

Memorandum



CITY OF DALLAS

DATE September 20, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – July 2024**

Please find attached the July Budget Accountability Report (BAR) based on information through July 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: Kimberly Bizer Tolbert, City Manager (I)
Tammy Palomino, City Attorney
Mark Swann, City Auditor
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge
Dominique Artis, Chief of Public Safety (I)
Alina Ciocan, Assistant City Manager

Dev Rastogi, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Donzell Gipson, Assistant City Manager (I)
Robin Bentley, Assistant City Manager (I)
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors

BUDGET ACCOUNTABILITY REPORT FY 2023-24

As of July 31, 2024



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



**Budget & Management
Services**

EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	8% over budget	✓
Convention and Event Services	8% over budget	✓
Municipal Radio	29% over budget	12% under budget
Planning and Development	16% under budget	✓
Sanitation Services	10% over budget	8% over budget
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	8% under budget	9% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	6% under budget	13% under budget
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 23
On Target

! 6
Near Target

✗ 6
Not on Target

Year-End Forecast

✓ 27
On Target

! 4
Near Target

✗ 4
Not on Target

Budget Initiative Tracker

● 16
Complete

⏸ 1
On Hold

✓ 10
On Track

! 8
At Risk

✗ 0
Canceled



FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through July 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 July 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		\$341,578,891	\$18,419,829
Revenues	1,837,576,470	1,842,444,518	1,624,499,995	1,837,311,624	(5,132,895)
Expenditures	1,837,576,470	1,842,444,518	1,466,646,608	1,837,311,624	(5,132,895)
Ending Fund Balance	\$323,159,062	\$323,159,062		\$341,578,891	\$18,419,829

Fund Balance. Through September 30, 2023, the audited unassigned ending fund balance for FY 2022-23 is \$345,178,891 and includes FY 2022-23 YE savings. As of July 31, 2024, the beginning fund balance for the YE forecast reflects the FY 2022-23 audited unassigned ending fund balance and an increase to the Risk Reserve in the amount of \$3,600,000 to maintain compliance with FMPC #5.

Revenues. Through July 31, 2024, General Fund revenues are projected to be \$5,133,000 under budget due to reduced property tax, sales tax, and charges for services, partially offset by increased operating transfers in, intergovernmental revenue, and interest earnings.

Expenditures. Through July 31, 2024, General Fund expenditures are projected to be \$5,133,000 under budget primarily due to salary savings from vacant uniform and non-uniform positions across General Fund departments. This is partially offset by DPD uniform overtime expenses; DFR uniform salaries, fleet maintenance and repair, and medical supplies; increased personnel expenses, maintenance, and repair in Park & Recreation; and increased expenses in Dallas Animal Services primarily related to day labor and suspected animal cruelty cases.

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.
- June 26, 2024, by ordinance #32759 to consolidate Planning & Urban Design and Development Services into Planning & Development, and to transfer functions from Small Business Center into Human Resources, the Office of Community Care, the Office of Government Affairs, the Office of Economic Development, and Procurement Services.

FINANCIAL FORECAST REPORT

- August 14, 2024, by ordinance #32790 to transfer Real Estate services from Public Works to Building Services and rename Building Services as Facilities & Real Estate Management, to consolidate 311 Customer Service Center and Communication, Outreach, & Marketing into Communications and Customer Experience/311, and to consolidate the Office of Emergency Management and the Office of Integrated Public Safety Solutions into the Office of Emergency Management & Crisis Response.
- September 11, 2024, by resolution #24-1312 for costs related to the November 2024 Charter Review election.

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	\$1,024,436,276	\$1,027,465,099	(\$20,130,537)
2	Sales Tax	451,745,839	451,745,839	333,612,176	442,411,947	(9,333,892)
3	Franchise and Other	126,633,664	126,633,664	98,826,533	128,511,375	1,877,711
4	Charges for Services	117,236,140	109,655,867	85,871,916	100,794,617	(8,861,250)
5	Fines and Forfeitures	20,117,759	20,117,759	16,242,451	19,809,477	(308,282)
6	Operating Transfers In	28,086,049	32,954,097	8,842,156	56,937,394	23,983,297
7	Intergovernmental	16,177,900	16,177,900	19,508,972	21,887,884	5,709,984
8	Miscellaneous	9,882,543	9,882,543	4,361,948	5,597,400	(4,285,143)
9	Licenses and Permits	6,100,940	13,681,213	12,039,800	13,896,431	215,218
10	Interest	14,000,000	14,000,000	20,757,767	20,000,000	6,000,000
	Total Revenue	\$1,837,576,470	\$1,842,444,518	\$1,624,499,995	\$1,837,311,624	(\$5,132,895)

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.

1 Property Tax. The City has seen declining revenue projections for current year property tax due to final judgments made in property dispute litigation at the Dallas County District Court which lowered certified values. The General Fund portion of property tax revenue is projected to be \$20,131,000 below budget as a result of declining collections.

2 Sales Tax. Based on actual collection trends and analysis provided by our contract economist, sales tax is projected to be \$9,334,000 under budget for FY 2023-24. Total projected year-over-year growth is 4.0 percent compared to FY 2022-23.

4 Charges for Services. Charges for Services revenue is projected to be \$8,861,000 under budget due to a change in the reimbursement formula in the TX Ambulance Supplemental Payment Program (TX ASPP) which will result in less revenue related to ambulance services, partially offset by accrued interest on unpaid invoices.

5 Fines and Forfeitures. Fines and Forfeitures revenue is projected to be \$308,000 under budget due to a decrease in auto pound storage fee collections and declines in citations filed with Dallas Municipal Court, partially offset by an increase in parking fine revenues. Year-to-date revenue for citations is averaging 12 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. City Council increased Operating Transfers In revenue 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. City Council increased Operating Transfers In revenue by \$2,072,000 on September 11, 2024 by resolution #24-1312 for usage of Contingency Reserve to offset costs related to the November 2024 Charter Review election. Operating Transfers In revenue is projected to be \$23,983,000 over budget due to an anticipated transfer from the Revenue Stabilization Fund to offset revenue declines in Property Tax, Sales Tax, and Charges for Services.

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.

7 Intergovernmental. Intergovernmental revenue is projected to be \$5,710,000 over budget due to higher-than-budgeted payments from the DFW Airport revenue-sharing agreement with the City of Euless, the City of Irving, the City of Grapevine, and anticipated revenues from the school resource officer program.

8 Miscellaneous. Miscellaneous revenue is projected to be \$4,285,000 under budget due to decreased collections from Dallas Auto Pound auction sales, a delay in implementing various traffic-related developer review fees, and a delay in the online application and payment system for convenience store and vacant lot 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.

10 Interest. Interest revenue is projected to be \$6,000,000 over budget due to improved market conditions.

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	\$298,803,870	\$255,475,302	288,479,002	(10,324,868)
	Non-uniform Overtime	7,963,253	7,967,253	12,716,743	14,125,651	6,158,398
	Non-uniform Pension	42,275,230	42,311,120	37,140,242	42,311,120	0
	Uniform Pay	544,271,659	544,271,664	482,415,170	531,356,152	(12,915,512)
	Uniform Overtime	72,658,144	81,158,144	89,428,508	98,849,435	17,691,291
	Uniform Pension	187,861,142	187,857,480	165,559,687	186,365,047	(1,492,433)
	Health Benefits	97,632,432	97,632,434	51,992,159	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	14,211,797	12,461,658	14,266,063	54,266
1	Total Personnel Services	\$1,278,339,260	\$1,287,265,062	\$1,120,240,770	1,286,436,205	(\$828,857)
2	Supplies	92,646,763	92,655,126	79,917,935	99,392,674	6,737,549
3	Contractual Services	531,126,582	688,619,725	467,486,030	686,567,655	(2,052,070)
4	Capital Outlay	25,239,244	31,495,743	24,578,066	28,052,326	(3,443,417)
5	Reimbursements	(89,775,379)	(257,591,138)	(225,576,192)	(263,137,237)	(5,546,099)
	Total Expenditures	\$1,837,576,470	\$1,842,444,518	\$1,466,646,608	1,837,311,624	(5,132,895)

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 \$829,000 under budget due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, partially offset by uniform overtime expenses in DPD (\$13,022,000), DFR (\$4,669,000), and non-uniform overtime expenses.

2 Supplies. Supplies are projected to be \$6,738,000 over budget due to DFR expenses for fleet maintenance, repair, and medical supplies; reimbursed utility costs associated with Fair Park First; increased animal food, medical, and cleaning supplies for Dallas Animal Services; street light maintenance and signage; and increased building material costs in Facilities & Real Estate Management.

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 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, and by \$2,072,000 on September 11, 2024 by resolution #24-1312 for costs related to the November 2024 Charter Review election.

4 Capital Outlay. Capital Outlay is projected to be \$3,443,000 under budget due to reduced scheduled maintenance in Park & Recreation facilities and utilization of grant funding to purchase DPD camera trailers.

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 DFR 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	\$3,089,399	\$4,311,844	(\$108,266)
2	City Attorney's Office	23,799,058	23,799,058	17,772,190	23,391,035	(408,023)
3	City Auditor's Office	3,266,138	3,266,138	2,353,914	3,094,791	(171,347)
4	City Controller's Office	9,162,430	9,162,430	7,264,816	8,746,810	(415,620)
5	Independent Audit	767,071	767,071	757,500	767,071	0
6	City Manager's Office	3,389,700	3,809,497	3,037,654	4,108,393	298,896
7	City Marshal's Office	21,905,930	21,905,930	17,268,934	21,984,594	78,664
8	Jail Contract	8,594,776	8,594,776	6,446,082	8,594,776	0
9	City Secretary's Office	3,509,388	3,509,388	2,960,549	3,537,243	27,855
10	Elections	1,946,292	4,018,340	997,846	4,018,340	0
11	Civil Service	2,762,162	2,762,162	2,209,633	2,740,169	(21,993)
12	Code Compliance	45,562,455	45,562,455	32,854,035	44,231,227	(1,331,228)
13	Dallas Animal Services	19,180,051	19,180,051	18,398,436	20,571,986	1,391,935
14	Dallas Fire-Rescue	413,381,222	413,381,222	179,294,083	415,731,698	2,350,476
15	Dallas Municipal Court	8,370,958	8,370,958	6,413,333	7,836,885	(534,073)
16	Dallas Police Department	656,936,353	656,936,353	532,876,234	662,161,049	5,224,696
17	Data Analytics & Business Intelligence	6,108,162	6,108,162	4,447,136	6,075,284	(32,878)
18	Facilities & Real Estate Management	31,078,791	31,448,243	26,061,614	31,078,994	(369,249)
19	Housing & Neighborhood Revitalization	6,920,100	6,920,100	3,200,242	6,747,694	(172,406)
20	Human Resources	9,186,760	9,249,903	7,795,019	9,604,221	354,318
21*	Judiciary	4,397,241	4,397,241	3,396,075	4,443,114	45,873
22	Library	43,489,755	43,489,755	31,869,548	42,905,214	(584,541)
	Management Services					
23	311 Customer Service Center	6,331,204	0	0	0	0
24	Communications, Outreach, & Marketing	3,777,588	0	0	0	0
25	Communications & Customer Experience/311	0	10,108,792	7,290,132	8,847,439	(1,261,353)
26	Office of Community Care	10,114,699	10,150,076	7,658,398	9,621,595	(528,481)
27	Office of Community Development	754,620	754,620	371,610	605,201	(149,419)
28	Office of Community Police Oversight	784,565	784,565	424,215	594,278	(190,287)
29	Office of Emergency Management	1,251,963	0	0	0	0
30	Office of Emergency Management & Crisis Response	0	7,074,850	4,522,854	6,112,034	(962,816)
31	Office of Environmental Quality & Sustainability	6,244,743	6,244,743	5,705,856	5,545,320	(699,423)
32	Office of Equity & Inclusion	3,785,554	3,785,554	2,705,322	3,346,772	(438,782)
33	Office of Government Affairs	1,112,725	1,132,407	794,723	1,029,685	(102,722)
34	Office of Homeless Solutions	17,850,149	17,850,149	15,535,012	17,773,142	(77,007)
35	Office of Integrated Public Safety Solutions	5,822,887	0	0	0	0
36	Small Business Center	4,354,640	4,073,373	1,806,254	2,252,026	(1,821,347)
37	Mayor & City Council	7,399,447	7,399,447	5,053,241	7,362,956	(36,491)
38	Non-Departmental	128,443,112	128,443,112	118,756,318	126,972,764	(1,470,348)
39*	Office of Arts & Culture	23,180,773	23,180,773	24,633,203	23,180,773	0
40	Office of Economic Development	3,679,042	3,731,044	3,751,427	3,679,042	(52,002)
41	Park & Recreation	120,076,933	122,236,933	115,254,580	123,643,966	1,407,033
42	Planning & Development	8,024,033	8,024,033	4,958,459	6,865,936	(1,158,097)
43	Procurement Services	3,500,823	3,611,886	2,248,436	3,252,101	(359,785)
44	Public Works	88,552,090	88,818,638	74,584,651	88,788,090	(30,548)
45	Transportation	59,125,541	59,125,541	44,980,692	57,768,129	(1,357,412)
	Total Departments	\$1,832,302,034	\$1,837,589,879	\$1,463,258,667	\$1,833,923,683	(\$3,666,196)
46	Liability/Claims Fund Transfer	3,387,941	3,387,941	3,387,941	3,387,941	0
47	Salary & Benefit Stabilization	1,886,495	1,466,698	0	0	(1,466,698)
	Total Expenditures	\$1,837,576,470	\$1,842,444,518	\$1,466,646,608	\$1,837,311,624	(\$5,132,895)

*BMS did not receive a department update for the July 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.

3 City Auditor's Office. AUD is projected to be \$171,000 under budget due to salary savings associated with three vacant positions and a decrease in spending related to co-sourcing services.

6 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 \$299,000 over budget due to salary expenses related to position classification actions to better meet department operations and executive support functions and termination payments for retiring employees, partially offset by salary savings associated with four vacant positions.

7 City Marshal's Office. MSH is projected to be \$79,000 over budget due to psychological testing for new hires and electric repairs on equipment.

9 City Secretary's Office. SEC is projected to be \$28,000 over budget due to temporary help needed to assist with DPD open record requests, partially offset by salary savings associated with one vacant position.

10 Elections. City Council increased the Elections budget by \$2,072,048 on September 11, 2024 by resolution #24-1312 for costs associated with the November 2024 Charter Review election.

12 Code Compliance. CCS is projected to be \$1,331,000 under budget due to salary savings associated with 65 vacant positions, partially offset by temporary staffing expenses and increased demolitions.

13 Dallas Animal Services. DAS is projected to be \$1,392,000 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 28 vacant positions.

14 Dallas Fire-Rescue. DFR is projected to be \$2,350,000 over budget due to uniform overtime expenses, civilian overtime expenses due to shortages in fleet maintenance division, medical supplies, the high cost of repairs to fire engines damaged in accidents, and costs of parts and labor for routine maintenance expenses.

15 Dallas Municipal Court. CTS is projected to be \$534,000 under budget due to salary savings associated with 13 vacant positions.

16 Dallas Police Department. DPD is projected to be \$5,225,000 over budget due to uniform overtime expenses related to increased Priority 1 calls, helicopter maintenance and repair, an increase in the volume of drug testing for suspected fentanyl exposure, and an increase in the number of cell phones issued to patrol officers for e-citations in traffic and other app-based reporting.

18 Facilities & Real Estate Management. As part of a Citywide realignment, City Council transferred Real Estate services from Public Works to Building Services and renamed the department as Facilities & Real Estate Management (FRM) on August 14, 2024, by ordinance #32790.

20 Human Resources. As part of a Citywide realignment, City Council increased HR's budget by \$63,000 on June 26, 2024 by ordinance #32759 to transfer workforce functions from Small Business Center. HR is projected to be \$354,000 over budget due to temporary staffing expenses associated with Workday system expansion.

21 Judiciary. CTJ is projected to be \$46,000 over budget due to interpreter services, partially offset by salary savings associated from 14 vacant positions.

VARIANCE NOTES

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

23311 Customer Service Center. As part of a Citywide realignment, City Council consolidated 311 Customer Service Center and Communications, Outreach, & Marketing into one department called Communications and Customer Experience/311 (CCX) on August 14, 2024, by ordinance #32790.

24 Communications, Outreach, & Marketing. As part of a Citywide realignment, City Council consolidated 311 Customer Service Center and Communications, Outreach, & Marketing into one department called Communications and Customer Experience/311 (CCX) on August 14, 2024, by ordinance #32790.

24 Communications & Customer Experience/311. As part of a Citywide realignment, City Council consolidated 311 Customer Service Center and Communications, Outreach, & Marketing into one department called Communications and Customer Experience/311 (CCX) on August 14, 2024, by ordinance #32790. CCX is projected to be \$1,261,000 under budget due to salary savings associated with 27 vacant positions and contractual savings related to LSAP funding.

26 Office of Community Care. As part of a Citywide realignment, City Council increased OCC's budget by \$35,000 on June 26, 2024 by ordinance #32759 to transfer small business inclusion and day labor outreach functions from Small Business Center. OCC is projected to be \$528,000 under budget due to salary savings associated with six vacant positions and reduced expenses in Financial Empowerment programming.

27 Office of Community Development. CDV is projected to be \$149,000 under budget due to salary savings associated with three vacant positions.

28 Office of Community Police Oversight. OCPO is projected to be \$190,000 under budget due to salary savings associated with three vacant positions.

29 Office of Emergency Management. As part of a Citywide realignment, City Council consolidated the Office of Emergency Management and the Office of Integrated Public Safety Solutions into one department called the Office of Emergency Management and Crisis Response (ECR) on August 14, 2024, by ordinance #32790.

30 Office of Emergency Management & Crisis Response. As part of a Citywide realignment, City Council consolidated the Office of Emergency Management and the Office of Integrated Public Safety Solutions into one department called the Office of Emergency Management and Crisis Response (ECR) on August 14, 2024, by ordinance #32790. ECR is projected to be \$963,000 under budget due to salary savings associated with four vacant positions and decreased contractual services expenses for violence intervention and blight remediation contracts, partially offset by termination payouts for retiring employees and a new contract for a Deaf Link Accessible Hazard Alert System.

31 Office of Environmental Quality & Sustainability. OEQS is projected to be \$699,000 under budget due to salary savings associated with 12 vacant positions and decreased utilization of funding related to water conservation and CECAP.

32 Office of Equity & Inclusion. OEI is projected to be \$439,000 under budget due to salary savings associated with one vacant position and an unbudgeted grant reimbursement for one position, partially offset by temporary staffing expenses for executive assistance.

33 Office of Government Affairs. As part of a Citywide realignment, City Council increased OGA's budget by \$20,000 on June 26, 2024 by ordinance #32759 to transfer entrepreneurship functions from Small Business Center. OGA is projected to be \$103,000 under budget due to salary savings associated with two vacant positions.

VARIANCE NOTES

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

35 Office of Integrated Public Safety Solutions. As part of a Citywide realignment, City Council consolidated the Office of Emergency Management and the Office of Integrated Public Safety Solutions into one department called the Office of Emergency Management and Crisis Response (ECR) on August 14, 2024, by ordinance #32790.

36 Small Business Center. As part of a Citywide realignment, City Council decreased SBC's budget by \$281,000 on June 26, 2024 by ordinance #32759 to transfer SBC functions to Human Resources, the Office of Community Care, the Office of Government Affairs, the Office of Economic Development, and Procurement Services. SBC is projected to be \$1,821,000 under budget due to salary savings associated with three vacant positions decreased utilization of contractual services.

40 Office of Economic Development. As part of a Citywide realignment, City Council increased ECO's budget by \$52,000 on June 26, 2024 by ordinance #32759 to transfer small business center development functions from Small Business Center.

41 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. PKR is projected to be \$1,407,000 over budget primarily related increased personnel expenses and unplanned maintenance and repairs related to the May storm.

42 Planning & Development. As part of a Citywide realignment, City Council consolidated Planning & Urban Design and Development Services into one department called Planning & Development (PDV) on June 26, 2024 by ordinance #32759. PDV is projected to be \$1,158,000 under budget due to salary savings associated with 21 vacant positions.

43 Procurement Services. City Council increased OPS' budget by \$111,000 on June 26, 2024 by ordinance #32759 to transfer Minority/Women Business Enterprise (M/WBE) functions from Small Business Center. OPS is projected to be \$360,000 under budget due to salary savings associated with eight vacant positions.

44 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. As part of a Citywide realignment, City Council transferred Real Estate services from Public Works to Building Services and renamed the department as Facilities & Real Estate Management (FRM) on August 14, 2024, by ordinance #32790.

45 Transportation. TRN is projected to be \$1,357,000 under budget due to salary savings associated with 39 vacant positions, partially offset by increased costs for materials and traffic signals.

47 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	170,608,007	197,764,744	15,172,300
Total Expenditures	184,832,684	184,832,684	143,241,152	184,612,824	(219,860)
Ending Fund Balance	\$84,863,950	\$84,863,950		\$121,966,398	\$37,102,448

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	111,771,756	\$147,628,286	10,482,288
Total Expenditures	137,145,998	152,931,223	83,555,225	\$152,931,223	0
Ending Fund Balance	\$56,656,767	\$40,871,542		\$64,551,394	\$23,679,852

3 MUNICIPAL RADIO*

Beginning Fund Balance	\$337,211	\$337,211		\$176,692	(\$160,519)
Total Revenues	636,398	636,398	400,804	818,235	181,837
Total Expenditures	636,398	636,398	343,403	560,092	(76,306)
Ending Fund Balance	\$337,211	\$337,211		\$434,835	\$97,624

4 PLANNING & DEVELOPMENT

Beginning Fund Balance	\$20,815,859	\$20,815,859		\$19,390,635	(\$1,425,224)
Total Revenues	45,465,884	45,465,884	29,493,273	38,196,037	(7,269,847)
Total Expenditures	53,952,347	53,952,347	38,596,116	52,192,856	(1,759,491)
Ending Fund Balance	\$12,329,396	\$12,329,396		\$5,393,816	(\$6,935,580)

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	140,090,861	168,247,421	15,537,886
Total Expenditures	153,689,531	153,689,531	109,588,553	166,458,555	12,769,024
Ending Fund Balance	\$22,397,693	\$22,397,693		\$22,699,797	\$302,104

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	66,528,247	80,093,972	0
Total Expenditures	80,093,972	89,089,948	52,723,186	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	668,233,468	817,966,277	26,690,144
Total Expenditures	791,275,376	865,275,376	643,213,431	891,965,520	26,690,144
Ending Fund Balance	\$97,248,169	\$23,248,169		\$83,545,366	\$60,297,197

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



FY 2023-24 Financial Forecast Report

INTERNAL SERVICE FUNDS

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

Beginning Fund Balance	\$64,982	\$64,982	\$0	(\$243,843)	(\$308,825)
Total Revenues	22,043,477	22,043,477	10,725,067	20,675,120	(1,368,357)
Total Expenditures	22,043,477	22,043,477	15,822,874	20,431,277	(1,612,200)
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	46,722,015	72,335,411	1,245,718
Total Expenditures	71,794,210	74,105,122	51,106,539	73,817,129	(287,993)
Ending Fund Balance	\$3,384,097	\$3,384,097		\$4,029,480	\$645,383

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	2,200,711	2,709,710	(159,080)
Total Expenditures	2,152,280	2,152,280	1,560,221	1,878,613	(273,667)
Ending Fund Balance	\$7,928,674	\$7,928,674		\$7,099,671	(\$829,003)

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	99,745,602	122,560,457	920,590
Total Expenditures	131,784,124	131,784,124	99,839,749	127,222,077	(4,562,047)
Ending Fund Balance	\$9,184,666	\$9,184,666		\$17,030,206	\$7,845,540

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	19,109,439	22,741,029	477,011
Total Expenditures	18,873,781	18,873,781	9,026,634	18,142,461	(731,320)
Ending Fund Balance	\$6,216,191	\$6,216,191		\$10,882,360	\$4,666,169

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	10,422,041	13,212,271	315,195
Total Expenditures	12,866,761	12,866,761	6,878,137	10,381,654	(2,485,107)
Ending Fund Balance	\$4,841,810	\$4,841,810		\$12,281,875	\$7,440,065

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	419,326,645	429,620,612	(14,251,130)
Total Expenditures	420,687,511	420,687,511	323,709,457	403,076,490	(17,611,021)
Ending Fund Balance	\$137,246,228	\$137,246,228		\$127,516,130	(\$9,730,098)

15 EMPLOYEE BENEFITS

City Contributions	\$134,878,640	\$134,878,640	\$65,930,552	\$134,947,865	\$69,225
Employee Contributions	46,665,178	46,665,178	40,794,893	46,665,178	0
Retiree	25,583,019	25,583,019	17,124,193	25,583,019	0
Other	0	0	137,732	137,732	137,732
Total Revenues	207,126,836	207,126,836	123,987,370	207,333,794	206,958
Total Expenditures	\$205,942,598	\$205,942,598	\$166,516,390	\$213,055,372	\$7,112,774

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	\$19,140,044	\$19,140,044	\$777,445
Third Party Liability	10,033,670	10,033,670	10,572,623	10,572,623	538,953
Purchased Insurance	18,139,030	18,139,030	18,128,146	18,128,146	(10,884)
Interest and Other	0	0	1,455,746	1,455,746	1,455,746
Total Revenues	46,535,299	46,535,299	49,296,559	49,296,559	2,761,260
Total Expenditures	\$60,094,967	\$60,094,967	\$43,190,271	\$48,335,480	(\$11,759,487)

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 April 30, 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 \$15,172,000 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, 2024 by ordinance #32723 for a capital construction transfer. CCT revenues are projected to be over budget \$10,482,000 due to increased tourism-related revenues, specifically Hotel Occupancy Tax (HOT) and Alcohol Beverage Tax (ABT).

3 Municipal Radio. WRR revenues are projected to be \$181,000 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 \$76,000 under budget due to Pension Obligation Bond Debt Service costs lower than initially budgeted to reflect updated staffing.

4 Planning & Development. As part of a Citywide realignment, City Council consolidated Planning & Urban Design and Development Services into one department called Planning & Development (PDV) on June 26, 2024 by ordinance #32759. PDV revenues are projected to be \$7,270,000 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. PDV expenses are projected to be \$1,759,000 under budget due to salary savings associated with vacant positions.

5 Sanitation Services. SAN revenues are projected to be \$15,538,000 over budget due to higher volume of disposal business from commercial haulers. SAN expenses are projected to be \$12,769,000 over budget due to costs associated with the May 2024 storms.

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 and expenses are projected to be \$26,690,000 over budget due to price increases and higher water consumption.

8 Bond & Construction Management. BCM revenues are projected to be \$1,368,000 under budget due to lower expenses. BCM expenses are projected to be \$1,612,000 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 vehicle parts and outside labor. EFM revenues are projected to be \$1,246,000 over budget due to higher-than-expected revenue from auction sales. EFM expenses are projected to be \$288,000 under budget due to a decrease in the cost of fuel.

10 Express Business Center. EBC revenues are projected to be \$159,000 under budget due to lower postage sales. EBC expenses are projected to be \$274,000 under budget due to lower postage sales.

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of April 30, 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.

11 Information Technology. ITS revenues are projected to be \$921,000 over budget due to interest earnings. ITS expenses are projected to be \$4,562,000 under budget due to a delay in the Master Lease program.

12 Radio Services. Radio Services revenues are projected to be \$477,000 over budget due to interest earnings. Radio Services expenses are projected to be \$731,000 under budget due to a delay in the Master Lease program.

13 9-1-1 System Operations. 9-1-1 System Operations revenues are projected to be \$315,000 over budget due to increased 9-1-1 fee collections for residential and commercial wireline services based on year-to-date receipts. 9-1-1 System Operations expenses are projected to be \$2,485,000 under budget due to the use of grant funds to pay for 9-1-1 circuit changes as well as a delay in the Master Lease program.

14 Debt Service. Debt Service revenues are projected to be \$14,251,000 under budget due reduced property tax revenues, partially offset by higher interest earnings. Debt Service expenses are projected to be \$17,611,000 below budget primarily due to the postponement of the 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 judgment, and General Obligation Refunding Bonds Series 2024A.

15 Employee Benefits. Employee Benefits revenues are projected to be \$207,000 over budget due to interest earnings and City Contributions based on forecast usage. Employee Benefits expenses are projected to be \$7,113,000 over budget due to the increased cost of inpatient, outpatient, and pharmacy claims from October 2023 to July 2024. The 2024 health plan enrollment also increased 3.7 percent, with 434 new participants joining in 2024 compared to last fiscal year. The FY 2023-24 overage will be absorbed with fund balance. The FY 2022-23 ending fund balance was \$7.8 million.

16 Risk Management. Risk Management revenues are projected to be \$2,761,000 over budget due to interest earnings and higher-than-budgeted Worker's Compensation subrogation recovery. Risk Management expenses are projected to be \$11,759,000 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	\$366,864,785	\$118,974,338	\$48,141,877
B*	Park and Recreation Facilities	261,807,000	255,807,000	186,304,740	7,073,555	62,428,705
C	Fair Park	50,000,000	50,000,000	43,441,461	1,108,815	5,449,724
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	23,157,273	15,250,978	10,341,749
E	Library Facilities	15,589,000	15,589,000	14,943,765	5,081	640,153
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	13,230,820	32,201	971,979
G	Public Safety Facilities	32,081,000	32,081,000	27,471,620	153,320	4,456,059
H	City Facilities	18,157,000	18,157,000	4,295,653	191,416	13,669,931
I	Economic Development	55,400,000	55,400,000	23,135,502	7,918,177	24,346,321
J	Homeless Assistance Facilities	20,000,000	20,000,000	17,455,025	34,137	2,510,838
Total		\$1,050,000,000	\$1,044,000,000	\$720,300,645	\$150,742,019	\$172,957,336

*Inception-to-date appropriations were reduced \$6,000,000 because the Midtown Project required matching funds, which were not secured by the time the City Council scheduled the 2024 bond program election.

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	\$261,010,262	\$2,206,098	\$3,722,528
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	258,311,997	56,031,977	12,031,027
3	Economic Development	55,000,000	55,000,000	39,111,855	5,025,181	10,862,964
Total		\$642,000,000	\$648,313,887	\$558,434,113	\$63,263,256	\$26,616,519

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	\$393,873,601	\$9,257,310	\$8,892,590
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	308,078,112	9,441,046	19,618,915
3	Park and Recreation Facilities	343,230,000	353,343,060	350,368,865	1,103,682	2,116,430
4	Library Facilities	46,200,000	52,148,600	47,730,031	96,927	4,406,657
5	Cultural Arts Facilities	60,855,000	63,821,447	63,197,616	46,127	623,831
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	33,498,592	314,104	2,584,310
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	42,826,230	2,075,221	278,602
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	11,820,315	22,150	10,892,631
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	65,405,081	411,256	277,206
Total		\$1,353,520,000	\$1,405,218,107	\$1,332,726,385	\$22,767,822	\$50,343,588

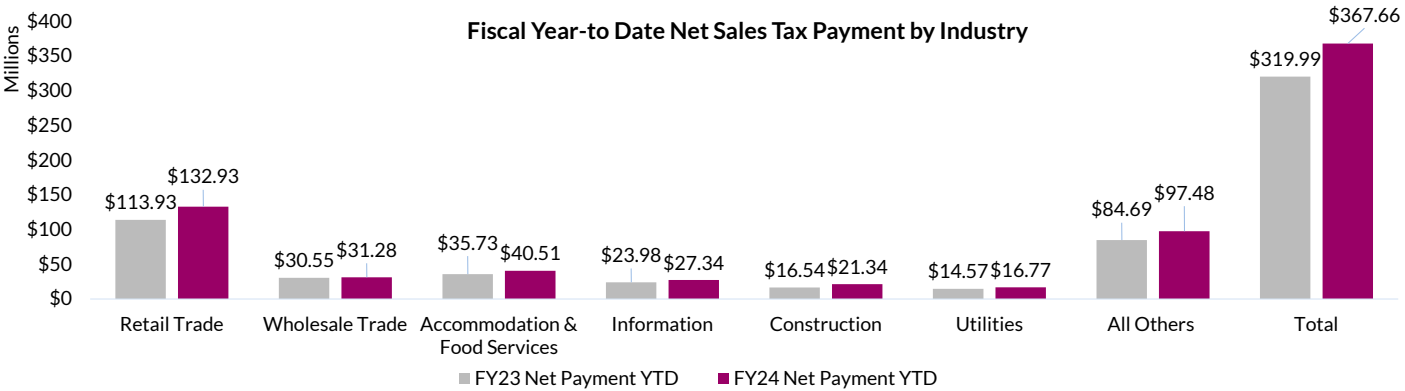
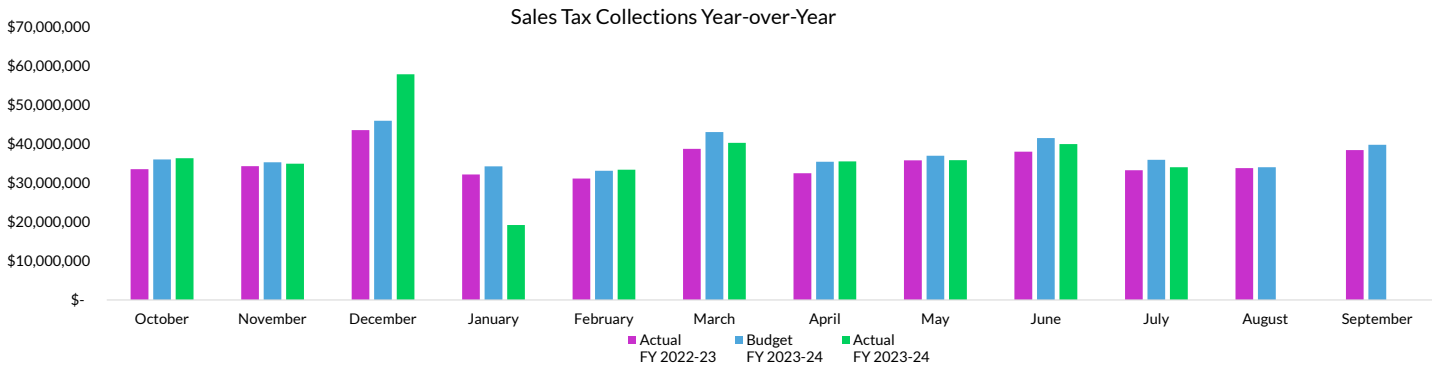
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.



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 \$442,411,947 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	July FY24 over July FY23	FYTD24 over FYTD23
Retail Trade	4%	17%
Wholesale Trade	8%	2%
Accommodation and Food Services	2%	13%
Information	-37%	14%
Construction	20%	29%
Utilities	14%	15%
All Others	6%	15%
Total Collections	2%	15%

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.

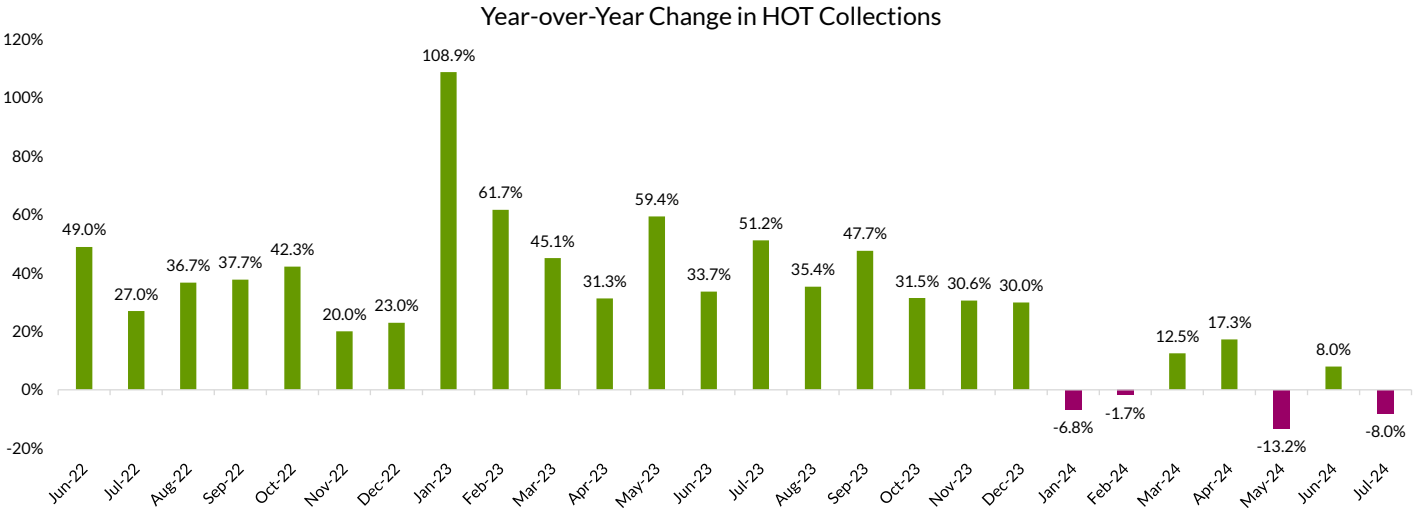
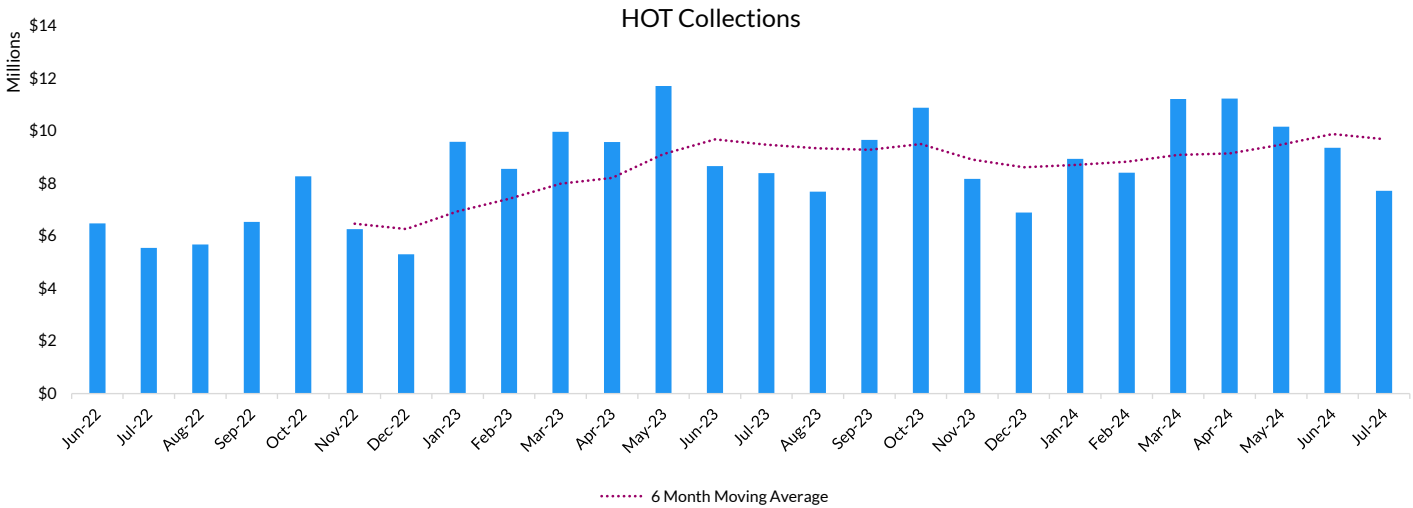
FY 2023-24 Financial Forecast Report

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.



FY 2023-24 Financial Forecast Report

ECONOMIC INDICATORS

Convention Center Event Bookings

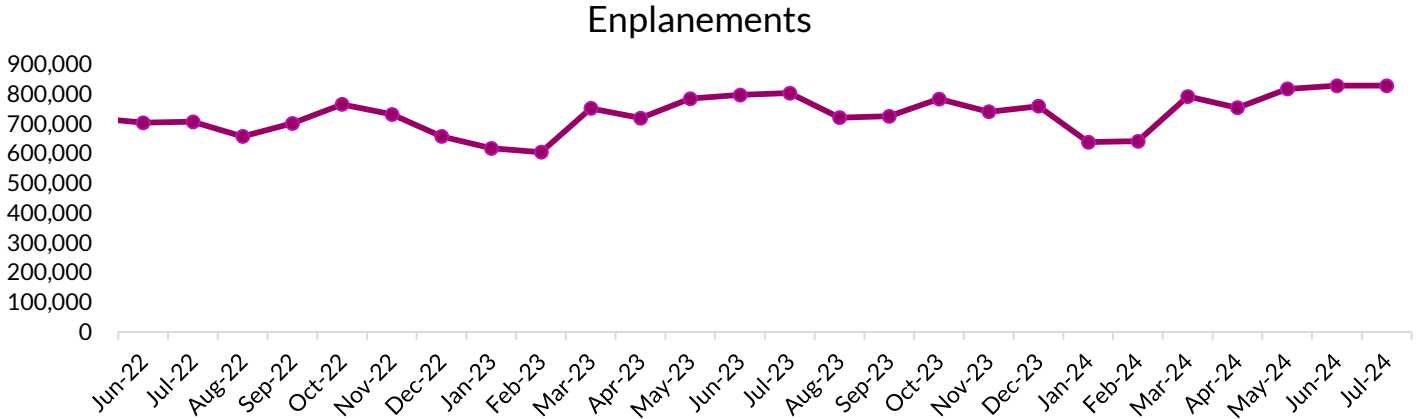
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	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	4
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
Total	94	96	83	94

* 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.

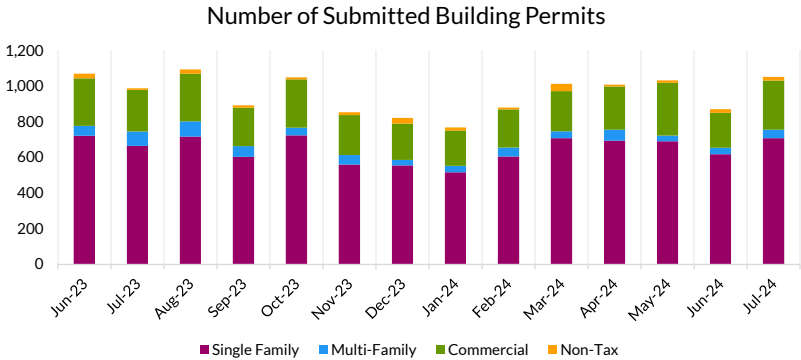


FY 2023-24 Financial Forecast Report

ECONOMIC INDICATORS

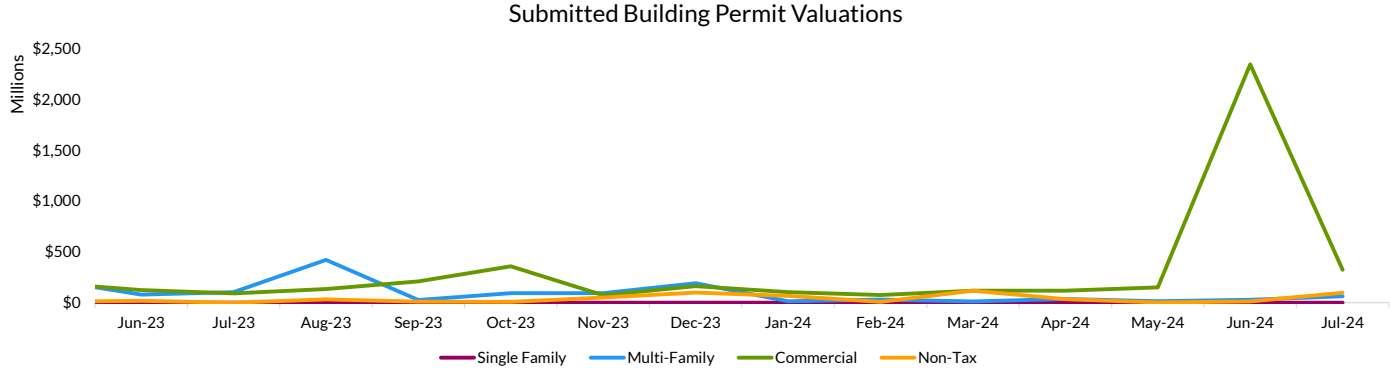
Building Permits

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



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

*Single-family home valuations are estimations only.
 **October 2023 to December 2023 were revised to reflect submitted building permit data.
 ***June 2024 data includes three major permit submissions.



DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our Foundational Structure. 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
Safe						
1	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.4%	90.0%	85.3%	90.0%	85.2%
2	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.0%	90.0%	89.3%	90.0%	89.3%
3*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	1,936	1,660	1,623	2,000	1,623
4	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	61.5%	60.0%	50.8%	60.0%	50.8%
5	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	93.3%	90.0%	91.8%	90.0%	91.8%
6	Monthly complaint resolution rate (DPD and OCPO) (Office of Community Police Oversight)	78.3%	70.0%	84.6%	70.0%	84.6%
7	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	59.8%	60.0%	54.3%	60.0%	53.4%



FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Vibrant						
8	Number of cases resolved by community prosecution (City Attorney's Office)	211	380	795	450	795
9	Percentage of users who reported learning a new skill through adult learning or career development programs (Library)	94.0%	92.0%	89.2%	92.0%	92.0%
10	Satisfaction rate with library programs (Library)	98.1%	95.0%	100.0%	95.0%	98.3%
11	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	32.8%	35.0%	37.4%	35.0%	37.4%
12	Percentage of annual Racial Equity Plan department progress measures completed (Office of Equity & Inclusion)	N/A	55.0%	68.3%	75.0%	75.0%
13	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	3,269	2,300	4,383	2,300	4,383
Growing						
14	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	89.7%	60.0%	79.0%	60.0%	79.0%
15*	Average number of business days to complete first review of residential permit application (Planning & Development)	8	10	1	10	8
16*	Average number of business days to complete first review of commercial permit application (Planning & Development)	2	15	10	15	15
17	Percentage of attracted private investment documented by contract that occurs in Target Areas (Office of Economic Development)	N/A	40.0%	94.1%	40.0%	48.0%
Livable						
18	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	98.4%	85.0%	95.2%	85.0%	95.2%
19	Percentage increase in dogs and cats transferred to rescue partners (Dallas Animal Services)	41.9%	5.0%	12.0%	5.0%	12.0%
20	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	100.0%	90.0%	128.8%	90.0%	128.8%
21	"Percentage of service requests resolved within 21 days (Office of Homeless Solutions)"	87.0%	85.0%	91.7%	85.0%	91.7%
22	"Percentage of garbage and recycling routes completed on time (Sanitation Services)"	99.9%	95.0%	99.8%	95.0%	99.8%
23	Residential recycling diversion rate (Sanitation Services)	18.2%	20.5%	17.6%	20.5%	17.6%

FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Sustainable						
24	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	75.3%	77.3%	75.3%	75.3%	77.3%
25	Planned lane miles improved (792 of 11,770 miles) (Transportation & Public Works)	98.4%	70.0%	92.4%	100.0%	100.0%
26	Percentage of planned sidewalk projects completed (Transportation & Public Works)	N/A	77.0%	50.0%	100.0%	100.0%
27	Percentage of potholes repaired within three days (Transportation & Public Works)	97.7%	98.0%	96.1%	98.0%	96.1%
28	Percentage of signal malfunction responses within 120 minutes (Transportation & Public Works)	90.4%	80.0%	79.7%	80.0%	79.7%
29	Percentage of long line pavement marking miles restriped (611 of 1,223 miles) (Transportation & Public Works)	50.0%	39.4%	27.6%	50.0%	50.0%
Fiscally Sound						
30	Percentage of invoices paid within 30 days (City Controller's Office)	79.7%	85.0%	85.0%	85.0%	85.0%
Core						
31	Percentage of vehicles receiving preventive maintenance on schedule (Compliance I) (Equipment & Fleet Management)	N/A	65.0%	71.8%	65.0%	65.0%
32	Percentage of customers satisfied with call experience (Office of Communications & Customer Experience/311)	89.1%	88.0%	92.7%	88.0%	92.7%
33	Completion rate for informal solicitations (Procurement Services)	22.2%	80.0%	92.7%	80.0%	92.7%
34	Percentage of dollars spent with local M/WBE businesses (Procurement Services)	80.9%	70.0%	75.8%	70.0%	75.0%
35	Percentage spent with local businesses (Procurement Services)	59.0%	40.0%	43.6%	40.0%	40.0%

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

FY 2023-24 Dallas 365

VARIANCE NOTES

1 DFR continues to experience increased EMS response times due to several factors: emergency response volume remains high (typical for this time of year) 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. However, DFR continues to see an overall improvement in EMS response times since the beginning of the fiscal year. This is due, in part, to improved operational efficiency through additional resources and new response programs aimed at directly addressing high frequency/low acuity incident types. DFR remains confident that these improvements to our emergency response model will continue this positive trend.

4 DPD continues to strategize to achieve the goal of hiring 250 police officers, which will increase the percentage of calls answered within eight minutes. To date, 187 recruits have begun the academy for FY 2023-24, and the referral incentive program is in development and funding to support the program is included in the FY 2024-25 budget. For the September academy class, 60 recruits are projected which will provide an increase in police personnel.

7 There has been continued improvement in the number of incoming behavioral health calls responded to by RIGHT Care. The proportion of calls initially dispatched as non-behavioral health-related but later handled by the unit has remained high, primarily due to increased patrol requests for assistance. The continued use of partner response teams is assisting with the increase rate of response to behavioral health calls, and we are addressing recent staffing and vehicle limitations within the RIGHT Care Unit to improve response rates. Despite these challenges, the unit is on pace to answer more than 12,000 calls for service in FY2024, suggesting we are on pace to meet our annual target.

23 While recycling tonnage remains consistent each month at 17 to 18 percent, collection depends on residents' behavior and participation in the program. The Sanitation Outreach Team is actively educating and informing the public about the City's recycling program to encourage participation. As of July 2024, the Sanitation Outreach Team has hosted 197 events across various Sanitation and Council districts.

26 PBW is currently at 65 percent completion for total miles of sidewalk improvements completed, slightly below the target due to unforeseen staff shortages by contractor. Performance is expected to increase as the contractor hires more staff to assist with the workload. The YTD Actual anticipates improvement for September 2024.

29 TRN is under the target due to rain delays in April, May, and June of 2024. Performance has increased and all remaining faded long line miles are expected to be completed on target this year.

BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker (BIT) 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). We have organized the BITs by the seven pillars of our Foundational Structure. The BIT numbers remain the same.

 16 Complete	 10 On Track	 1 On Hold	 8 At Risk	 0 Canceled
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In the Spotlight

Composting: Zero Waste Plan

The City of Dallas generates around 2.8 million tons of waste annually and is working to achieve its Zero Waste Plan goals by increasing education on waste reduction, especially in the commercial sector. This effort includes a focus on equity, tailoring recycling campaigns to different communities, and promoting market development in southern Dallas. In support of these goals, the City has conducted a feasibility study for a composting site at the McCommas Bluff recycling location, funded by a grant from the North Central Texas Council of Governments, with completion expected by August 2025.



FY 2023-24 Budget Initiative Tracker

SAFE**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 Through July, DPD has hired 187 personnel, which includes laterals, rehires, and trainees. One class remains with a target of 50 or more officers graduating for an end of year total of 237 recruits. Current trends show that DPD is unlikely to hit the target headcount due to higher attrition in FY 2022-23 causing the starting headcount to be 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 July, DFR has filled 24 Single Function Paramedics positions of the allocated 32 positions. The vacant Single Function Paramedic shifts are being covered by Fire-Rescue Officers. In July, DFR 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 for the new Forensic Lab and positions have been reclassified and posted. Interviews are scheduled for August through September.

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 Through July, DFR has hired 269 personnel, which includes laterals, rehires, trainees, Fire-Rescue Officers (FRO), Single Function Paramedics, and Fire Prevention Officers. The October, January, April, and July academy classes had 60 FRO recruits enrolled. As of July, DFR has 2,202 uniform personnel achieving its headcount goal. DFR expects to end FY 2023-24 with 2,187 sworn employees after anticipated attrition.

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. DPD currently has 225 Flock cameras deployed across the city, with 363 additional cameras estimated to be deployed in FY 2024-25.

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 DPD reassigned 20 non-uniform positions to investigations and operations from other areas in DPD. There are 17 positions that have been filled. Interviews are being coordinated for the remaining three positions.

FY 2023-24 Budget Initiative Tracker

VIBRANT**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 in the process of recruiting and interviewing for the eight City Marshal positions with three positions expected to be sent to Parks after training. All Park Ranger positions are currently filled. For park security, 20 cameras are currently being installed by the end of FY 2023-24 in 17 different parks, trails, and tennis court locations. Camera trailers have been delivered to the Marshal's office with ITS working with the vendor to connect to the servers. The Marshals transport trailer has been purchased and received with the Marshals allocation of one Drone, one UTV and patrol Bikes in their possession. PKR has their allocation of bikes and UTVs as well.

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 The Library expanded hours to six days per week on January 30, 2024 and has hired sufficient positions to allow for the additional hours to be covered with non-overtime shifts.

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 scope of services for community partners who can support the Day Labor Center Program. SBC met with Equipment & Fleet Management and First Class Auto to do a walk through of the Mobile RV unit (Class A) to discuss interior and exterior modifications in June 2024. Anticipated quote will be sent to the new lead department for final approval.

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 began with the City on June 17, 2024. The position will provide leadership to the Office of Community Care's Senior Services division and is dedicated to enhancing the lives of older adults within the city of Dallas. The responsibilities as the City's first Age Friendly Officer include providing strategic leadership and coordinating efforts across 43 city departments. Specifically, they will focus on developing and implementing programs tailored to the needs of older adults, improving outreach, and recommending enhancements to city-wide initiatives that support the well-being of the aging community.

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 is in the final phase of the updated Analysis of Impediments (Ai) with the plan to be completed by September 2024. The (Ai) is one critical component of the comprehensive Fair Housing Equity Plan expected to be completed in FY 2024-25.

FY 2023-24 Budget Initiative Tracker

GROWING**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 approved by City Council on April 10, 2024. The consultant began assisting with zoning case reviews in January 2023, handling about 65 applications, which represents 18% of the annual total. Currently, around 25 cases are still under review, with new applications continuously assigned. For recent submissions, the rezoning timeline has returned to the usual four-month period from application to City Council approval.

2 Community Development Team

INITIATIVE Launch a Community Development Team to advance community-oriented real estate projects with catalytic potential. In FY 2023-24, CDV 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) (CDV).

STATUS As of July, CDV has attended introductory meetings with seven departments, participated in 65 collaborative community and public engagements, and has initiated notable catalytic projects (such as the Martin Luther King Jr. Dart Station Projects and the Icehouse Building - Deep Ellum) to fulfill the department mission in partnering with stakeholders, local emerging developers, and business owners to advance real estate projects in priority areas. In FY 2024-25, CDV will be absorbed into the Department of Housing and Neighborhood Revitalization along with their five community development managers. The new department will be called the Department of Housing and Community Development (HOU).

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 July, 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, with the goal of potentially making incentive offers involving infrastructure investment funds in FY 2024-25.


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. All fee changes have since been fully enacted. The new fees are aimed to align 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.

FY 2023-24 Budget Initiative Tracker

GROWING

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

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

STATUS City Council approved a contract with Inspire Dallas to be the KBHCCD Component 1 Project Manager on September 13, 2023. CES staff are conducting procurements for Architecture and Engineering design and Construction Manager at Risk firms. It is not anticipated that procurement will be complete in FY 2023-24.

9 **Minor Home Repair Program** 

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

STATUS Housing has put forth an 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. HOU is accepting applications from August 19-30, 2024 and will award grants in September 2024.

FY 2023-24 Budget Initiative Tracker

LIVABLE**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 The initial DRTRR initiative was an investment by the City, County, and partners to re-house 2,700 individuals. That goal was met in October 2023. The DRTRR contributed to substantial progress which allowed the system to secure new private and CoC funds. The Real Time Rehousing Initiative was expanded, to include two additional pathways out of homelessness (Diversion and Permanent Supportive Housing). Since the launch of the expansion in May 2023, the Real Time Rehousing Initiative (Rapid Rehousing, Diversion, and Permanent Supportive Housing) has provided over 12,000 housing placements as of July 2024.

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 authorized the acceptance of a grant and execution of a grant agreement from the North Central Texas Council of Governments (NCTCOG) to fund a feasibility study on April 10, 2024. SAN is in the process of securing the services of a solid waste engineering firm to conduct this study and finalize a composting site location. SAN anticipates completion by grant period ending August 2025.

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 continues to halt CCS enforcement and registration for the Short-Term rental program with trial remaining delayed. CCS staff is working to ensure prompt resumption of the program after the court decision. Temporary assignments while awaiting direction include inspecting and upholding standards for boarding home facilities, single-family rentals, multi-tenant registrations, and investigating calls for service. This serves as additional training for the transition into short-term rental enforcement and as of July, these inspectors have collectively completed 9,227 comprehensive inspections.

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 July, demolition has been completed at 27 properties and 10 properties are in queue to be demolished with court orders expected to be received in the coming months.

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 all three positions allocated for FY 2023-24. As of July, the Volunteer Community Clean-Up program has completed 105 community cleanups and anticipates completing an additional 10 by September 2024. Additionally, the Community Clean Trash-Off program has completed 17 events and anticipates another two to be completed by September 2024.

23 Night Entertainment 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 filled all five positions and staff are actively operating the designated overnight shift and addressing entertainment venues-related ordinance.

FY 2023-24 Budget Initiative Tracker

LIVABLE

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 continues to host 2-3 spay and neuter events each month in targeted areas. As of July, DAS has completed 1,599 surgeries and anticipates completing over 2,000 surgeries by the end of FY 2023-24. These additional surgeries will help reduce the animal population, bolster the spay/neuter capacity, enhance compliance with violations and citations, and diminish the loose animal population in Dallas.

FY 2023-24 Budget Initiative Tracker

SUSTAINABLE**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 On August 5, the OEQS Urban Agriculture Division announced its partnership with Dallas County Health and Human Services (DCHHS) on the implementation of an Urban Agriculture Infrastructure Support Program to develop and manage the distribution of grants. DCHHS will be tracking metrics and reports on evaluations of recipients to OEQS monthly, and will have one year to implement the program and distribute the funds. The purpose of the grant funds is to assist farmers and food growers in the planning, design, installation, and renovation of eligible infrastructure such as community gardens, rooftop farms, and hydroponic. While the application period will be open from August 5 to September 2, the grant may not be fully awarded until October 2024.

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 July, PBW has spent \$3,841,415 to continue to work on the sidewalk improvements for the Sidewalk Master Plan FY 2023-24. PBW is on track to complete 6 sidewalk projects which equates to approximately 6.28 miles of sidewalk improvements by September 2024.

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 and the implementation schedule is in progress to be completed September 2024.

13 Solar Installation 

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

STATUS A Approximately \$200,000 has been spent to upgrade the electrical switchgear equipment at the Bachman Recreation Center to support the new solar and battery system to be installed at that facility. The remaining balance of the \$500,000 will be used for maintenance and repair of existing failed solar equipment installed on City facilities to ensure that our current solar systems are operating at their full potential. The solicitation for maintenance and repair of existing solar equipment installed on City facilities was advertised from June 6-13, 2024 and final vendor bids received on July 19, 2024, with an estimated Council approval date of October 23, 2024.

27 Street Maintenance 

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

STATUS As of July, PBW completed 304.37 lane miles of streets maintenance work and spent \$77,797,177 in funding.

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. Bids were due by April 26, 2024, and the design award was approved by City Council on August 28.

FY 2023-24 Budget Initiative Tracker

SUSTAINABLE

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 July 2024, SDM has spent \$21.0 million citywide on the completion of one project, two projects under construction, 11 projects in design, and 17 that are in development.

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 worked with the Small Business Center (SBC) to contribute Green Job Skills funding to SBC's interlocal agreement with Dallas College to offer two Electric Vehicle (EV) related trainings. OEQS staff will meet with Human Resources and Equipment & Fleet Management to determine next steps for developing an agreement with Dallas College.

FY 2023-24 Budget Initiative Tracker

CORE**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 July, ITS has spent \$4,866,952 for the following technology projects: The rehosting of 911 CAD and call recording servers will be completed in December, and the Code Compliance Inventory project is complete.

The remaining projects status are as following: The AdvantageDallas project to upgrade the financial and budget systems are in the testing phase of the project and on schedule for October 2024 implementation. For Salesforce expansions, the Office of Community Care's Online Grant Management and the CMO's Enterprise Community & Employee Engagement are in the configuration phase with tentative completion dates by September 2024. The Dallas Police's Procurement Automation - Phase 1 projects is pending final approval for go live in August 2024 (moved from June). Finally, the Office of Procurement Services' Solicitation Management project for phase 2 is still in the discovery phase. The RFCSP for the DFR's Station Alerting System is pending procurement completion and contract award. Updates are ongoing for Dallas Police's body worn camera infrastructure.

7 Procurement Services - Enhanced Services 

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

STATUS As of July, OPS has onboarded all five positions. Through staffing and process improvements, OPS is actively working to track and monitor the decrease of contract development by 45 days before the end of the fiscal year. Additionally, OPS is reviewing staffing structure for FY 2024-25 Budget to maximize the contract development process.

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 The Black Chamber of Commerce has a graduation planned for August 7, 2024 for 26 students. The application deadline for the second Dallas Accelerators Pilot Program (DAP) has been extended until July 15, 2024. The Black Chamber of Commerce received 15 applications and Cen-Tex received 14 applications. Accepted applicants are expected to begin courses in August. This project has transitioned to the Office of Procurement Services effective August 1, 2024. The new department is reviewing existing project plans and commitments to determine a path forward.

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.



5
Complete



3
On Track



0
On Hold



6
At Risk



0
Canceled

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 CEO was hired in July. The three year work plan is now in development. EDC began work on addendum 1 related to 7800 N Stemmons. A budget submitted to City of Dallas and the remainder of funds for FY 2023-24 approved to be transferred to the EDC.

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. This project is set to close in September 2024. On August 24, 2022, City approved authorizing \$4,100,000 to be allocated to Cypress Creek at Montfort, a mixed-income multifamily development in District 11. Due to increased development costs, on December 13, 2023, Housing allocated an additional \$7,600,000 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 July 2024, \$5,500,000 has been spent or encumbered for 17 homes under construction and 23 that have been completed. By end of summer 2024, \$4,500,000 will be encumbered for infrastructure improvements including water, wastewater, and sewer utilities.

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, four in February 2024, five in April 2024, one in June, and one in July for a total of 25 sites. The remaining 38 Wi-Fi sites have received Access Point equipment and the vendor will provide an installation timeline by the end of September.

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 million over three years will be completed in FY 2024-25. As of July, TRN has spent and encumbered \$12.8 million on the design of 92 signals and construction of 77 signals associated with both the FY 2021-22 and FY 2022-23 initiatives.

32 Bike Lanes 

INITIATIVE The project to improve the bike lane network is a multi-year effort and multi-year 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 July 2024, TRN has spent \$2,700,000 of the \$4,500,000 in available funding on design, study, or completion of 16.9 lane miles. TRN is presenting two Bike lane engineering contracts to City Council for approval in the Fall.

34 Accessibility 

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

STATUS Through July 2024, ITS and OEI have continued with software acquisition efforts. Due to new city security standards, vendors must now meet additional state registration requirements for City software purchases. The team is actively working with vendors to ensure compliance with these requirements. The acquisition team has now moved software purchasing and licensing to SHI, a City-approved vendor, for software support. 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 Through March 2024, 30 identified, occupied unserved areas, including 84,616 feet of new pipelines have been awarded for construction to receive water and wastewater infrastructure improvements. Thirteen additional locations, including 15,203 feet of new pipelines, have been bid and construction award is planned in FY 2024-25. One additional location will be delivered in coordination with private development planned to begin in FY 2024-25.

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 that includes cataloging the current code standards, benchmarking the code per best practices, GIS analysis, and outline of the website content. A working document has been reviewed by staff; the consultant is currently adjusting draft based on staff's input. Public engagement will begin after the completion of ForwardDallas.

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 drafted plan was approved by City Council in May and submitted to the state in compliance with the Water Conservation and Drought Contingency regulatory requirements.

17 Innovative Equipment and Technology 

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

STATUS DPD has integrated the ALPR Technology into the dash cams in all marked squad cars. The mobile and portable radio project is complete with 3,900 radios being issued and the remainder are being stored for new staff or replacements. ITS and DPD have migrated the existing Records Management System (RMS) to updated servers to address Criminal Justice Information Services (CJIS) compliancy issues. Taser 7 is currently being issued during training academy, with about 2,400 devices deployed.

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 Through July 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 security systems include but are not limited to the integration of access controls, cameras, intercoms, panic buttons and intrusion alarms to be installed and upgraded in the City buildings and facilities. As of July 2024, \$2.8 million will be encumbered to provide and install equipment at the central library and branch libraries, Moody Auditorium, 4 Code Enforcement Buildings, City Hall, Dallas Animal Shelter, at the Oak Cliff and South Dallas Cultural Center.

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

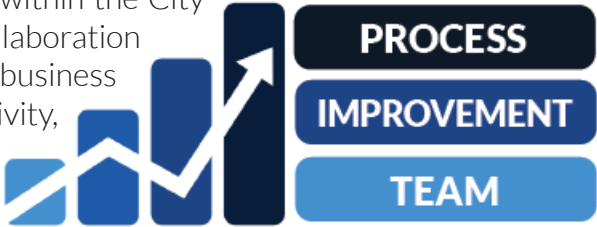
30 School Zone Flashing Beacons

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 July, TRN has spent or encumbered \$2,600,000 of \$5,000,000 allocated in FY 2021-22 through FY 2023-24, with 536 flashing beacons installed. The FY 2022-23 objective to install 500 school zone flashing beacons is complete.


PROCESS IMPROVEMENT

The Process Improvement Team aims to create a cultural shift within the City by encouraging issue identification and interdepartmental collaboration to effectively analyze and address problems. Using data, strong business skills, and proven best practices, we strive to increase productivity, improve customer satisfaction, and reduce waste.




The following table summarizes current Process Improvement projects for FY 2023-24. Projects are reported as Complete, On Track, Delayed, or Pre-Kickoff. A key component of continuous improvement is using baseline measures, which serve as a reference point for evaluating progress and effectiveness. These measures capture the current performance level before any changes are implemented, allowing for clear comparisons as improvements are made. This data-driven approach fosters a culture of continuous evaluation and refinement, ultimately driving operational excellence. Most projects will utilize baseline measures, however not all projects will have a baseline measure provided.

Project Status




3

Complete




2

On Track





0

Delayed







0

Pre-Kickoff

#	Project	Status	Timeline	Measure	Baseline
1	<p><u>DPD Workload Optimization</u></p> <p>Assess current operational demands to identify process improvement opportunities for workload management</p>		<p>January 2022 - December 2023</p>	<p>% Accurately Reported Hours</p>	<p>Unknown</p>
		<p>Status Update: <i>The review protocols, dashboard, and reports that will trigger leadership action have been identified. The project is complete and the technology option implemented.</i></p>			
2	<p><u>DWU/PDV/DFR</u></p> <p>Map water and wastewater permitting process, from start to finish including installation of items. Cross training and provide understanding of entire process for stake holders</p>		<p>April 2023 - November 2023</p>	<p>Reduce Errors, Breakdown Silos, Improving Communication</p>	<p>N/A</p>
		<p>Status Update: <i>The four main improvement items are as follows: 1) Prioritizing New Fire Hydrants with DWU, a joint memo from DFR and DWU addressing the issue was released in March 2024 detailing an implementation outline in the next few months; 2) Transitioning the City to Utilize 811 for DWU utility line locations; 3) Eliminating the "City" option to purchase utility connections; 4) Creating a permitting team within DWU and incorporating the inspection process with Building Inspection. 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.</i></p>			



#	Project	Status	Timeline	Measure	Baseline
3	<p><u>Low Sterrett Prisoner Intake</u> Reduce the amount of time DPD officers spend processing prisoners at Low Sterrett</p>		July 2023 - January 2024	Cycle Time/Arrest	228 mins/ arrest
<p>Status Update: 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 for warrants, family violence assaults, and Driving While Intoxicated (DWI) have all been sent to ITS. Once implemented, these customized reports are expected to save DPD officers 19,000 labor hours annually. While the project is complete from a Process Improvement Team (PIT) standpoint, the PIT continues to support the implementation of improvements.</p>					
4	<p><u>DPD Sworn Hiring Process</u> Reduce unnecessary attrition and decrease the number of days it takes to hire an applicant.</p>		February 2024 - April 2024	Calendar days between application and hire	134
<p>Status Update: The Executive Report-Out was held in April 2024, including four recommendations for Civil Service (CVS) and seven recommendations for Dallas Police Department (DPD). These recommendations could reduce the hiring process from 11.5 weeks to 7.8 weeks. While the project is complete from a Process Improvement Team (PIT) standpoint, the PIT continues to support the implementation of improvements. The class that started in July saw a reduction in average calendar days of 22.2, or 19%, from baseline. Civil Service recommendations include: 1) Send Civil Service exam test exam link immediately after application submission; 2) Only review applications where the applicant has passed Civil Service Exam (~30% reduction in manual review); 3) Reduce the amount of time allowed to take exam from 2 weeks to 1 week; and 4) Integrate Civil Service Exam with Workday. Dallas Police Department recommendations include: 1) Coordinate with CVS to reduce redundant documentation request; 2) Drive the process, once applicant completes CVS review email applicant with scheduled date of test; 3) Evaluate the use of the polygraph; 4) Eliminate redundant and unnecessary steps/paperwork, mail for transcripts, military documents, candidate withdrawal, etc.; 5) Use "National Student Clearinghouse to obtain transcripts; 6) Make conditional offer following successful completion of Phase 1 and allowing Psychological evaluation to be used during background investigation; 7) Provide web-based test platform for psychological evaluation, scantrons are used currently; and 8) Digitize process workflow (Workday).</p>					

#	Project	Status	Timeline	Measure	Baseline
	DFR Sworn Hiring Process Reduce unnecessary attrition and decrease the number of days it takes to hire an applicant.		May 2024 - September 2024	Calendar days between application and hire	214
			Status Update: As a result of the DPD Sworn Hiring Process Improvement project, the City Manager's Office has asked the PI team to look at DFR hiring. This project kicked-off in May. The team has been assembled, issues are being evaluated, data has been collected and analyzed, and an action plan is being prepared.		
5	311/Water Customer Service Increase speed-of-answer, and reduce abandonment rate.		April 2024- October 2024	Speed-of-Answer (SoA) and Abandonment Rate (AR)	SoA = 15:30 AR = 30%
			Status Update: The team has finished data collection and call observations. Data analysis has identified the top call volume types and call center staffing requirements. The team is working on recommendations for improvements and plans the report out for next month.		

