

# Memorandum



CITY OF DALLAS

DATE May 17, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – March 2024**

Please find attached the March Budget Accountability Report (BAR) based on information through March 31, 2024. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides a financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

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

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

Jack Ireland  
Chief Financial Officer

[Attachment]

c: Honorable Mayor and Members of the City Council  
Kimberly Bizzor Tolbert, City Manager (I)  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Jon Fortune, Deputy City Manager  
Majed A. Al-Ghafry, Assistant City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Donzell Gipson, Assistant City Manager (I)  
Robin Bentley, Assistant City Manager (I)  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

# BUDGET ACCOUNTABILITY REPORT FY 2023-24

As of March 31, 2024



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



**Budget & Management  
Services**

# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	✓	✓
Development Services	9% under budget	✓
Municipal Radio	28% over budget	13% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	✓
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 26  
On Target

! 2  
Near Target

✗ 7  
Not on Target

#### Year-End Forecast

✓ 28  
On Target

! 4  
Near Target

✗ 3  
Not on Target

### Budget Initiative Tracker

● 4  
Complete

⏸ 1  
On Hold

✓ 29  
On Track

! 1  
At Risk

✗ 0  
Canceled



# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through March 31, 2024, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 22, 2023, effective October 1, 2023, through September 30, 2024. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-date (YTD) actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the year-end (YE) forecast, which projects anticipated revenues and expenditures as of September 30, 2024. The variance is the difference between the FY 2023-24 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

## General Fund Overview

The General Fund overview provides a summary of financial activity through March 31, 2024.

	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$323,159,062	\$323,159,062		\$345,178,891	\$22,019,829
Revenues	1,837,576,470	1,840,372,470	1,396,017,286	1,838,639,099	(1,733,371)
Expenditures	1,837,576,470	1,840,372,470	855,560,889	1,843,835,925	3,463,455
Ending Fund Balance	\$323,159,062	\$323,159,062		\$339,982,065	\$16,823,003

**Fund Balance.** As of March 31, 2024, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2022-23 audited unassigned ending fund balance and includes FY 2022-23 YE savings.

**Revenues.** Through March 31, 2024, General Fund revenues are projected to be \$1,733,000 under budget due to reduced property tax, sales tax, and miscellaneous revenues, partially offset by increased intergovernmental revenue and charges for service.

**Expenditures.** Through March 31, 2024, General Fund expenditures are projected to be \$3,463,000 over budget due to uniform overtime expenditures and increased supplies related to Dallas Fire-Rescue fleet maintenance and repair and street light maintenance, partially offset by salary savings from vacant uniform and non-uniform positions across General Fund departments.

**FY 2023-24 Amended Budget.** City Council amended the General Fund budget on:

- May 8, 2024, by ordinance #32723 in the amount of \$2,796,000 due to use of contingency reserve. This allocation will be used for Fair Park maintenance, Old City Park programming, and real estate appraisals and brokerage services.

## FY 2023-24 Financial Forecast Report

**GENERAL FUND REVENUE**

Revenue Category		FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$1,047,595,636	\$1,047,595,636	\$1,017,103,969	\$1,046,173,537	(\$1,422,099)
2	Sales Tax	451,745,839	451,745,839	222,178,997	446,222,810	(5,523,029)
3	Franchise and Other	126,633,664	126,633,664	51,452,913	126,571,109	(62,555)
4	Charges for Services	117,236,140	117,236,140	63,695,884	118,941,938	1,705,798
5	Fines and Forfeitures	20,117,759	20,117,759	9,811,845	19,133,099	(984,660)
6	Operating Transfers In	28,086,049	30,882,049	8,842,156	30,882,049	0
7	Intergovernmental	16,177,900	16,177,900	9,880,427	21,052,734	4,874,834
8	Miscellaneous	9,882,543	9,882,543	2,799,027	8,827,734	(1,054,809)
9	Licenses and Permits	6,100,940	6,100,940	4,006,665	6,834,089	733,149
10	Interest	14,000,000	14,000,000	6,245,403	14,000,000	0
Total Revenue		\$1,837,576,470	\$1,840,372,470	\$1,396,017,286	\$1,838,639,099	(\$1,733,371)

**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.** Based on actual collection trends and analysis provided by our contract economist, sales tax is projected to be \$5,523,000 under budget for FY 2023-24.

**4 Charges for Services.** Charges for Services revenue is projected to be \$1,706,000 over budget due to increased traffic control permits and increased revenue associated with State Fair patrol and emergency services, partially offset by lower-than-budgeted income from leasing City-owned property, reduced activity for the DPD Expanded Neighborhood Patrol (ENP) program, and reduced use of City of Dallas metered parking.

**5 Fines and Forfeitures.** Fines and Forfeitures revenue is projected to be \$985,000 under budget due to a decrease in auto pound storage fee collections and declines in citations filed with Dallas Municipal Court. Year-to-date revenue for citations is averaging 10 percent higher than the same reporting period last year, however a 6 percent decline in citations issued, primarily for non-traffic violations, is causing revenue projections to be \$598,000 under budget for FY 2023-24.

**6 Operating Transfers In.** The revenue budget for Operating Transfers In was amended on May 8, 2024 by ordinance #32723 in the amount of \$2,796,000 for Fair Park maintenance, Old City Park programming, and real estate appraisals and brokerage services.

**7 Intergovernmental.** Intergovernmental revenue is projected to be \$4,875,000 over budget due to higher-than-budgeted payments from the DFW Airport revenue-sharing agreement with the City of Euless, the City of Irving, and anticipated revenues from the school resource officer program.

**8 Miscellaneous.** Miscellaneous revenue is projected to be \$1,055,000 under budget due to a delay in implementing various traffic-related developer review fees and a delay in the online application and payment system for convenience store registration due to Payment Card Industry (PCI) compliance issues. Additionally, a court injunction halts enforcement and registration for the CCS short-term rental program resulting in reduced projected revenues.

## FY 2023-24 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

	Expenditure Category	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$298,421,415	\$298,873,702	\$131,052,809	\$289,422,878	(\$9,450,824)
	Non-uniform Overtime	7,963,253	7,963,253	6,464,362	14,237,099	6,273,846
	Non-uniform Pension	42,275,230	42,245,830	19,248,383	42,245,831	0
	Uniform Pay	544,271,659	544,271,664	253,182,821	532,639,828	(11,631,836)
	Uniform Overtime	72,658,144	81,158,144	48,515,561	99,731,042	18,572,898
	Uniform Pension	187,861,142	187,857,480	86,818,841	184,787,283	(3,070,197)
	Health Benefits	97,632,432	97,632,434	27,995,521	97,632,434	0
	Workers Comp	13,051,299	13,051,300	13,051,300	13,051,300	0
	Other Personnel Services	14,204,686	14,205,250	6,526,190	14,568,210	362,960
<b>1</b>	<b>Total Personnel Services</b>	<b>\$1,278,339,260</b>	<b>\$1,287,259,057</b>	<b>\$592,855,788</b>	<b>\$1,288,315,905</b>	<b>\$1,056,848</b>
<b>2</b>	<b>Supplies</b>	<b>92,646,763</b>	<b>92,975,589</b>	<b>44,106,203</b>	<b>98,552,034</b>	<b>5,576,445</b>
<b>3</b>	<b>Contractual Services</b>	<b>531,126,582</b>	<b>691,816,997</b>	<b>230,951,687</b>	<b>694,719,666</b>	<b>2,902,669</b>
<b>4</b>	<b>Capital Outlay</b>	<b>25,239,244</b>	<b>25,911,965</b>	<b>12,519,350</b>	<b>25,869,564</b>	<b>(42,401)</b>
<b>5</b>	<b>Reimbursements</b>	<b>(89,775,379)</b>	<b>(257,591,138)</b>	<b>(24,872,140)</b>	<b>(263,621,244)</b>	<b>(6,030,106)</b>
	<b>Total Expenditures</b>	<b>1,837,576,470</b>	<b>\$1,840,372,470</b>	<b>\$855,560,889</b>	<b>\$1,843,835,925</b>	<b>\$3,463,455</b>

**VARIANCE NOTES**

General Fund expenditure variance notes are provided below for expenditure categories with YE forecast variances of +/- five percent. The Amended Budget column reflects department-initiated transfers between expense objects.

**1 Personnel Services.** Personnel Services are projected to be \$1,057,000 over budget due to uniform overtime expenses in Dallas Police Department (\$13,143,000), Dallas Fire-Rescue (\$5,430,000), and non-uniform overtime expenses, partially offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments. Dallas Police Department uniform overtime expenses are due in part to elevated attrition in FY 2022-23 and consistent demand for police services (P1 call volume). Dallas Fire-Rescue uniform overtime expenses are due to higher-than-anticipated attrition requiring backfill to meet minimum staffing standards.

**2 Supplies.** Supplies are projected to be \$5,576,000 over budget due to Dallas Fire-Rescue expenses for fleet maintenance and repair, reimbursed utility costs associated with Fair Park First, and street light maintenance.

**3 Contractual Services.** City Council increased the Contractual Services budget by \$159,316,000 on February 28, 2024 by ordinance #32663 in order to fund a transfer to the ARPA Redevelopment Fund. This funding will be used for the continuation of projects originally funded under the American Rescue Plan Act (ARPA). City Council also increased the Contractual Services budget by \$2,796,000 on May 8, 2024 by ordinance #32723 for Fair Park maintenance, Old City Park programming, and real estate appraisals and brokerage services.

**5 Reimbursements.** City Council increased Reimbursements budget by \$159,316,000 on February 28, 2024 by ordinance #32663 due to ARPA funding to be used for eligible Dallas Fire-Rescue salary expenses.



## FY 2023-24 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

#	Expenditure by Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,420,110	\$4,420,110	\$1,734,890	\$4,410,235	(\$9,875)
2	Building Services	31,078,791	31,078,791	17,502,357	31,078,791	0
3	City Attorney's Office	23,799,058	23,799,058	10,047,810	23,546,355	(252,703)
4	City Auditor's Office	3,266,138	3,266,138	1,279,329	3,178,183	(87,955)
5	City Controller's Office	9,162,430	9,162,430	4,389,782	9,092,339	(70,091)
6	Independent Audit	767,071	767,071	757,500	767,071	0
7	City Manager's Office	3,389,700	3,809,497	1,483,780	3,905,064	95,567
8	City Marshal's Office	21,905,930	21,905,930	9,951,240	21,472,799	(433,131)
9	Jail Contract	8,594,776	8,594,776	3,581,157	8,594,776	0
10	City Secretary's Office	3,509,388	3,509,388	1,605,948	3,515,709	6,321
11	Elections	1,946,292	1,946,292	696,633	1,946,292	0
12	Civil Service	2,762,162	2,762,162	1,311,369	2,964,447	202,285
13	Code Compliance	45,562,455	45,562,455	18,762,796	45,133,252	(429,203)
14	Dallas Animal Services	19,180,051	19,180,051	10,630,798	19,463,543	283,492
15	Dallas Fire-Rescue	413,381,222	413,381,222	202,765,143	420,681,053	7,299,831
16	Dallas Municipal Court	8,370,958	8,370,958	3,896,048	8,032,552	(338,406)
17	Dallas Police Department	656,936,353	656,936,353	305,507,180	656,494,206	(442,147)
18	Data Analytics & Business Intelligence	6,108,162	6,108,162	2,531,338	6,108,162	0
19	Housing & Neighborhood Revitalization	6,920,100	6,920,100	2,272,907	6,815,481	(104,619)
20	Human Resources	9,186,760	9,186,760	4,829,084	9,599,610	412,850
21*	Judiciary	4,397,241	4,397,241	1,957,641	4,494,256	97,015
22	Library	43,489,755	43,489,755	19,237,430	43,466,506	(23,249)
	Management Services					
23	311 Customer Service Center	6,331,204	6,331,204	3,439,823	5,812,264	(518,940)
24*	Communications, Outreach, & Marketing	3,777,588	3,777,588	1,413,212	3,486,947	(290,641)
25	Office of Community Care	10,114,699	10,114,699	3,240,836	10,082,151	(32,548)
26	Office of Community Development	754,620	754,620	156,944	689,164	(65,456)
27	Office of Community Police Oversight	784,565	784,565	272,421	672,030	(112,535)
28	Office of Emergency Management	1,251,963	1,251,963	618,829	1,304,018	52,055
29	Office of Environmental Quality and Sustainability	6,244,743	6,244,743	4,500,072	5,961,518	(283,225)
30	Office of Equity and Inclusion	3,785,554	3,785,554	1,668,142	3,705,931	(79,623)
31	Office of Government Affairs	1,112,725	1,112,725	514,424	1,042,443	(70,282)
32	Office of Homeless Solutions	17,850,149	17,850,149	13,463,161	17,850,149	0
33	Office of Integrated Public Safety Solutions	5,822,887	5,822,887	1,680,754	5,822,887	0
34	Small Business Center	4,354,640	4,354,640	1,114,724	4,204,871	(149,769)
35	Mayor & City Council	7,399,447	7,399,447	2,909,240	7,287,274	(112,173)
36	Non-Departmental	128,443,112	128,443,112	18,636,743	128,443,112	0
37	Office of Arts & Culture	23,180,773	23,180,773	20,105,112	23,110,118	(70,655)
38	Office of Economic Development	3,679,042	3,679,042	2,219,303	3,678,457	(585)
39	Park & Recreation	120,076,933	122,236,933	61,714,423	122,236,933	0
40	Planning & Urban Design	8,024,033	8,024,033	2,681,199	7,512,992	(511,041)
41	Procurement Services	3,500,823	3,500,823	1,244,900	3,157,813	(343,010)
42	Public Works	88,552,090	89,188,090	57,217,176	89,188,090	0
43	Transportation	59,125,541	59,125,541	26,629,352	58,971,444	(154,097)
	<b>Total Departments</b>	<b>\$1,832,302,034</b>	<b>\$1,835,517,831</b>	<b>\$852,172,948</b>	<b>\$1,838,981,286</b>	<b>\$3,463,455</b>
44	Financial Reserves		0	0	0	0
45	Liability/Claims Fund Transfer	3,387,941	3,387,941	3,387,941	3,387,941	0
46	Salary & Benefit Stabilization	1,886,495	1,466,698	0	1,466,698	0
	<b>Total Expenditures</b>	<b>\$1,837,576,470</b>	<b>\$1,840,372,470</b>	<b>\$855,560,889</b>	<b>\$1,843,835,925</b>	<b>\$3,463,455</b>

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



## VARIANCE NOTES

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

**7 City Manager's Office.** City Council increased CMO's budget by \$420,000 on May 8, 2024 by ordinance #32723 for anticipated termination payouts for the City Manager. CMO is projected to be \$96,000 over budget due to salary expenses related to position classification actions to better meet department operations and executive support functions, partially offset by salary savings associated with vacant positions.

**10 City Secretary's Office.** SEC is projected to be \$6,000 over budget due to termination payouts for retiring employees, partially offset by salary savings associated with two vacant positions.

**12 Civil Service.** CVS is projected to be \$202,000 over budget due to salary expenses associated with prior year elimination of funding for vacant positions, one of which was already filled, and hiring above the budgeted vacancy rate.

**14 Dallas Animal Services.** DAS is projected to be \$283,000 over budget due to animal food, security services, day labor, and professional service expenditures as a result of shelters being over capacity, partially offset by salary savings associated with 31 vacant positions.

**15 Dallas Fire-Rescue.** DFR is projected to be \$7,300,000 over budget due to uniform overtime expenses, the high cost of repairs to fire engines damaged in accidents, and costs of parts and labor for routine maintenance expenses.

**20 Human Resources.** HR is projected to be \$413,000 over budget due to temporary staffing expenses associated with Workday implementation.

**21 Judiciary.** CTJ is projected to be \$97,000 over budget due to salary expenses associated with prior year elimination of funding for vacant positions, that are now forecast to be filled.

**23 311 Customer Service Center.** 311 is projected to be \$519,000 under budget due to salary savings from 30 vacant positions.

**24 Communications, Outreach, & Marketing.** COM is projected to be \$291,000 under budget due to salary savings associated with four vacant positions.

**26 Office of Community Development.** CDV is projected to be \$65,000 under budget due to salary savings associated with three vacant positions.

**27 Office of Community Police Oversight.** OCPO is projected to be \$113,000 under budget due to salary savings associated with one vacant position.

**28 Office of Emergency Management.** OEM is projected to be \$52,000 over budget due to termination payouts for retiring employees, partially offset by salary savings associated with two vacant positions.

**31 Office of Government Affairs.** OGA is projected to be \$70,000 under budget due to salary savings associated with two vacant positions.

**35 Mayor & City Council.** MCC is projected to be \$112,000 under budget due to salary savings associated with 10 vacant position, partially offset by expenses related to the relocation of a community district office and the City Council lunch catering contract.

**39 Park & Recreation.** City Council increased PKR's budget by \$2,160,000 on May 8, 2024 by ordinance #32723 for Fair Park building and grounds maintenance and Old City Park programming costs for summer 2024.



## 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.

**40 Planning & Urban Design.** PNV is projected to be \$511,000 under budget due to salary savings associated with 17 vacant positions.

**41 Procurement Services.** OPS is projected to be \$343,000 under budget due to salary savings associated with 12 vacant positions.

**42 Public Works.** City Council increased PBW's budget by \$636,000 on May 8, 2024 by ordinance #32723 for appraisal costs, brokerage services, and Request for Proposals (RFP) development services for potential redevelopment of city-owned properties.

**46 Salary & Benefit Stabilization.** The FY 2023-24 Budget Ordinance authorizes the City Manager to transfer appropriations from S&B to any department as allowed by City Charter Chapter XI (Section 3). \$420,000 was transferred to CMO to address overages related to termination payouts.

## FY 2023-24 Financial Forecast Report

**ENTERPRISE FUNDS**

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

Beginning Fund Balance	\$87,104,190	\$87,104,190		\$108,814,479	\$21,710,289
Total Revenues	182,592,444	182,592,444	96,479,197	185,489,950	2,897,506
Total Expenditures	184,832,684	184,832,684	89,256,594	184,832,684	0
Ending Fund Balance	\$84,863,950	\$84,863,950		\$109,471,745	\$24,607,795

**2 CONVENTION & EVENT SERVICES**

Beginning Fund Balance	\$56,656,767	\$56,656,767		\$69,854,331	\$13,197,564
Total Revenues	137,145,998	137,145,998	54,002,421	140,784,673	3,638,675
Total Expenditures	137,145,998	152,931,223	46,906,053	152,931,223	0
Ending Fund Balance	\$56,656,767	\$40,871,542		\$57,707,781	\$16,836,239

**3 DEVELOPMENT SERVICES**

Beginning Fund Balance	\$20,815,859	\$20,815,859		\$19,390,635	(\$1,425,224)
Total Revenues	45,465,884	45,465,884	16,691,920	41,465,169	(4,000,715)
Total Expenditures	53,952,347	53,952,347	23,128,059	53,714,172	(238,175)
Ending Fund Balance	\$12,329,396	\$12,329,396		\$7,141,631	(\$5,187,765)

**4 MUNICIPAL RADIO\***

Beginning Fund Balance	\$337,211	\$337,211		\$176,692	(\$160,519)
Total Revenues	636,398	636,398	179,917	816,355	179,957
Total Expenditures	636,398	636,398	392,691	552,119	(84,279)
Ending Fund Balance	\$337,211	\$337,211		\$440,928	\$103,717

**5 SANITATION SERVICES**

Beginning Fund Balance	\$23,377,689	\$23,377,689		\$20,910,931	(\$2,466,758)
Total Revenues	152,709,535	152,709,535	81,002,175	159,952,209	7,242,674
Total Expenditures	153,689,531	153,689,531	56,780,795	153,689,531	0
Ending Fund Balance	\$22,397,693	\$22,397,693		\$27,173,609	\$4,775,916

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

Beginning Fund Balance	\$9,962,402	\$9,962,402		\$21,744,930	\$11,782,528
Total Revenues	80,093,972	80,093,972	39,265,409	80,093,972	0
Total Expenditures	80,093,972	89,089,948	33,637,880	89,089,948	0
Ending Fund Balance	\$9,962,402	\$966,426		\$12,748,954	\$11,782,528

**7 WATER UTILITIES**

Beginning Fund Balance	\$97,247,412	\$97,247,412		\$157,544,609	\$60,297,197
Total Revenues	791,276,133	791,276,133	389,459,960	799,381,746	8,105,613
Total Expenditures	791,275,376	865,275,376	356,258,146	865,275,376	0
Ending Fund Balance	\$97,248,169	\$23,248,169		\$91,650,979	\$68,402,810

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

## FY 2023-24 Financial Forecast Report

**INTERNAL SERVICE FUNDS**

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

Beginning Fund Balance	\$64,982	\$64,982		(\$243,843)	(\$308,825)
Total Revenues	22,043,477	22,043,477	4,573,246	21,454,020	(589,457)
Total Expenditures	22,043,477	22,043,477	9,395,997	21,210,177	(833,300)
Ending Fund Balance	\$64,982	\$64,982		\$0	(\$64,982)

**9 EQUIPMENT & FLEET MANAGEMENT**

Beginning Fund Balance	\$6,399,526	\$6,399,526		\$5,511,197	(\$888,329)
Total Revenues	68,778,781	71,089,693	14,376,779	71,089,693	0
Total Expenditures	71,794,210	74,105,122	34,472,192	74,052,121	(53,001)
Ending Fund Balance	\$3,384,097	\$3,384,097		\$2,548,769	(\$835,328)

**10 EXPRESS BUSINESS CENTER**

Beginning Fund Balance	\$7,212,164	\$7,212,164		\$6,268,575	(\$943,589)
Total Revenues	2,868,790	2,868,790	1,085,355	2,906,021	37,231
Total Expenditures	2,152,280	2,152,280	949,338	2,195,153	42,873
Ending Fund Balance	\$7,928,674	\$7,928,674		\$6,979,442	(\$949,232)

**11 INFORMATION TECHNOLOGY**

Beginning Fund Balance	\$19,328,923	\$19,328,923		\$21,691,826	\$2,362,903
Total Revenues	121,639,867	121,639,867	58,547,108	121,677,168	37,301
Total Expenditures	131,784,124	131,784,124	72,391,845	131,760,223	(23,901)
Ending Fund Balance	\$9,184,666	\$9,184,666		\$11,608,771	\$2,424,105

**12 RADIO SERVICES**

Beginning Fund Balance	\$2,825,954	\$2,825,954		\$6,283,792	\$3,457,838
Total Revenues	22,264,018	22,264,018	11,974,121	22,383,102	119,084
Total Expenditures	18,873,781	18,873,781	6,327,927	18,872,310	(1,471)
Ending Fund Balance	\$6,216,191	\$6,216,191		\$9,794,584	\$3,578,393

## FY 2023-24 Financial Forecast Report

**OTHER FUNDS**

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

Beginning Fund Balance	\$4,811,495	\$4,811,495		\$9,451,258	\$4,639,763
Total Revenues	12,897,076	12,897,076	5,341,337	13,246,364	349,288
Total Expenditures	12,866,761	12,866,761	6,358,203	12,724,608	(142,153)
Ending Fund Balance	\$4,841,810	\$4,841,810		\$9,973,014	\$5,131,204

**14 DEBT SERVICE**

Beginning Fund Balance	\$114,061,997	\$114,061,997		\$100,972,008	(\$13,089,989)
Total Revenues	443,871,742	443,871,742	394,370,621	447,496,818	3,625,076
Total Expenditures	420,687,511	420,687,511	286,897,123	403,341,437	(17,346,075)
Ending Fund Balance	\$137,246,228	\$137,246,228		\$145,127,390	\$7,881,162

**15 EMPLOYEE BENEFITS**

City Contributions	\$134,878,640	\$134,878,640	\$37,131,615	\$134,947,865	\$69,225
Employee Contributions	46,665,178	46,665,178	23,987,135	46,665,178	0
Retiree	25,583,019	25,583,019	10,526,940	25,583,019	0
Other	0	0	14,942	14,942	14,942
Total Revenues	207,126,836	207,126,836	71,660,632	207,211,004	84,168
Total Expenditures	\$205,942,598	\$205,942,598	\$52,554,932	\$212,181,294	\$6,238,696

Note: FY 2023-24 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

**16 RISK MANAGEMENT**

Worker's Compensation	\$18,362,599	\$18,362,599	\$19,115,008	\$19,115,008	\$752,409
Third Party Liability	10,033,670	10,033,670	9,972,136	10,033,670	0
Purchased Insurance	18,139,030	18,139,030	18,124,438	18,124,438	(14,592)
Interest and Other	0	0	336,996	336,996	336,996
Total Revenues	46,535,299	46,535,299	47,548,578	47,610,113	1,074,814
Total Expenditures	\$60,094,967	\$60,094,967	\$24,917,898	\$57,875,254	(\$2,219,713)

Note: FY 2023-24 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (worker's compensation/liability/property insurance).

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of March 31, 2024, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2022-23 audited unassigned ending fund balance and includes FY 2022-23 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 \$2,898,000 over budget due to greater-than-forecasted enplanements which has driven higher garage parking, concessions, terminal rental, and landing fee revenues.

**2 Convention & Event Services.** City Council increased CCT's expense budget by \$15,785,000 on May 8 by ordinance #32723 for a capital construction transfer. CCT revenues are projected to be \$3,639,000 over budget due to increased tourism related revenues, specifically Hotel Occupancy Tax (HOT) and Alcohol Beverage Tax (ABT).

**3 Development Services.** DEV revenues are projected to be \$4,001,000 under budget due to delayed implementation of the 2023 fee recommendations. City Council approved the fee updates on March 27, 2024; the new fees will go into effect on May 1, 2024.

**4 Municipal Radio.** WRR revenues are projected to be \$180,000 over budget due to the inclusion of revenues not accounted for in FY 2022-23, but now recognized in FY 2023-24. WRR expenses are projected to be \$84,000 under budget due to Pension Bond Debt Service costs lower than initially budgeted to reflect updated staffing.

**5 Sanitation Services.** SAN revenues are projected to be \$7,243,000 over budget due to higher volume of disposal business from commercial haulers.

**6 Storm Drainage Management.** City Council increased SDM's expense budget by \$5,996,000 on December 13 by resolution 23-1699 for a construction contract with Merrell Bros, Inc. for dredging at five locations and by \$3,000,000 on May 8, 2024 by ordinance #32723 for a capital construction transfer.

**7 Water Utilities.** City Council increased DWU's expense budget by \$74,000,000 on May 8, 2024 by ordinance #32723 for a transfer to capital construction. DWU revenues are projected to be \$8,106,000 over budget due to higher water consumption.

**8 Bond & Construction Management.** BCM revenues are projected to be \$589,000 under budget due to lower expenses. BCM expenses are projected to be \$833,000 under budget due to salary savings associated with 47 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

**9 Equipment and Fleet Management.** City Council increased EFM's expense budget by \$2,311,000 on May 8, 2024 by ordinance #32723 for a capital construction transfer.

**10 Express Business Center.** EBC revenues are projected to be \$37,000 over budget due to interest earnings and surplus revenues from retail items, copies, and notary services. EBC expenses are projected to be \$43,000 over budget due to temporary staffing costs to cover vacant positions.

**11 Information Technology.** ITS revenues are projected to be \$37,000 over budget due to interest earnings.

**12 Radio Services.** Radio Services revenues are projected to be \$119,000 over budget due to interest earnings.

## VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of March 31, 2024, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2022-23 audited unassigned ending fund balance and includes FY 2022-23 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.

**13 9-1-1 System Operations.** 9-1-1 System Operations revenues are projected to be \$349,000 over budget due to increased 9-1-1 fee collections for residential and commercial wireline services based on year-to-date receipts.

**14 Debt Service.** Debt Service revenues are projected to be \$3,625,000 over budget due to delayed transfers from SAN related to Equipment Acquisition Contractual Obligation, Series 2023, and from unbudgeted transfers from Stormwater and Fair Park for Certificates of Obligation, Series 2024A, partially offset by reduced property tax revenues. Debt Service expenses are projected to be \$17,346,000 below budget primarily due to the postponement of a Master Lease program, the refunding of the General Obligation Refunding and Improvement Bonds, Series 2013A and Series 2014, as well as a more advantageous debt structure for a litigation judgement, General Obligation Refunding Bonds Series 2024A.

**15 Employee Benefits.** Employee Benefits revenues are projected to be \$84,000 over budget due to interest earnings and City Contributions based on forecast usage. Employee Benefits expenses are projected to be \$6,239,000 over budget due to the increased cost of inpatient and outpatient medical and pharmacy claims from October 2023 to February 2024. The 2024 health plan enrollment also increased by 434 participants. The resulting effect is an estimated 3.7 percent increase in the enrollment in comparison to last fiscal year.

**16 Risk Management.** Risk Management revenues are projected to be \$1,075,000 over budget due to interest earnings and higher-than-budgeted Worker's Compensation subrogation recovery. Risk Management expenses are projected to be \$2,220,000 under budget due to lower-than-budgeted insurance claims and a delay in anticipated claims that have been moved from FY 2023-24 to FY 2024-25.

## FY 2023-24 Financial Forecast Report

**GENERAL OBLIGATION BONDS****2017 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$533,981,000	\$351,190,307	\$124,363,844	\$58,426,849
B	Park and Recreation Facilities	261,807,000	261,807,000	182,573,886	12,374,777	66,858,337
C	Fair Park	50,000,000	50,000,000	42,513,657	1,928,705	5,557,637
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	21,263,324	15,134,509	12,352,167
E	Library Facilities	15,589,000	15,589,000	14,918,344	166,261	504,396
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	13,219,909	345,632	669,459
G	Public Safety Facilities	32,081,000	32,081,000	27,313,754	189,984	4,577,261
H	City Facilities	18,157,000	18,157,000	3,753,866	501,256	13,901,878
I	Economic Development	55,400,000	55,400,000	22,687,527	9,460,131	23,252,342
J	Homeless Assistance Facilities	20,000,000	20,000,000	17,428,025	88,383	2,483,592
<b>Total</b>		<b>\$1,050,000,000</b>	<b>\$1,050,000,000</b>	<b>\$696,862,599</b>	<b>\$164,553,483</b>	<b>\$188,583,919</b>

**2012 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$266,938,887	\$260,924,293	\$3,161,575	\$2,853,019
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	255,803,984	59,254,282	11,316,734
3	Economic Development	55,000,000	55,000,000	39,111,855	5,025,181	10,862,964
<b>Total</b>		<b>\$642,000,000</b>	<b>\$648,313,887</b>	<b>\$555,840,131</b>	<b>\$67,441,038</b>	<b>\$25,032,718</b>

**2006 Bond Program**

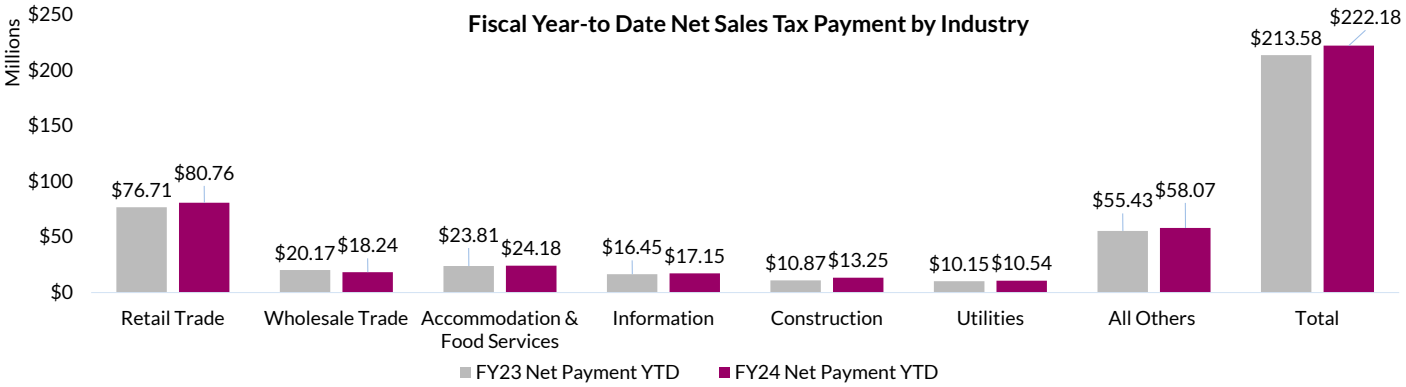
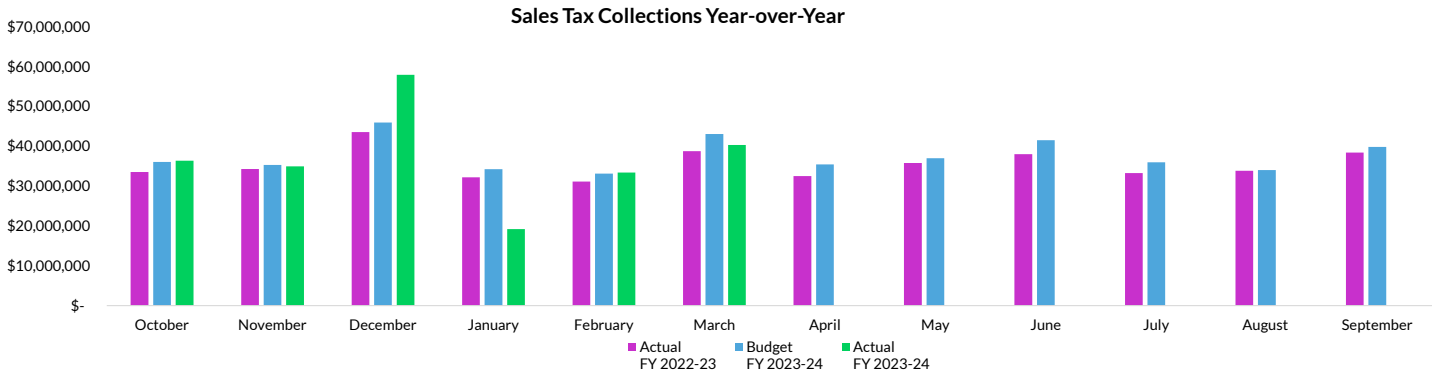
Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$393,810,247	\$7,996,294	\$4,684,013
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	307,166,025	10,177,258	25,413,883
3	Park and Recreation Facilities	343,230,000	353,343,060	350,012,701	916,250	2,414,109
4	Library Facilities	46,200,000	52,148,600	47,675,319	54,692	4,418,589
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	46,127	623,831
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	33,309,338	303,727	2,603,412
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	2,075,221	249,475
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	11,818,529	22,150	10,886,772
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	65,385,969	411,256	275,714
<b>Total</b>		<b>\$1,353,520,000</b>	<b>\$1,405,218,107</b>	<b>\$1,330,992,919</b>	<b>\$22,002,975</b>	<b>\$52,222,213</b>

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

# ECONOMIC INDICATORS

## Sales Tax

The current sales tax rate is 8.25 percent - 6.25 percent goes to the state, one percent to the City, and one percent to DART. The FY 2023-24 Sales Tax Budget is \$451,745,839 and the year-end forecast is \$446,222,810 due to actual collection trends and analysis provided by our contract economist. We will update the forecast throughout the year as additional information becomes available. The charts in this section provide more information about sales tax collections.





## FY 2023-24 Financial Forecast Report

**ECONOMIC INDICATORS**

Year-over-Year Change in Sales Tax Collections		
Industry	March FY24 over March FY23	FYTD24 over FYTD23
Retail Trade	4%	5%
Wholesale Trade	-8%	-10%
Accommodation and Food Services	3%	2%
Information	12%	4%
Construction	49%	22%
Utilities	2%	4%
All Others	0%	5%
Total Collections	4%	4%

**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 non consumer goods, and (c) raw and intermediate materials and supplies used in production.

**Accommodation and Food Services.** Includes establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption.

**Information.** Includes establishments engaged in (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data.

**Construction.** Includes establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction or in subdividing land for sale as building sites are also included in this sector.

**Utilities.** Includes establishments providing electric power, natural gas, steam supply, water supply, and sewage removal.

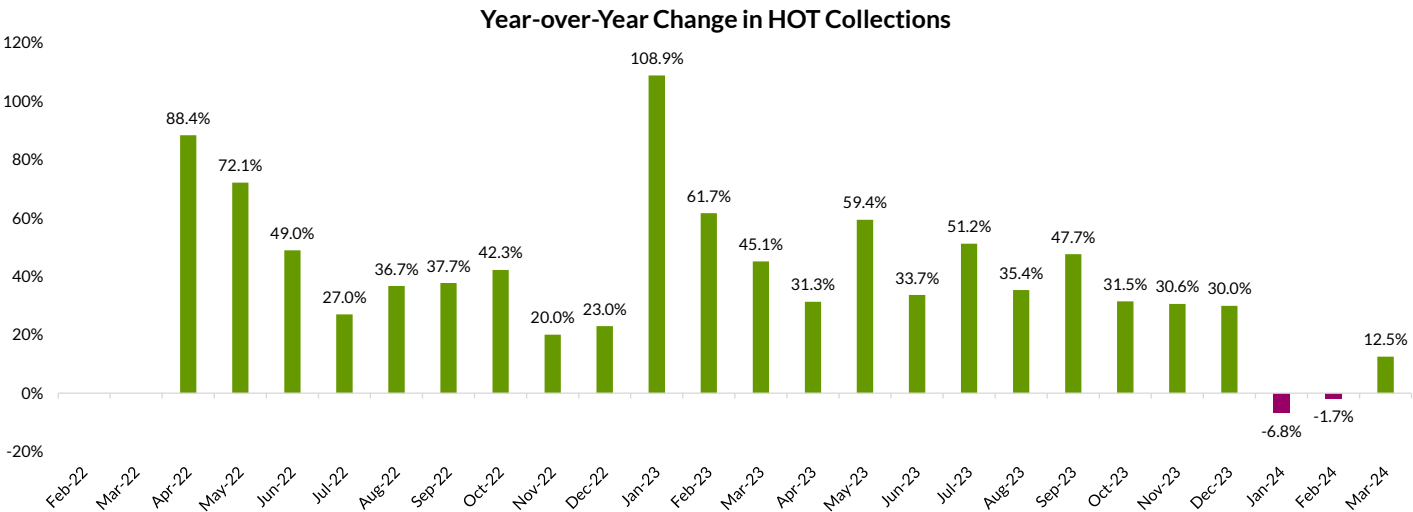
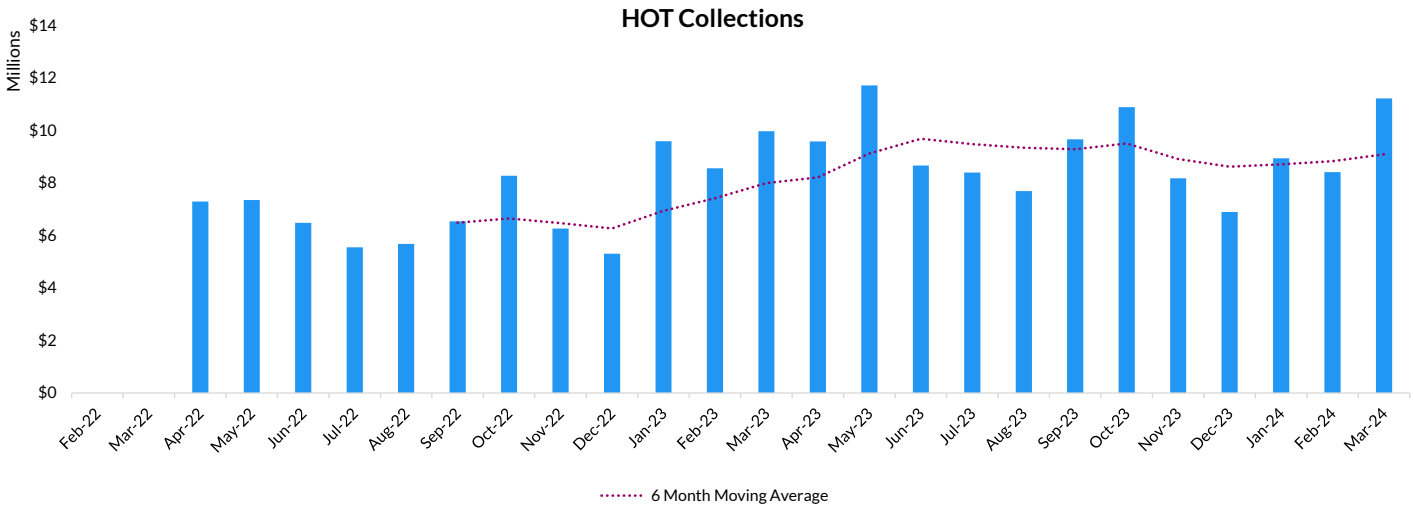
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

## Hotel Occupancy Tax

The City collects hotel occupancy taxes (HOT) on hotel, motel, bed and breakfast, and short-term rentals in the city limits. The HOT rate in Dallas is 15 percent of the cost of the room (not including food served or personal services not related to cleaning and readying the space for the guest)—six percent goes to the state, and nine percent goes to the City. Of the nine percent to the city, two percent is to be used for the Convention Center Expansion and the Fair Park Facilities Venue Projects and seven percent is allocated for Visit Dallas, Office of Arts and Culture, and Kay Bailey Hutchison Convention Center Dallas. HOT is the largest single revenue source for the Kay Bailey Hutchison Convention Center, and data is typically updated every two months.



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

January 2024 and February 2024 data were revised to include HOT revenues related to Fair Park and Omni.



FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

## Convention Center Event Bookings

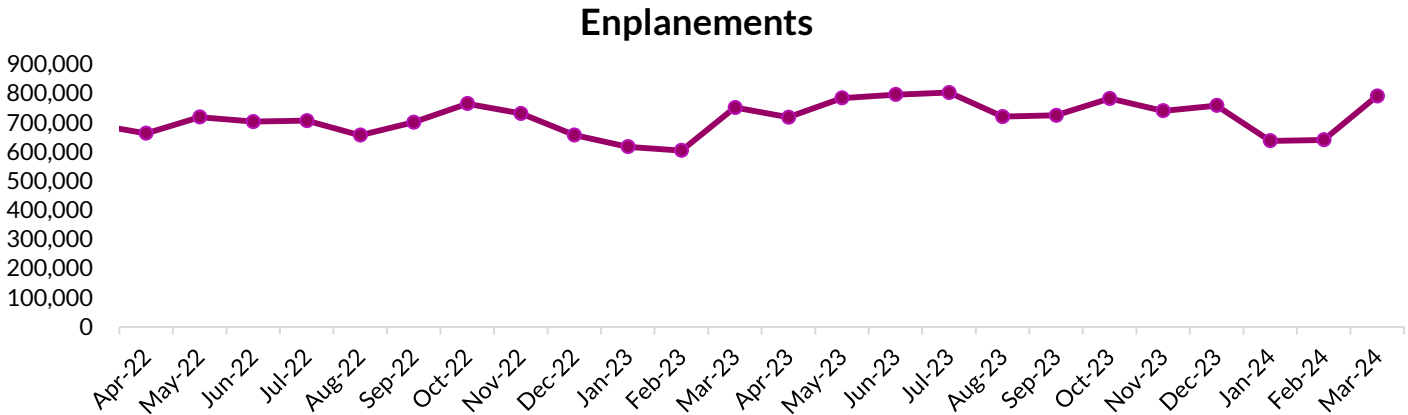
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY22 Actual	FY23 Actual	FY24 Planned	FY24 Actual/Forecast*
October	6	10	11	11
November	5	2	4	4
December	9	12	6	7
January	4	5	7	10
February	10	14	10	15
March	13	10	8	11
April	8	6	3	3
May	6	10	9	8
June	11	12	9	9
July	4	5	6	5
August	8	5	7	7
September	10	5	3	3
<b>Total</b>	<b>94</b>	<b>96</b>	<b>83</b>	<b>93</b>

\* Due to shifts in cancellations and rescheduling, FY24 actuals for prior months may be updated.

## Love Field Enplanements

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

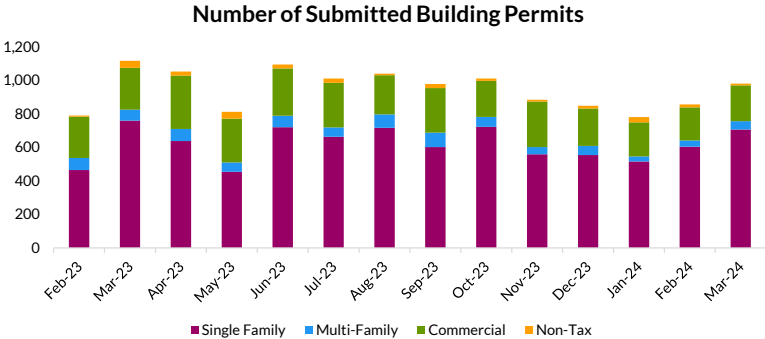


FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

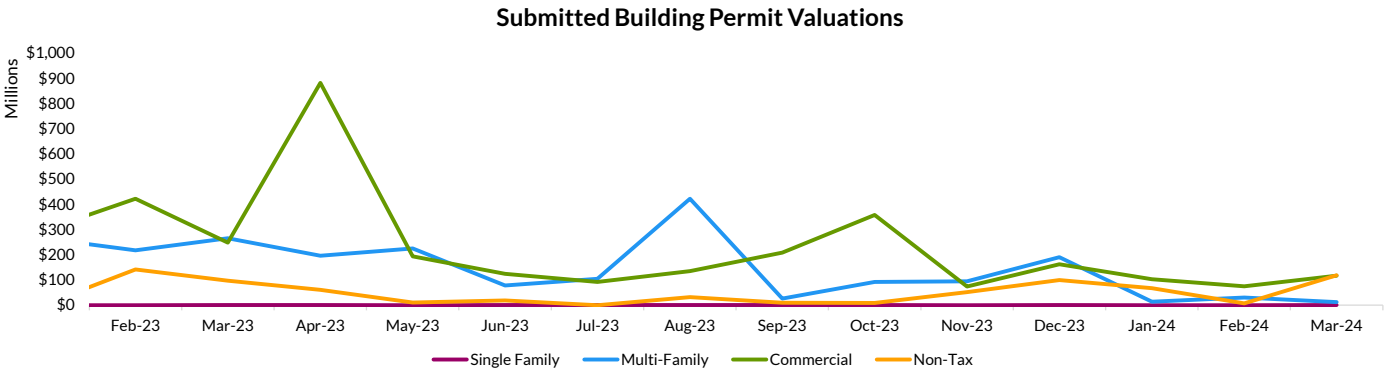
## Building Permits

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



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

\*October 2023 to December 2023 were revised to reflect submitted building permit data



\*Single-family home valuations are estimations only.

\*\*October 2023 to December 2023 were revised to reflect submitted building permit data



# DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure’s description, and last year’s performance is included if available. If FY 2023-24 data is not available, N/A is listed.

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

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



#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Economic Development</b>						
1*	Average number of business days to complete first review of residential permit application (Development Services)	8	7	1	10	8
2*	Average number of business days to complete first review of commercial permit application (Development Services)	2	15	10	15	15
3	Percentage of attracted private investment documented by contract that occurs in Target Areas (Office of Economic Development)	N/A	40.0%	100.0%	40.0%	48.0%
4	Percentage spent with local businesses (Small Business Center)	59.0%	40.0%	37.6%	40.0%	40.0%
5	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	80.9%	70.0%	75.5%	70.0%	75.5%
<b>Government Performance &amp; Financial Management</b>						
6	Percentage of invoices paid within 30 days (City Controller's Office)	79.7%	85.0%	79.9%	85.0%	82.6%
7	Percentage of vehicles receiving preventive maintenance on schedule (Compliance I) (Equipment & Fleet Management)	N/A	65.0%	75.4%	65.0%	65.0%
8	Percentage of customers satisfied with call experience (311 Customer Service Center)	89.1%	88.0%	92.4%	88.0%	92.4%

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



## FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
9	Completion rate for informal solicitations (Procurement Services)	22.2%	80.0%	90.7%	80.0%	90.7%
<b>Housing &amp; Homelessness Solutions</b>						
10	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	89.7%	60.0%	80.8%	60.0%	60.0%
11	Percentage of service requests resolved within 21 days (Office of Homeless Solutions)	87.0%	85.0%	92.7%	85.0%	92.7%
12	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	100.0%	90.0%	130.9%	90.0%	130.9%
<b>Parks, Trails, &amp; the Environment</b>						
13	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	75.3%	70.1%	72.2%	75.3%	77.3%
14	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	3,269	2,300	3,703	2,300	3,703
15	Residential recycling diversion rate (Sanitation Services)	18.2%	20.5%	17.6%	20.5%	17.6%
16	Percentage of garbage and recycling routes completed on time (Sanitation Services)	99.9%	95.0%	99.8%	95.0%	99.8%
<b>Public Safety</b>						
17	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.4%	90.0%	85.3%	90.0%	86.5%
18	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.0%	90.0%	88.8%	90.0%	88.8%
19*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	1,936	976.7	934.7	2,000	934.7
20	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	61.5%	60.0%	51.6%	60.0%	51.6%
21	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	93.3%	90.0%	93.6%	90.0%	93.6%
22	Monthly complaint resolution rate (DPD and OCPO) (Office of Community Police Oversight)	78.3%	70.0%	84.6%	70.0%	84.6%
23	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	59.8%	60.0%	47.9%	60.0%	53.4%

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



## FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Quality of Life, Arts, &amp; Culture</b>						
24	Number of cases resolved by community prosecution (City Attorney's Office)	211	228	396	450	450
25	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	98.4%	85.0%	94.2%	85.0%	94.2%
26	Percentage increase in dogs and cats transferred to rescue partners (Dallas Animal Services)	41.9%	5.0%	7.6%	5.0%	7.6%
27	Satisfaction rate with library programs (Library)	98.1%	95.0%	100.0%	95.0%	98.3%
28	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	32.8%	35.0%	39.7%	35.0%	39.7%
<b>Transportation &amp; Infrastructure</b>						
29	Planned lane miles improved (792 of 11,770 miles) (Public Works)	98.4%	30.0%	73.5%	100.0%	100.0%
30	Percentage of planned sidewalk projects completed (Public Works)	N/A	22.0%	66.7%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	97.7%	98.0%	98.0%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	90.4%	80.0%	81.3%	80.0%	81.3%
33	Percentage of long line pavement marking miles restriped (611 of 1,223 miles) (Transportation)	50.0%	18.3%	18.5%	50.0%	50.0%
<b>Workforce, Education, &amp; Equity</b>						
34	Percentage of users who reported learning a new skill through adult learning or career development programs (Library)	94.0%	92.0%	86.7%	92.0%	92.0%
35	Percentage of annual Racial Equity Plan department progress measures completed (Office of Equity & Inclusion)	N/A	35.0%	59.7%	75.0%	75.0%

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

## FY 2023-24 Dallas 365

**VARIANCE NOTES**

**4** In March 2024, SBC participated in M/WBE outreach events with the Dallas Fort Worth Minority Supplier Development Council, the African Chamber of Commerce, and the Regional Hispanic Contractor Association to encourage more local M/WBE companies to bid on City contracts as primes or as subcontractors. Additionally, another Program Operator for the SBC Dallas Accelerator Program started their first cohort in March 2024. The program supports companies in growing their capacity to compete on City of Dallas contracts.

**6** CCO invoices paid within 30 days are below the target mainly due to one high-volume department experiencing delays in processing invoices. CCO has been working with the department and the invoices paid within 30 days met the target of 85 percent in March 2024. CCO AP expects to meet the 85 percent target for the remaining months of the fiscal year but anticipates ending the year overall below the 85 percent target at 82.6 percent due to underperformance during the first half of the fiscal year.

**15** Recycling tonnage has been slightly lower than anticipated due to collection equipment shortages and a decline in resident participation in the recycling program while refuse collections have been increasing. SAN is continuing to work with EFM to improve equipment availability so this will continue later into this fiscal year as new equipment comes online. Additionally, the Sanitation Outreach Team is continuing efforts to educate the public on the City's recycling program. The Sanitation Outreach Team has hosted 89 events in FY 2023-24 across multiple Sanitation and Council districts.

**17** DFR is experiencing increased EMS response times due to several factors: emergency call volume remains high, and DFR's EMS transport rate continues to be over 60 percent (compared to historical rates of 40-45 percent). High call volume and transport rates result in a decrease in the number of available units and an increase in unit hour utilization, which in turn causes increases in response times. While March 2024 saw a decrease from February 2024 in this metric, DFR has seen an overall improvement in EMS response times since the beginning of the fiscal year. DFR remains confident that recent improvements to the emergency response model will continue this positive trend.

**20** DPD continues to emphasize hiring to increase the percentage of calls answered within eight minutes. This fiscal year, DPD's hiring goal is 250 police officers, with 85 hired as of March 2024. Additionally, DPD is working to create a referral incentive program to further accelerate future hiring. An increase in police personnel will provide more resources to call response and result in better response times.

**23** There has been a sizable decrease in the number of incoming behavioral health calls over the past two years, which indicates that investments in alternative response are limiting duplicate calls. However, the proportion of calls for service that are dispatched initially as non-behavioral health related and are handled by the unit has risen, primarily due to patrol requests for assistance. Additionally, the expansion of alternative response teams and recent staffing and vehicle limitations of the RIGHT Care Unit contribute to challenges in maintaining response rates. Overall, the unit answered over 14,000 total calls for service in calendar year 2023 and is on pace to answer over 12,000 total calls for service this calendar year.

**34** LIB is under target due to the recent expansion of the Career Launchpad program to all full-service library locations. Due to the novelty of the program, staff and customers are still adjusting to its requirements. Performance is expected to increase with program training for staff to ensure information is accurately entered from surveys into the form. The YTD Actual anticipates improvement by June 2024.



# BUDGET INITIATIVE TRACKER

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



## In the Spotlight

### Small Business Center

The Small Business Center (SBC) is expanding its capacity to support a diverse pipeline of contractors, vendors, and suppliers, aiming to enhance economic stability and workforce development. SBC has chosen three program operators: Business & Community Lenders (BCL) of Texas, the Dallas Black Chamber of Commerce, and the Greater Dallas Hispanic Chamber of Commerce to collaborate with. These local minority business organizations will increase the capacity of minority and women-owned businesses by 25 percent through the Accelerators Pilot Program. The Accelerator Pilot Program will utilize educational resources to aid small business growth and capacity building to strengthen stability in the City of Dallas market. SBC has selected 72 applicants that will undergo eligibility review by the Small Business Center and Program Operators and then be ranked through a lottery system to determine final participant recommendations.



## FY 2023-24 Budget Initiative Tracker

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

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

**STATUS** The expansion and update of the contract with existing provider was presented to City Council for approval on April 10, 2024. PNV staff will meet with Freese and Nichols to discuss integrating them into other projects.

**2 Community Development Team** ✓

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

**STATUS** As of March 2024, OCD has attended introductory meetings with 11 departments, participated in 23 collaborative community and public engagements, and has initiated notable catalytic projects (such as the Martin Luther King Jr. Dart Station projects) to fulfill the department mission in partnering with stakeholders, local emerging developers, and business owners to advance real estate projects in priority areas.

**3 Infrastructure Investment Fund** ✓

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

**STATUS** As of March 2024, no applications have been awarded for the infrastructure investment fund. The infrastructure investment fund, alongside other funding sources, may be used to offer incentives in development agreements with private partners. While ongoing incentive applications are in process, the most suitable funding sources will be determined after completing the analysis, underwriting, and negotiation process, to potentially make incentive offers involving infrastructure investment funds in FY 2023-24.

**4 Development Services** ○

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

**STATUS** Development Services' outcomes from the 2023 fee study were presented to the City Council on March 27, 2024. The City Council approved the proposed changes to the fees, with an effective start date of May 1, 2024. The proposed new fees aim to align revenues with the actual costs incurred, ensuring that the department maintains sufficient funds to cover operational and maintenance expenses in its net working capital, thus avoiding cash deficits.

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

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

**STATUS** Convention and Event Services, working with their project manager, Inspire Dallas, is procuring Architecture/Engineering & Design and Pre-Construction firms for Component 1.

## FY 2023-24 Budget Initiative Tracker

# GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

## 6 Modernize Key Software Applications

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

**STATUS** As of March 2024, ITS has invested \$2,557,000 for infrastructure optimization towards diverse network resilience initiatives.

ITS is currently in the following process phases: (1) the discovery phase for OPS' Solicitation Management project, (2) the procurement phase for DFR's Station Alerting System, (3) the planning phase for OCC's Online Grant Management to expand salesforce, (4) the configuration phase for CMO's Enterprise Community & Employee Engagement project and AdvantageDallas project to upgrade the financial and budget systems for implementation October 2024, and lastly, (5) CCS' Inventory & Asset Management and DPD's Procurement Automation have completed testing pending final approval.

ITS has completed the rehosting of 911 Computer Aided Dispatch system (CAD) and call recording servers while updates continue for DPD's body-worn camera infrastructure. The implementation of Software Defined Wide Area Networking (SD-WAN) for 29 DPD facilities is ongoing to improve operations.

## 7 Procurement Services - Enhanced Services

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

**STATUS** In March 2024, OPS collaborated with a consulting firm to facilitate professional recruitment and staffing services, aiming to fill all purchasing staff vacancies, including the four Procurement Specialists added in FY 2023-24. Following the launch of the Salesforce Procurement Service Request Portal on February 5, 2024, ITS is actively engaged in developing dashboards and reporting functions to provide departments with access to view active procurement statuses. The Lean Six Sigma process improvement initiative and the deployment of the Salesforce platform have both been fully implemented, and OPS is consistently evaluating projects and identifying operational enhancements.

## FY 2023-24 Budget Initiative Tracker

# HOUSING & HOMELESSNESS SOLUTIONS

**8 Addressing Homelessness - Rebranded RTR**

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

**STATUS** From October 2021 to March 2024, the Real Time Rehousing Initiative housed 3,843 individuals. Of those housed, 38 percent consisted of adults with children and 62 percent were of adults only. OHS is partnering with Housing Forward to continue encampment decommissioning effort to offer individuals in established encampment housing solutions.

**9 Minor Home Repair Program**

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

**STATUS** As of March 2024, HOU is working through multiple applications received before program amendment to consolidate multiple home repair programs into one streamlined initiative, investing \$1,700,000 in the Minor Home Repair Program. The proposal was adopted by City Council on March 27, 2024.

## FY 2023-24 Budget Initiative Tracker

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

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

**STATUS** The City Marshal's Office is currently recruiting and interviewing for the eight City Marshal positions and two of the Park Ranger positions have been filled. For park security, 20 cameras are currently pending installation in 17 different parks, trails, and tennis court locations. Light installations are completed in West Trinity and Northhaven with more scheduled for various parks around the city. PKR has purchased trucks, UTVs, bikes, and a drone for future deployment of additional park safety.

**11 Urban Agriculture Infrastructure Grant Program** ✓

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

**STATUS** The Urban Agriculture team met with the Office of Procurement Services and completed an administrative action proposal to partner with Dallas County Health and Human Services (DCHHS) to develop and manage the distribution of grants. DCHHS is the leading organization in the area for distributing grants to local growers and will be tracking metrics and reports on evaluations of recipients to OEQS monthly. The proposal is now under CAO review and the procurement process is anticipated to conclude by April 2024, at which point DCHHS will release the grant announcement and begin to accept applications. Per the interlocal agreement, DCHHS will have one year to implement the program and distribute the funds.

**12 Composting Site** ✓

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

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

**13 Solar Installation** ✓

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

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

## FY 2023-24 Budget Initiative Tracker

**PUBLIC SAFETY****14 Police Response Times** 

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

**STATUS** As of March 2024, DPD has hired 85 personnel, which includes laterals, rehires, and trainees. An upcoming class of 26 recruits is scheduled to begin March 13, 2024. Current trends show that DPD is unlikely to hit the target headcount due to higher attrition in FY 2022-23 causing the starting headcount to be 3,058, which is lower than FY 2023-24 budgeted headcount of 3,069.

**16 Single Function Paramedic Program** 


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

**STATUS** Through March 2024, DFR has filled 16 Single Function Paramedics positions of the allocated 32 positions. The vacant Single Function Paramedic shifts are being covered by Fire-Rescue Officers and it is anticipated that by June 2024 the additional two units will be covered by Single Function Paramedics and not by Fire-Rescue Officers. DFR has expanded from six to eight units to increase operational efficiency.

**18 Dallas Police Department Forensic Lab** 

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

**STATUS** The Police Technology unit has finalized Standard Operating Procedures (SOP), equipment details, and working to maintain accreditation standards. Five positions have been identified to help with these tasks and the recruitment process began in January 2024 with interviews scheduled for April 2024.

**15 Right Size the Fire Department** 

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

**STATUS** As of March 2024, DFR has hired 204 personnel, which includes laterals, rehires, trainees, and Single Function Paramedics. An additional academy class is scheduled for July of 2024. Current trends show that DFR is likely to hit the target ending headcount for FY 2023-24.

**17 Dallas Police Department Technology** 

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

**STATUS** Automated License Plate Recognition (ALPR) cameras are live in all marked squad car dash cams. As of March 2024, stationary camera locations have been identified. Of the 120 stationary cameras, 93 cameras have been installed and the remaining 27 are still in the installation process to be completed by April 2024.

**19 Investigations and Operations** 

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

**STATUS** As of March 2024, DPD has reassigned 20 non-uniform positions to investigations and operations from other areas in DPD while DPD completes recruitment efforts. There are 15 positions that have been filled with the remaining five positions in various stages awaiting background checks and interviews are currently being coordinated for the remaining four positions to occur in April 2024.

FY 2023-24 Budget Initiative Tracker

# QUALITY OF LIFE, ARTS, & CULTURE

## 20 Short-Term Rental Registration Program

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

**STATUS** A court injunction, with court proceedings set to begin in June 2024, has halted CCS enforcement and registration for the Short-Term rental program. CCS staff is working to ensure prompt resumption of the program after the court decision. As of December 2023, staff have been onboarded and are supporting temporary assignments within the department awaiting direction to prepare for immediate action in the event the injunction is lifted. The staff are inspecting and upholding standards for boarding home facilities, single-family rentals, and multi-tenant registrations.

## 21 Reduce Blight

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

**STATUS** In January 2024, City Council approved a demolition vendor agreement. As of March 2024, demolition has been completed at four out of 23 properties ready to be scheduled for demolition to be completed by May 11, 2024.

## 22 Beautification Program

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

**STATUS** The Keep Dallas Beautiful program has filled two out of the three positions and the third is awaiting applicants. As of March 2024, the Volunteer Community Clean-Up program has completed 55 community cleanups and anticipates completing an additional 20 by September 2024. Additionally, the Community Clean Trash-Off program has completed nine events and anticipates another seven to be completed by September 2024.

## 23 Night Detail Team

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

**STATUS** CCS has filled three of the five positions and continues recruitment efforts for the final two positions. CCS plans to continue utilizing existing staff willing to work overtime until these positions are filled.

## 24 Expanding Library Access

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

**STATUS** In March 2024, the Library was able to hire sufficient positions to allow for the additional hours to be covered with non-overtime shifts beginning on January 30, 2024.

## 25 Spay and Neuter Program

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

**STATUS** DAS anticipates providing 2,000 low-cost surgeries with the additional funding. These additional surgeries will help reduce the animal population, increase the spay/neuter capacity, increase compliance with violations and citations, and reduce the loose animal population in Dallas. As of March 2024, DAS has completed 566 surgeries and estimates reaching their goal of 2,000 surgeries by September 2024.



## FY 2023-24 Budget Initiative Tracker

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

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

**STATUS** As of March 2024, PBW has spent \$3,199,000 to continue work on sidewalk improvements for the Sidewalk Master Plan FY 2023-24. PBW is on track to complete nine sidewalk projects which equates to approximately 7.3 miles of sidewalk improvements by September 2024.

**27 Street Maintenance** ✓

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

**STATUS** As of March 2024, PBW completed 176.1 lane miles of street maintenance work and spent \$46,634,000 in funding.

**28 Parking Management** ✓

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

**STATUS** On January 10, 2024, City Council approved a cooperative purchasing agreement for electronic intelligent parking technology which has been executed as of February 2024. The procurement of 500 meters has been completed, the implementation and installation will be completed in summer 2024.

**29 Public Safety Street Light Program** ✓

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

**STATUS** TRN streetlight team has completed its review of lighting options for corridor lighting along Walton Walker/Loop 12. TRN has sent a project extent map of streetlights to TxDOT for review. TRN has issued a Request for Proposals for the streetlight analysis and design with bids due by April 26, 2024.

**30 Drainage Improvements** ✓

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

**STATUS** As of March 2024, SDM has spent \$11,800,000 citywide on the completion of one project, one project under construction, eight projects in design, and 21 that are in development.



## FY 2023-24 Budget Initiative Tracker

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

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

**STATUS** As of March 2024, SBC advertised for the second round of applications for the next program cohort expected to begin towards the end of June. Additional classes were started by Dallas Black Chamber with an expected 20 participants.

**32 Day Labor Program**

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

**STATUS** SBC developed a new logo "On Demand Labor" in conjunction with COM to improve workforce initiatives for day laborers. In coordination with EFM, SBC will move forward with wrapping the mobile unit. The project is anticipated to be completed in July 2024.

**33 Expand Green Job Skills Program**

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

**STATUS** OEQS met with Dallas College and the Regional Black Contractors Association on February 20, 2024, to introduce the Green Job Skills program and discuss gaps in formal instruction around sustainability topics. OEQS and Dallas College have not confirmed courses; however, the two alternative options will be to review the list of Building Performance Institute (BPI)-accredited courses offered by Santa Fe Community College, Energy Smart Academy, and to collaborate with SBC to support their workforce program at Dallas College with a focus on electric vehicle charging station installation and maintenance.

**34 Senior Services**

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

**STATUS** The Age-Friendly Officer position was posted on January 17, 2024, and closed on February 2, 2024. A candidate has been selected for the position and is currently in the onboarding process with Human Resources, with a tentative start date of early June 2024. Once the candidate begins, evaluation of senior needs and services within the community will commence in earnest.

**35 Fair Housing Equity Plan**

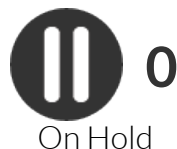
**INITIATIVE** Reduce disparities while improving outcomes in fair housing through the development of a New Fair Housing Equity Plan. In FY 2023-24, OEI will procure a consultant that will support the development of thorough, inclusive plan that will support the actions of affirmatively further fair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

**STATUS** OEI has selected a vendor to assist with an Analysis of Impediments, which must be completed before the New Fair Housing Equity Plan can be developed. OEI and HOU are working together to select a separate vendor to develop the New Fair Housing Equity Plan, with an estimated procurement completion date of August 2024.

## FY 2023-24 Budget Initiative Tracker


**MULTI-YEAR INITIATIVES**

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

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


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

**STATUS** The EDC board met in January 2024 and approved the website, logo, and branding. The CEO search committee has identified a candidate for CEO and is currently in salary negotiations to be approved by the board in March 2024. Once a CEO is hired, a 3-year work plan and budget will be developed.

**13 Affordable Housing Units** 

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

**STATUS** Housing is implementing this funding along with other measures through the existing Notice of Funding Availability. On January 12, 2022, City Council approved the first project utilizing these funds, providing \$1,800,000 million to be used for water infrastructure related to the development of 125 for-sale single-family homes. On August 24, 2022, City Council approved authorizing \$4,100,000 to be allocated to Cypress Creek at Montfort, a mixed-income multifamily development in District 11. This project is currently waiting for an environmental review. Due to increased development costs, on December 13, 2023, Housing allocated an additional \$7,600,000 in CDBG-DR funds to Cypress Creek at Monfort.

**14 Preservation of Affordable Housing** 

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

**STATUS** In December 2021, City Council approved \$11,250,000 in ARPA for home repair and infrastructure improvements within specified qualified neighborhoods in Dallas. As of March 2024, \$2,900,000 has been spent or encumbered for 15 homes under construction and 16 that have been completed. By summer 2024, \$4,500,000 will be encumbered for infrastructure improvements including water, wastewater, and sewer utilities. Proposed implementation change to be presented to Housing and Homelessness Solutions Committee.

**27 Wi-Fi at Park Facilities** 

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

**STATUS** The cabling installation of 14 high-priority sites was completed in December 2022 with an additional four in February 2024 for a total of 18 sites. The remaining 45 Wi-Fi sites have received Access Point equipment and scheduling with the cable companies has begun. Additionally, requests have been submitted to AT&T for network connections at various community pools.

## FY 2023-24 Budget Initiative Tracker

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

**STATUS** Traffic signal replacement will be a multi-year effort and is delayed due to the extended TxDOT approval process. This initiative includes both design and construction/replacement components for 100 traffic signals. This multi-year initiative to devote \$14,000,000 over three years will be completed in FY 2024-25. As of March 2024, TRN has spent and encumbered \$10,100,000 on the design of 65 signals and construction of 75 signals associated with both FY 2021-22 and FY 2022-23 initiatives.

**32 Bike Lanes** 

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

**STATUS** TRN presented the bike plan update to City Council on November 1, 2023. The bike lane update included recommended future bike lane locations and facility types, updated design standards, and prioritized a phased implementation plan. As of March 2024, TRN has spent \$1,900,000 of the \$4,500,000 in available funding on design, study, or completion of 15.9 lane miles and the installation of 1.0 mile of bike lanes for the Akard Street Bike Lane is complete. TRN is preparing to award a bike lane engineering contract in June 2024.

**34 Accessibility** 

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

**STATUS** As of May 2024, ITS and OEI have submitted for approval a request to procure the ADA software directly from one source. Once implemented, OEI and its core internal partners will have enhanced capacity to effectively track accessibility barriers in public-facing City of Dallas buildings until we remediate them through infrastructure improvements. Through effective tracking, OEI will enhance required reporting to government agencies, in addition to streamlining updates to the City's ADA Action Log available to the public so they can know OEI's progress in creating a more accessible and inclusive city for all residents.

**35 Water/Wastewater Service** 

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

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

## FY 2023-24 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES****FY 2022-23****2 City Development Code** ✓

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

**STATUS** The consultant has completed the diagnostics phase, which includes cataloging the current code standards, benchmarking the code per best practices, GIS Analysis, and outlining the website content. A working document has been forwarded to staff for review and discussion. The document is anticipated for public release in early fall of 2024.

**5 Water Conservation Five-Year Work Plan** ✓

**INITIATIVE** Update the Water Conservation Five-Year Work Plan to be incorporated into the 2024 state required Water Conservation Plan and Long-Range Water Supply Plan that will update population, water demand and supply, and re-evaluate strategies to meet future needs for Dallas' water system (DWU).

**STATUS** The Long Range Water Supply and associated Water Conservation Plan updates were awarded in fall 2022. A kick-off meeting was held in February 2023 between consultants and the City to review the current plan, analyze conservation strategies, and update and index the plan against customer cities, including the southwest cities. The City delivered the data to the consultant and the initial draft is being prepared for delivery to City staff. The anticipated delivery to staff of the initial draft is in March 2024. The Water Conservation Five-Year Work Plan will be incorporated into the 2024 state-required Water Conservation Plan and Long-Range Water Supply Plan that will update population, water demand and supply, and re-evaluate strategies to meet future needs for Dallas' water system.

**17 Innovative Equipment and Technology** ✓

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

**STATUS** DPD has integrated the ALPR Technology into the dash cams in all marked squad cars. The mobile and portable radio project is complete with 4,000 radios being issued. DPD has begun training and issuance of Taser 7 while pending state legislative regarding Taser 10 is finalized. Specifications are being developed for a system that will combine the functionality of RMS and CAD programs to provide efficiency for DPD.

**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 (DMC and MSH).

**STATUS** As of February 2024, Dallas Municipal Court (DMC) and City Marshal's Office (MSH) have initiated over 103 projects and completed 32 of them. Currently, 66 of these projects are in the installation/construction phase. The remaining projects are in the design/pre-construction phase pending City Council approval of the new Master Agreement scheduled for April 2024. The completed projects include park lighting surveillance systems, access controls, window treatments, radios, and garage doors. DMC and MSH have spent \$4,600,000 of the total \$6,400,000 ARPA allocations.

FY 2023-24 Budget Initiative Tracker

# MULTI-YEAR INITIATIVES

**25 Sidewalk Master Plan**

**INITIATIVE** Continue improving pedestrian mobility by reconstructing and repairing sidewalks in the Sidewalk Master Plan. In FY 2022-23, PBW will spend \$5.0 million in bond funds (Certificate of Obligation Bonds), \$1.0 million in Community Development Block Grant (CDBG) funds, and \$0.3 million from the General Fund to complete 17 sidewalk projects, which equates to approximately 14.25 miles of sidewalk improvements (PBW).

**STATUS** As of March 2024, PBW spent \$5,042,000 appropriations to complete 17 sidewalk projects and 14.84 lane miles of sidewalk improvements.

**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 March 2024, TRN has spent or encumbered \$2,600,000 of \$5,000,000 allocated in FY 2021-22 through FY 2023-24, with 422 flashing beacons installed. Due to supply chain issues, the manufacturer was unable to deliver school zone flashing beacon equipment as planned which impacted installation. The manufacturer has resumed shipping new equipment as of September 2023. Replacement of the school zone flashing beacons will be conducted when the flashers are inactive. The remaining 78 school zone flashing beacons will be updated FY 2023-24.


# PROCESS IMPROVEMENT

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


The Process Improvement Team has focused on building awareness among departments, creating an organization-wide framework for process improvement, and establishing a cross-functional knowledge base for greater inter-departmental coordination. The following table summarizes current Process Improvement projects for FY 2023-24 which will be reported as Complete, On Track, Delayed, or Pre-Kickoff. The Baseline for Key Performance Indicators is the starting point of metric to engage success for completing projects. Additional projects will be added to the list throughout the course of the fiscal year.




**Project Status**




**3**  
Complete





**1**  
On Track





**0**  
Delayed



**0**  
Pre-Kickoff

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	<b>DPD Workload Optimization</b> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan 2022 - Dec 2023	% Accurately Reported Hours (95)	TBD	TBD
			<b>Status Update:</b> The review protocols, dashboard and reports that will trigger leadership action have been identified. DPD staff reviewing data. The project is complete, and the technology option has been implemented.			
2	<b>DWU/DEV/DFR</b> Map water/wastewater permitting process, from start to finish including installation of items. Cross-training/provide understanding of entire process for stakeholders		April 2023 - Nov 2023	Reduce Errors, Breakdown Silos, Improving Communication	N/A	N/A
			<b>Status Update:</b> OFIs were presented to the Dallas Builders Association in October, and DBA supports the recommendations. The final executive approval of four main improvement items occurred in February with implementation to begin in March 2024. The four main improvement items are: 1) Prioritizing New Fire Hydrants with DWU, A joint memo from DFR and DWU addressing the issue was released in March, and details of implementation will be worked out in April; 2) Transitioning the City to Utilize 811 for DWU utility line locations; 3) Eliminating the "City" option to purchase utility connections; and 4) Creating a permitting team within DWU and incorporating the inspection process with Building Inspection. The main improvement items 2, 3, and 4 are currently being addressed and will be adopted within the FY 2024-25 budget. This project is complete from a Process Improvement Team (PIT) standpoint; however, the PIT continues to support the implementation of improvements.			

3	<p><b><u>Low Sterrett Prisoner Intake</u></b> Reduce the amount of time DPD officers spend processing prisoners at Low Sterrett</p>		July 2023 – Jan 2024	Cycle Time/Arrest	228 minutes/ arrest	TBD
			<p><b>Status Update:</b> The project was relaunched in July 2023, initially connected with the 'Low Sterrett Officer Turn Around Process project. An Executive Report-Out was completed in January 2024. Customized report writing approval from ITS occurred in February 2024. Enhancements implemented include establishing a Single Arrest Line and transitioning an existing Parkland nurse from night to day shift. Detailed reporting requirements to be gathered for warrants, Driving While Intoxicated (DWI), and assaults with a family violence component will occur in March. We will continue collaborating with the Dallas County Sheriff's Department to adjust group transfers in an effort to balance volume throughout the working day. A meeting is being scheduled with surrounding cities to discuss improvement options for group transfers. While the project is complete from a Process Improvement Team (PIT) standpoint, the PIT continues to support the implementation of improvements.</p>			
4	<p><b><u>DPD Sworn Hiring Process</u></b> Reduce unnecessary attrition and decrease number of days it takes to hire an applicant</p>		Feb 2024 – April 2024	Calendar days between application and hire date	134	TBD
			<p><b>Status Update:</b> The team is currently mapping the process, collecting data, and identifying opportunities for improvement. An executive report-out is being prepared and is scheduled to take place in April 2024.</p>			

