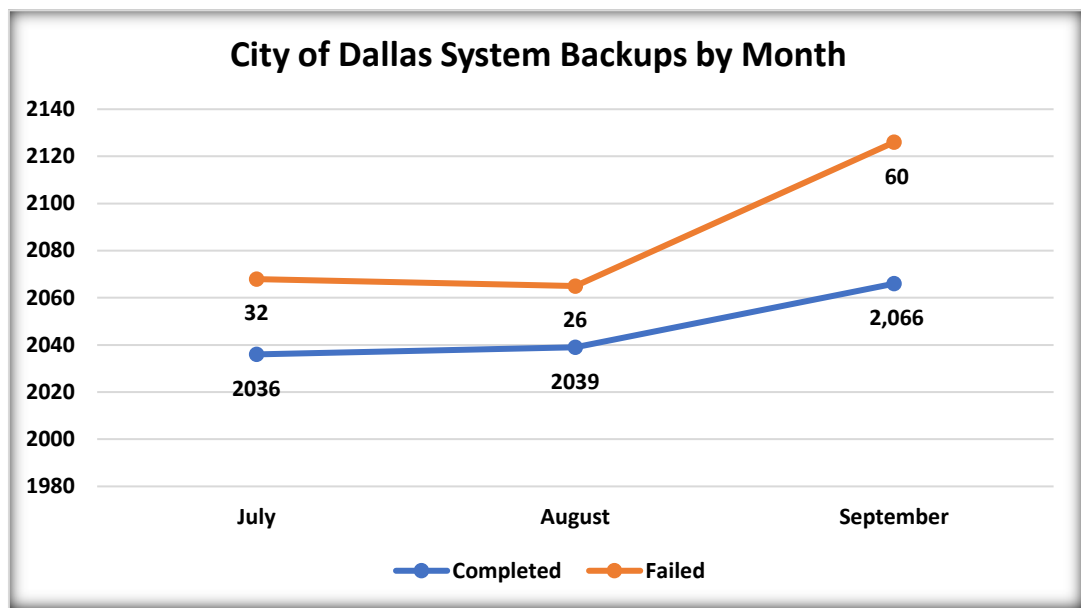
To ensure a clearer representation of our Security Awareness Training progress, reporting for this chart has been updated beginning with the current report. The revised format more accurately reflects the status of all training modules by distinguishing completed modules, modules in progress, and past-due items. This enhancement provides a more precise view of overall compliance and highlights areas that require additional attention.

Section 5: IT Infrastructure

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

A. Resiliency - Disaster Recovery and Business Continuity

Resilience is essential to the City’s IT environment because it ensures continued system performance during unexpected events such as hardware or software failures, power outages, natural disasters, or cyber-attacks. Without resilient systems, the City faces risks of prolonged outages, data loss, security breaches, service disruptions, and loss of public trust. Resiliency is strengthened through redundancy, fault tolerance, disaster recovery planning, and proactive monitoring. ITS is evaluating opportunities to further enhance the City’s IT resilience, including improving backup and recovery practices. The accompanying graph shows monthly backup trends, including backups stopped for maintenance, failed jobs that required reruns, and completed.



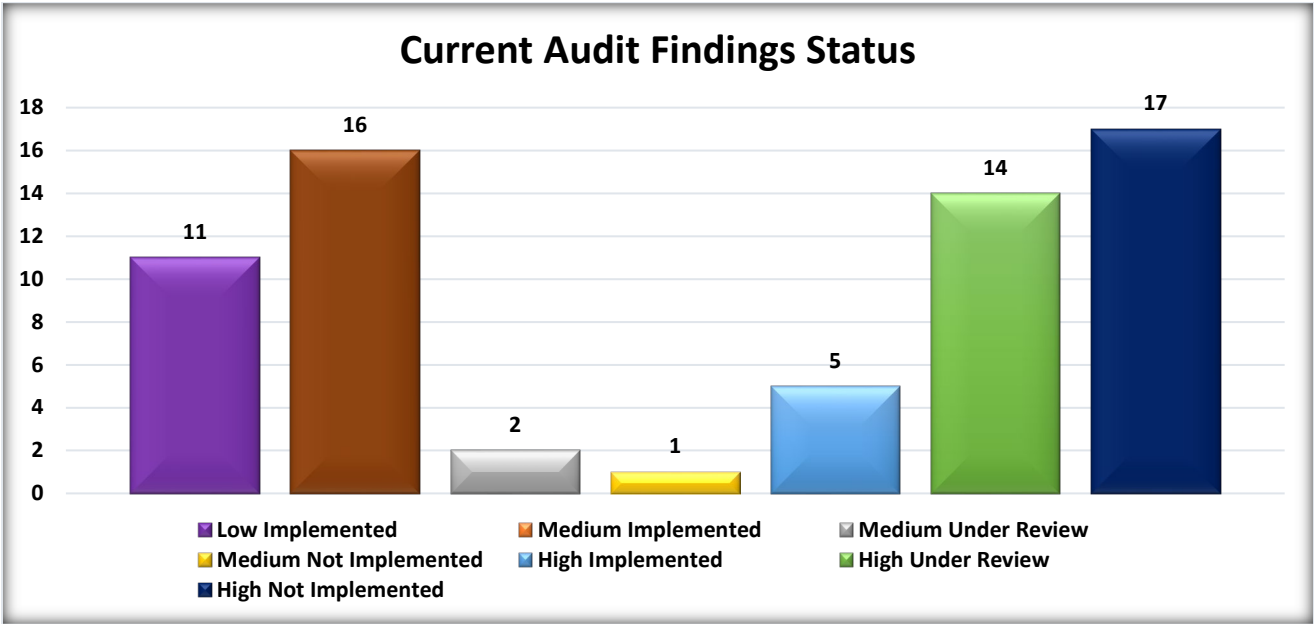
Backups Stopped for Maintenance: Jobs conflicted with ongoing maintenance; subsequent backups were executed to ensure data protection.

Failed: Jobs that did not initially complete successfully; these are rerun to achieve completion.

Completed: Total number of backups completed in the month.

B. Audit

Currently, the ITS department is working through several audits that impact technology services. The chart below is representative of the audit remediation efforts and stages.



One High Under Review audit is no longer applicable, with one audit progressing from High Not Implemented to High Implemented, and one Medium Not Implemented is now reporting as Medium Under Review.

ITS continues to address outstanding items and advance implementation efforts. We expect to complete additional audit recommendations in the coming months as part of our commitment to continuous improvement.