

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – September 2024**

Please find attached the August Budget Accountability Report (BAR) based on information through September 30, 2024. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides a financial forecast for all operating funds with an update on General Obligation Bond spending, economic indicators, status of Dallas 365, 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 Bizzor 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 September 30, 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	13% over budget	✓
Convention and Event Services	12% over budget	✓
Municipal Radio	13% under budget	27% under budget
Planning and Development	17% under budget	6% under budget
Sanitation Services	10% over budget	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	7% under budget	8% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	6% under budget	5% under budget
Information Technology	✓	9% under budget
Radio Services	✓	24% under budget
9-1-1 System Operations	✓	19% under budget
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ **23**  
On Target

! **7**  
Near Target

✗ **5**  
Not on Target

### Budget Initiative Tracker

● **23**  
Complete

✗ **11**  
Incomplete

|| **1**  
On Hold



# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through September 30, 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 September 30, 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		\$336,710,843	\$13,551,781
Revenues	1,837,576,470	1,842,444,518	1,741,140,219	1,830,926,247	(11,518,271)
Expenditures	1,837,576,470	1,842,444,518	1,749,134,401	1,830,926,247	(11,518,271)
Ending Fund Balance	\$323,159,062	\$323,159,062		\$336,710,843	\$13,551,781

**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; usage of Contingency Reserve in the amount of \$2,796,000 as approved by the City Council on May 8, 2024 for Fair Park maintenance, Old City Park programming, and real estate appraisals and brokerage services; and usage of Contingency Reserve in the amount of \$2,072,048 as approved by the City Council on September 11, 2024 for costs associated with the November 2024 Charter Review election.

**Revenues.** Through September 30, 2024, General Fund revenues are projected to be \$11,518,000 under budget due to reduced property tax, sales tax, and charges for services, partially offset by increased franchise and other revenues, operating transfers in, intergovernmental revenue, and interest earnings.

**Expenditures.** Through September 30, 2024, General Fund expenditures are projected to be \$11,518,000 under budget primarily due to salary savings from vacant uniform and non-uniform positions across General Fund departments and better-than-budgeted reimbursements, partially offset by uniform and non-uniform overtime expenses.

**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.

# FINANCIAL FORECAST REPORT

- 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.
- 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.
- September 25, 2024, by ordinance #32866 to transfer unencumbered balances across various departments, divisions, or purposes.

## 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	\$1,024,552,637	\$1,025,963,506	(\$21,632,130)
2	Sales Tax	451,745,839	451,745,839	401,672,746	442,411,947	(9,333,892)
3	Franchise and Other	126,633,664	126,633,664	117,235,823	128,501,976	1,868,312
4	Charges for Services	117,236,140	109,655,867	101,040,065	106,458,189	(3,197,678)
5	Fines and Forfeitures	20,117,759	20,117,759	19,287,706	19,293,529	(824,230)
6	Operating Transfers In	28,086,049	32,954,097	18,306,281	44,955,472	12,001,375
7	Intergovernmental	16,177,900	16,177,900	22,306,776	23,052,910	6,875,010
8	Miscellaneous	9,882,543	9,882,543	4,829,787	5,095,940	(4,786,603)
9	Licenses and Permits	6,100,940	13,681,213	13,517,271	13,546,970	(134,243)
10	Interest	14,000,000	14,000,000	18,391,127	21,645,808	7,645,808
	<b>Total Revenue</b>	<b>\$1,837,576,470</b>	<b>\$1,842,444,518</b>	<b>\$1,741,140,219</b>	<b>\$1,830,926,247</b>	<b>(\$11,518,271)</b>

**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 \$21,632,000 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.

**3 Franchise and Other.** Franchise and Other is projected to be \$1,868,000 over budget due to an increase in commercial container revenues.

**4 Charges for Services.** Charges for Services revenue is projected to be \$3,198,000 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 and increased emergency ambulance service collections.

**5 Fines and Forfeitures.** Fines and Forfeitures revenue is projected to be \$824,000 under budget due to a decrease in auto pound storage fee collections, declines in citations filed with Dallas Municipal Court, and a decrease in parking fine revenues. This is partially offset by an increase in issuances of civil penalty fees assessed on civil ordinance violations.

## 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.

**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 \$12,001,000 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.

**7 Intergovernmental.** Intergovernmental revenue is projected to be \$6,875,000 over budget due to higher-than-budgeted payments from the DFW Airport revenue-sharing agreement with the City of Euless, the City of Irving, the City of Grapevine, anticipated revenues from the school resource officer program, and an increase in reimbursement from TxDOT for litter and mowing services.

**8 Miscellaneous.** Miscellaneous revenue is projected to be \$4,787,000 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 \$7,646,000 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	\$294,990,978	\$277,743,889	\$288,287,747	(\$6,703,231)
	Non-uniform Overtime	7,963,253	8,045,917	13,663,070	14,093,390	6,047,473
	Non-uniform Pension	42,275,230	42,304,367	40,391,595	44,085,456	1,781,089
	Uniform Pay	544,271,659	544,271,664	524,588,277	533,327,536	(10,944,128)
	Uniform Overtime	72,658,144	88,538,390	96,836,588	98,579,728	10,041,338
	Uniform Pension	187,861,142	187,857,480	180,118,937	186,290,755	(1,566,725)
	Health Benefits	97,632,432	97,632,434	56,648,381	97,632,934	500
	Workers Comp	13,051,299	13,051,300	13,051,300	13,051,300	0
	Other Personnel Services	14,204,686	14,211,120	13,494,479	14,509,098	297,978
<b>1</b>	<b>Total Personnel Services</b>	<b>\$1,278,339,260</b>	<b>\$1,290,903,650</b>	<b>\$1,216,536,516</b>	<b>1,289,857,944</b>	<b>(\$1,045,706)</b>
<b>2</b>	<b>Supplies</b>	<b>92,646,763</b>	<b>93,215,994</b>	<b>89,257,008</b>	<b>97,777,627</b>	<b>4,561,633</b>
<b>3</b>	<b>Contractual Services</b>	<b>531,126,582</b>	<b>697,138,357</b>	<b>666,413,107</b>	<b>695,614,539</b>	<b>(1,523,818)</b>
<b>4</b>	<b>Capital Outlay</b>	<b>25,239,244</b>	<b>32,339,516</b>	<b>28,266,063</b>	<b>28,440,682</b>	<b>(3,898,834)</b>
<b>5</b>	<b>Reimbursements</b>	<b>(89,775,379)</b>	<b>(271,152,998)</b>	<b>(251,338,293)</b>	<b>(280,764,545)</b>	<b>(9,611,547)</b>
	<b>Total Expenditures</b>	<b>\$1,837,576,470</b>	<b>\$1,842,444,518</b>	<b>\$1,749,134,401</b>	<b>\$1,830,926,247</b>	<b>(\$11,518,271)</b>

**VARIANCE NOTES**

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

**1 Personnel Services.** Personnel Services are projected to be \$1,046,000 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 (\$7,884,000), DFR (\$2,157,000), and non-uniform overtime expenses.

**2 Supplies.** Supplies are projected to be \$4,562,000 over budget due to DFR expenses for fleet maintenance, repair, and medical supplies; 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 and by \$19,857,314 on September 25, 2024 by ordinance #32866 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 \$3,899,000 under budget due to reduced scheduled maintenance in Park & Recreation facilities and utilization of grant funding to purchase DPD camera trailers.



# GENERAL FUND EXPENDITURES

## 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.

**5 Reimbursements.** City Council increased Reimbursements budget by \$159,316,000 on February 28, 2024 by ordinance #32663 and by \$19,857,314 on September 25, 2024 by ordinance #32866 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	\$4,365,977	\$3,666,722	\$4,124,240	(\$241,737)
2*	City Attorney's Office	23,799,058	23,595,047	21,216,469	23,443,448	(151,599)
3	City Auditor's Office	3,266,138	3,180,464	2,710,317	2,948,610	(231,854)
4	City Controller's Office	9,162,430	8,954,620	8,216,303	8,581,656	(372,964)
5	Independent Audit	767,071	767,071	757,500	767,071	0
6	City Manager's Office	3,389,700	4,108,393	3,491,352	3,727,479	(380,914)
7	City Marshal's Office	21,905,930	21,984,594	20,829,882	21,901,951	(82,643)
8	Jail Contract	8,594,776	8,594,776	8,594,776	8,594,776	0
9	City Secretary's Office	3,509,388	3,568,821	3,168,949	3,548,467	(20,354)
10	Elections	1,946,292	4,018,340	3,847,090	3,882,443	(135,897)
11	Civil Service	2,762,162	2,762,162	2,579,488	2,762,162	0
12	Code Compliance	45,562,455	44,612,455	38,067,146	42,748,511	(1,863,944)
13	Dallas Animal Services	19,180,051	20,869,937	20,261,194	20,869,937	0
14	Dallas Fire-Rescue	413,381,222	415,731,698	400,387,099	414,791,019	(940,679)
15	Dallas Municipal Court	8,370,958	8,103,921	7,098,609	7,819,953	(283,968)
16	Dallas Police Department	656,936,353	662,161,049	625,809,580	662,161,049	0
17	Data Analytics & Business Intelligence	6,108,162	6,091,723	5,173,973	5,816,253	(275,470)
18	Facilities & Real Estate Management	31,078,791	31,448,243	29,967,226	31,448,243	0
19	Housing & Neighborhood Revitalization	6,920,100	6,833,897	5,743,977	6,729,617	(104,280)
20	Human Resources	9,186,760	9,604,221	8,869,320	9,604,221	0
21*	Judiciary	4,397,241	4,443,114	3,982,642	4,443,114	0
22	Library	43,489,755	43,197,485	38,473,597	42,305,453	(892,032)
	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	8,958,792	8,280,127	8,909,926	(48,866)
26	Office of Community Care	10,114,699	9,885,835	8,655,169	9,080,878	(804,957)
27	Office of Community Development	754,620	679,910	466,781	557,206	(122,704)
28	Office of Community Police Oversight	784,565	689,422	490,580	591,081	(98,341)
29	Office of Emergency Management	1,251,963	0	0	0	0
30	Office of Emergency Management & Crisis Response	0	6,374,850	5,965,733	6,046,534	(328,316)
31	Office of Environmental Quality & Sustainability	6,244,743	5,992,959	7,946,097	5,625,766	(367,193)
32	Office of Equity & Inclusion	3,785,554	3,566,163	3,181,913	3,371,711	(194,452)
33	Office of Government Affairs	1,112,725	1,081,046	978,095	1,044,701	(36,345)
34	Office of Homeless Solutions	17,850,149	17,811,646	16,138,078	16,442,721	(1,368,925)
35	Office of Integrated Public Safety Solutions	5,822,887	0	0	0	0
36	Small Business Center	4,354,640	2,573,373	2,254,135	2,406,931	(166,442)
37	Mayor & City Council	7,399,447	7,381,202	6,173,524	6,942,097	(439,105)
38	Non-Departmental	128,443,112	126,972,765	124,282,863	126,173,342	(799,423)
39*	Office of Arts & Culture	23,180,773	23,180,773	22,668,802	19,800,211	(3,380,562)
40	Office of Economic Development	3,679,042	3,731,044	4,447,894	3,679,044	(52,000)
41*	Park & Recreation	120,076,933	123,643,966	123,344,758	127,205,857	3,561,891
42	Planning & Development	8,024,033	7,224,033	7,419,291	6,681,983	(542,050)
43	Procurement Services	3,500,823	3,381,886	2,734,951	3,151,984	(229,902)
44	Public Works	88,552,090	88,803,363	85,146,713	88,803,363	0
45	Transportation	59,125,541	58,125,541	52,257,743	58,003,298	(122,243)
	<b>Total Departments</b>	<b>\$1,832,302,034</b>	<b>\$1,839,056,577</b>	<b>\$1,745,746,460</b>	<b>\$1,827,538,306</b>	<b>(\$11,518,271)</b>
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	0	0	0	0
	<b>Total Expenditures</b>	<b>\$1,837,576,470</b>	<b>\$1,842,444,518</b>	<b>\$1,749,134,401</b>	<b>\$1,830,926,247</b>	<b>(\$11,518,271)</b>

\*BMS did not receive a department update for the September 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.

**1 Budget & Management Services.** City Council decreased BMS' budget by \$54,000 on September 25, 2024 by ordinance #32866 due to salary savings. BMS is projected to be \$242,000 under budget due to salary savings associated with four vacant positions.

**2 City Attorney's Office.** City Council decreased ATT's budget by \$204,000 on September 25, 2024 by ordinance #32866 due to salary savings.

**3 City Auditor's Office.** City Council decreased AUD's budget by \$86,000 on September 25, 2024 by ordinance #32866 due to salary savings and a decrease in spending related to co-sourcing services. AUD is projected to be \$232,000 under budget due to salary savings associated with two vacant positions and a decrease in spending related to co-sourcing services.

**4 City Controller's Office.** City Council decreased CCO's budget by \$208,000 on September 25, 2024 by ordinance #32866 due to salary savings.

**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. City Council increased CMO's budget by \$299,000 on September 25, 2024 by ordinance #32866 due to salary expenses related to position classification actions to better meet department operations and executive support functions and termination payments for retiring employees. CMO is projected to be \$381,000 under budget due to salary savings associated with four vacant positions.

**7 City Marshal's Office.** City Council increased MSH's budget by \$77,000 on September 25, 2024 by ordinance #32866 due to psychological testing for new hires and electric repairs on equipment.

**9 City Secretary's Office.** City Council increased SEC's budget by \$59,000 on September 25, 2024 by ordinance #32866 due to temporary help needed to assist with DPD open record requests.

**10 Elections.** City Council increased the Elections budget by \$2,072,000 on September 11, 2024 by resolution #24-1312 for costs associated with the November 2024 Charter Review election.

**12 Code Compliance.** City Council decreased CCS' budget by \$950,000 on September 25, 2024 by ordinance #32866 due to salary savings. CCS is projected to be \$1,864,000 under budget due to salary savings associated with 65 vacant positions, partially offset by increased expenses for temporary staffing and demolitions.

**13 Dallas Animal Services.** City Council increased DAS' budget by \$1,690,000 on September 25, 2024 by ordinance #32866 due to expenses related to animal food, security services, day labor, and professional service expenditures as a result of shelters being over capacity.

**14 Dallas Fire-Rescue.** City Council increased DFR's budget by \$2,350,000 on September 25, 2024 by ordinance #32866 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. DFR is projected to be \$941,000 under budget due to a transfer of deployment reimburseable expenses to the deployment fund.

**15 Dallas Municipal Court.** City Council decreased CTS' budget by \$267,000 on September 25, 2024 by ordinance #32866 due to salary savings.

## VARIANCE NOTES

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

**16 Dallas Police Department.** City Council increased DPD's budget by \$5,225,000 on September 25, 2024 by ordinance #32866 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.

**17 Data Analytics & Business Intelligence.** City Council decreased DBI's budget by \$16,000 on September 25, 2024 by ordinance #32866 due to salary savings. DBI is projected to be \$275,000 under budget due to salary savings associated with five vacant positions and the expiration of the Data Academy contract due to reduced participation.

**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.

**19 Housing & Neighborhood Revitalization.** City Council decreased HOU's budget by \$86,000 on September 25, 2024 by ordinance #32866 due to salary savings.

**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. City Council increased HR's budget by \$354,000 on September 25, 2024 by ordinance #32866 due to temporary staffing expenses associated with Workday system expansion.

**21 Judiciary.** City Council increased CTJ's budget by \$46,000 on September 25, 2024 by ordinance #32866 due to expenses related to interpreter services.

**22 Library.** City Council decreased LIB's budget by \$292,000 on September 25, 2024 by ordinance #32866 due to salary savings. LIB is projected to be \$892,000 under budget due to salary savings associated with 35 vacant positions.

**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.

**25 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. City Council decreased CCX' budget by \$1,150,000 on September 25, 2024 by ordinance #32866 due to salary savings 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. City Council decreased OCC's budget by \$264,000 on September 25, 2024 by ordinance #32866 due to salary savings. OCC is projected to be \$805,000 under budget due to salary savings associated with seven vacant positions and use of prior year capacity for Financial Empowerment programming and other professional services.

## 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.

**27 Office of Community Development.** City Council decreased CDV's budget by \$75,000 on September 25, 2024 by ordinance #32866 due to salary savings. CDV is projected to be \$123,000 under budget due to salary savings associated with three vacant positions.

**28 Office of Community Police Oversight.** City Council decreased OCPO's budget by \$95,000 on September 25, 2024 by ordinance #32866 due to salary savings. OCPO is projected to be \$98,000 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. City Council decreased ECR's budget by \$700,000 on September 25, 2024 by ordinance #32866 due to salary savings and decreased contractual services expenses for violence intervention and blight remediation contracts.

**31 Office of Environmental Quality & Sustainability.** City Council decreased OEQS' budget by \$252,000 on September 25, 2024 by ordinance #32866 due to salary savings. OEQS is projected to be \$367,000 under budget due to salary savings associated with 10 vacant positions and decreased utilization of funding related to water conservation and CECAP.

**32 Office of Equity & Inclusion.** City Council decreased OEI's budget by \$219,000 on September 25, 2024 by ordinance #32866 due to salary savings. OEI is projected to be \$194,000 under budget due to salary savings associated with one vacant positions and decreased utilization of contractual services.

**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. City Council decreased OGA's budget by \$51,000 on September 25, 2024 by ordinance #32866 due to salary savings.

**34 Office of Homeless Solutions.** City Council decreased OHS' budget by \$39,000 on September 25, 2024 by ordinance #32866 due to savings in supplies. OHS is projected to be \$1,369,000 under budget primarily due to the sanctioned encampment project still being under development.

**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. City Council decreased SBC's budget by \$1,500,000 on September 25, 2024 by ordinance #32866 due to salary savings and decreased utilization of contractual services. SBC is projected to be \$166,000 under budget due to savings in contractual services.

## 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.

**37 Mayor & City Council.** City Council decreased MCC's budget by \$18,000 on September 25, 2024 by ordinance #32866 due to salary savings. MCC is projected to be \$439,000 under budget due to salary savings associated with nine vacant positions.

**38 Non-Departmental.** City Council decreased Non-D's budget by \$1,470,347 on September 25, 2024 by ordinance #32866 due to salary savings. Non-D is projected to be \$799,000 under budget due to reduced TIF district payments and costs for Master Lease drawdowns.

**39 Office of Arts & Culture.** OAC is projected to be \$3,381,000 under budget due to a higher-than-budgeted reimbursement from Convention & Event Services due to increased Hotel Occupancy Tax (HOT) revenues.

**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. City Council increased PKR's budget by \$1,407,000 on September 25, 2024 by ordinance #32866 due to increased personnel expenses and unplanned maintenance and repairs related to the May storm. PKR is projected to be \$3,562,000 over budget due to higher-than-budgeted salary and temporary help costs.

**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. City Council decreased PDV's budget by \$800,000 on September 25, 2024 by ordinance #32866 due to salary savings. PDV is projected to be \$542,000 under budget due to salary savings associated with 22 vacant positions and a reduction in scope of the citywide Historic Resource Survey.

**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. City Council decreased OPS' budget by \$230,000 on September 25, 2024 by ordinance #32866 due to salary savings. OPS is projected to be \$230,000 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. City Council decreased PBW's budget by \$15,000 on September 25, 2024 by ordinance #32866 due to salary savings.

**45 Transportation.** City Council decreased TRN's budget by \$1,000,000 on September 25, 2024 by ordinance #32866 due to salary savings.

**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). \$565,000 was transferred to CMO to address overages related to termination payouts. City Council reallocated the remaining \$1,321,000 S&B budget on September 25, 2024 by ordinance #32866 to address overages in various departments.

## FY 2023-24 Financial Forecast Report

**ENTERPRISE FUNDS**

Department	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	YTD Actual	YE Forecast	Variance
<b>1 AVIATION</b>					
Beginning Fund Balance	\$87,104,190	\$87,104,190		\$108,814,479	\$21,710,289
Total Revenues	182,592,444	182,592,444	206,250,668	206,406,944	23,814,500
Total Expenditures	184,832,684	184,832,684	170,959,979	184,768,708	(63,976)
Ending Fund Balance	\$84,863,950	\$84,863,950		\$130,452,715	\$45,588,765
<b>2 CONVENTION &amp; EVENT SERVICES</b>					
Beginning Fund Balance	\$56,656,767	\$56,656,767		\$69,854,331	\$13,197,564
Total Revenues	137,145,998	137,145,998	131,807,746	\$153,041,044	15,895,046
Total Expenditures	137,145,998	152,931,223	100,120,766	\$152,931,223	0
Ending Fund Balance	\$56,656,767	\$40,871,542		\$69,964,152	\$29,092,610
<b>3 MUNICIPAL RADIO*</b>					
Beginning Fund Balance	\$337,211	\$337,211		\$176,692	(\$160,519)
Total Revenues	636,398	636,398	463,823	553,579	(82,819)
Total Expenditures	636,398	636,398	325,105	463,516	(172,882)
Ending Fund Balance	\$337,211	\$337,211		\$266,755	(\$70,456)
<b>4 PLANNING &amp; DEVELOPMENT</b>					
Beginning Fund Balance	\$20,815,859	\$20,815,859		\$19,390,635	(\$1,425,224)
Total Revenues	45,465,884	45,465,884	44,316,761	37,869,200	(7,596,684)
Total Expenditures	53,952,347	53,952,347	44,004,989	50,835,830	(3,116,517)
Ending Fund Balance	\$12,329,396	\$12,329,396		\$6,424,005	(\$5,905,391)
<b>5 SANITATION SERVICES</b>					
Beginning Fund Balance	\$23,377,689	\$23,377,689		\$20,910,931	(\$2,466,758)
Total Revenues	152,709,535	152,709,535	167,590,463	167,797,594	15,088,059
Total Expenditures	153,689,531	166,458,555	122,154,970	166,430,185	(28,370)
Ending Fund Balance	\$22,397,693	\$9,628,669		\$22,278,340	\$12,649,671
<b>6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES</b>					
Beginning Fund Balance	\$9,962,402	\$9,962,402		\$21,744,930	\$11,782,528
Total Revenues	80,093,972	80,093,972	80,099,330	80,099,330	5,358
Total Expenditures	80,093,972	89,089,948	61,760,719	86,322,743	(2,767,204)
Ending Fund Balance	\$9,962,402	\$966,426		\$15,521,517	\$14,555,091
<b>7 WATER UTILITIES</b>					
Beginning Fund Balance	\$97,247,412	\$97,247,412		\$157,544,609	\$60,297,197
Total Revenues	791,276,133	791,276,133	838,906,403	838,906,403	47,630,270
Total Expenditures	791,275,376	891,965,520	827,888,345	889,654,264	(2,311,256)
Ending Fund Balance	\$97,248,169	(\$3,441,975)		\$106,796,748	\$110,238,723

\*BMS did not receive a department update for the September 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	13,048,396	20,335,941	(1,707,536)
Total Expenditures	22,043,477	22,043,477	18,355,225	20,212,098	(1,831,379)
Ending Fund Balance	\$64,982	\$64,982		(\$120,000)	(\$184,982)

**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	53,175,876	70,607,027	(482,666)
Total Expenditures	71,794,210	74,105,122	64,427,483	70,974,532	(3,130,590)
Ending Fund Balance	\$3,384,097	\$3,384,097		\$5,143,691	\$1,759,594

**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	2,705,085	2,705,085	(163,705)
Total Expenditures	2,152,280	2,152,280	1,912,940	2,043,202	(109,078)
Ending Fund Balance	\$7,928,674	\$7,928,674		\$6,930,458	(\$998,216)

**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	99,724,645	122,300,511	660,644
Total Expenditures	131,784,124	131,784,124	119,241,198	121,022,665	(10,761,459)
Ending Fund Balance	\$9,184,666	\$9,184,666		\$22,969,672	\$13,785,006

**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	19,071,611	22,424,811	160,793
Total Expenditures	18,873,781	18,873,781	14,174,714	14,502,019	(4,371,762)
Ending Fund Balance	\$6,216,191	\$6,216,191		\$14,206,583	\$7,990,392



## 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	10,906,150	13,190,580	293,504
Total Expenditures	12,866,761	12,866,761	7,089,755	10,381,654	(2,485,107)
Ending Fund Balance	\$4,841,810	\$4,841,810		\$12,260,184	\$7,418,374

**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	430,100,862	(13,770,880)
Total Expenditures	420,687,511	420,687,511	323,709,457	399,295,496	(21,392,015)
Ending Fund Balance	\$137,246,228	\$137,246,228		\$131,777,374	(\$5,468,854)

**15 EMPLOYEE BENEFITS**

City Contributions	\$134,878,640	\$134,878,640	\$78,444,645	\$134,947,865	\$69,225
Employee Contributions	46,665,178	46,665,178	49,196,503	46,665,178	0
Retiree	25,583,019	25,583,019	22,652,447	25,583,019	0
Other	0	0	110,973	110,973	110,973
Total Revenues	207,126,836	207,126,836	150,404,568	207,307,035	180,199
Total Expenditures	\$205,942,598	\$205,942,598	\$202,685,835	\$210,418,581	\$4,475,983

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	\$19,175,986	\$19,175,986	\$813,387
Third Party Liability	10,033,670	10,033,670	10,826,073	10,826,073	792,403
Purchased Insurance	18,139,030	18,139,030	18,128,146	18,128,146	(10,884)
Interest and Other	0	0	1,306,378	1,306,378	1,306,378
Total Revenues	46,535,299	46,535,299	49,436,583	49,436,583	2,901,284
Total Expenditures	\$60,094,967	\$60,094,967	\$47,761,440	\$50,475,467	(\$9,619,500)

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 \$23,815,000 over budget due to greater-than-forecasted enplanements, which have 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 \$15,895,000 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 \$83,000 under budget due to a lower KERA reimbursement. WRR expenses are projected to be \$173,000 under budget due to lower indirect costs 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 \$7,597,000 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 \$3,117,000 under budget due to salary savings associated with vacant positions.

**5 Sanitation Services.** City Council increased SAN's expense budget by \$12,769,000 on September 25, 2024 by ordinance #32866 for costs associated with the May 2024 storm. SAN revenues are projected to be \$15,088,000 over budget due to higher volume of disposal business from commercial haulers.

**6 Storm Drainage Management.** City Council increased SDM's expense budget by \$5,996,000 on December 13 by resolution 23-1699 for a construction contract with Merrell Bros, Inc. for dredging at five locations and by \$3,000,000 on May 8, 2024 by ordinance #32723 for a capital construction transfer. SDM expenses are projected to be \$2,767,000 under budget due to salary savings.

**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 and by \$26,691,000 on September 25, 2024 by ordinance #32866 for higher prices for chemicals and higher water consumption. DWU revenues are projected to be \$47,630,000 over budget due to higher water consumption due to warmer weather. DWU expenses are projected to be \$2,311,000 under budget due to salary savings.

**8 Bond & Construction Management.** BCM revenues are projected to be \$1,708,000 under budget due to lower expenses and \$120,000 of FY 2023-34 expenses that will be recovered in FY 2024-25. BCM expenses are projected to be \$1,831,000 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.

## 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.

**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 \$483,000 under budget due to underruns in maintenance costs. EFM expenses are projected to be \$3,131,000 under budget due to vacancy savings.

**10 Express Business Center.** EBC revenues are projected to be \$164,000 under budget due to lower postage sales. EBC expenses are projected to be \$109,000 under budget due to reduced spending on goods.

**11 Information Technology.** ITS revenues are projected to be \$661,000 over budget due to interest earnings. ITS expenses are projected to be \$10,761,000 under budget due to a delay in the Master Lease program, contract savings and salary savings from vacancies, offset by use of temporary staffing.

**12 Radio Services.** Radio Services revenues are projected to be \$161,000 over budget due to interest earnings. Radio Services expenses are projected to be \$4,372,000 under budget due to use of grants and other funds to purchase equipment and lower than budgeted expenses for in-car DVR system services.

**13 9-1-1 System Operations.** 9-1-1 System Operations revenues are projected to be \$294,000 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 system maintenance as well as a delay in the Master Lease program.

**14 Debt Service.** Debt Service revenues are projected to be \$13,771,000 under budget due reduced property tax revenues, partially offset by higher interest earnings. Debt Service expenses are projected to be \$21,392,000 below budget primarily due to the delayed implementation 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 \$180,000 over budget due to interest earnings and City Contributions based on forecast usage. Employee Benefits expenses are projected to be \$4,476,000 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 \$2,901,000 over budget due to interest earnings and higher-than-budgeted Worker's Compensation subrogation recovery. Risk Management expenses are projected to be \$9,620,000 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	\$376,394,897	\$109,928,516	\$47,657,587
B	Park and Recreation Facilities *	261,807,000	255,807,000	188,218,411	14,173,512	53,415,077
C	Fair Park	50,000,000	50,000,000	43,658,275	1,596,232	4,745,494
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	23,713,791	14,751,424	10,284,786
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	27,589,232	69,771	4,421,997
H	City Facilities	18,157,000	18,157,000	4,381,603	136,226	13,639,171
I	Economic Development	55,400,000	55,400,000	23,418,155	9,089,246	22,892,599
J	Homeless Assistance Facilities	20,000,000	20,000,000	17,455,025	2,348,296	196,679
<b>Total</b>		<b>\$1,050,000,000</b>	<b>\$1,044,000,000</b>	<b>\$733,003,973</b>	<b>\$152,130,505</b>	<b>\$158,865,522</b>

**2012 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements **	\$260,625,000	\$266,938,887	\$260,740,815	\$1,780,450	\$4,417,622
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	259,189,022	55,154,951	12,031,027
3	Economic Development	55,000,000	55,000,000	39,111,855	5,023,402	10,864,743
<b>Total</b>		<b>\$642,000,000</b>	<b>\$648,313,887</b>	<b>\$559,041,692</b>	<b>\$61,958,803</b>	<b>\$27,313,392</b>

**2006 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$393,874,274	\$3,394,468	\$9,221,811
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	310,830,672	12,419,922	19,506,572
3	Park and Recreation Facilities **	343,230,000	353,343,060	350,620,736	1,239,291	1,483,033
4	Library Facilities	46,200,000	52,148,600	47,730,031	11,911	4,406,657
5	Cultural Arts Facilities	60,855,000	63,821,447	63,197,616	0	623,831
6	City Hall, City Service and Maintenance Facilities **	34,750,000	36,216,478	33,506,841	107,092	2,602,544
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	1,538,721	695,102
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	11,821,608	13,212	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	608,876	58,982
<b>Total</b>		<b>\$1,353,520,000</b>	<b>\$1,405,218,107</b>	<b>\$1,335,741,033</b>	<b>\$19,333,493</b>	<b>\$50,143,581</b>

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

\*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.

\*\* Unencumbered balance increased from July due to the release of encumbrances.

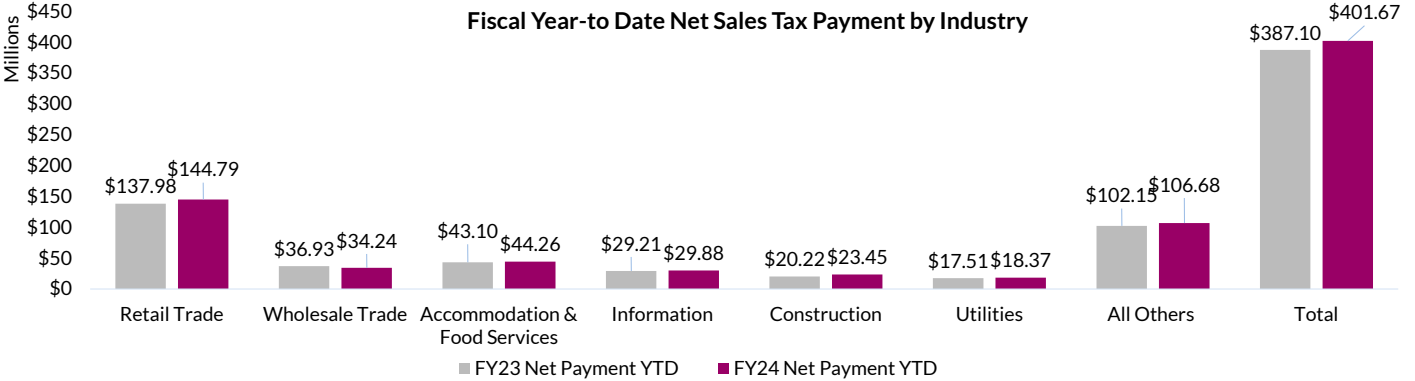
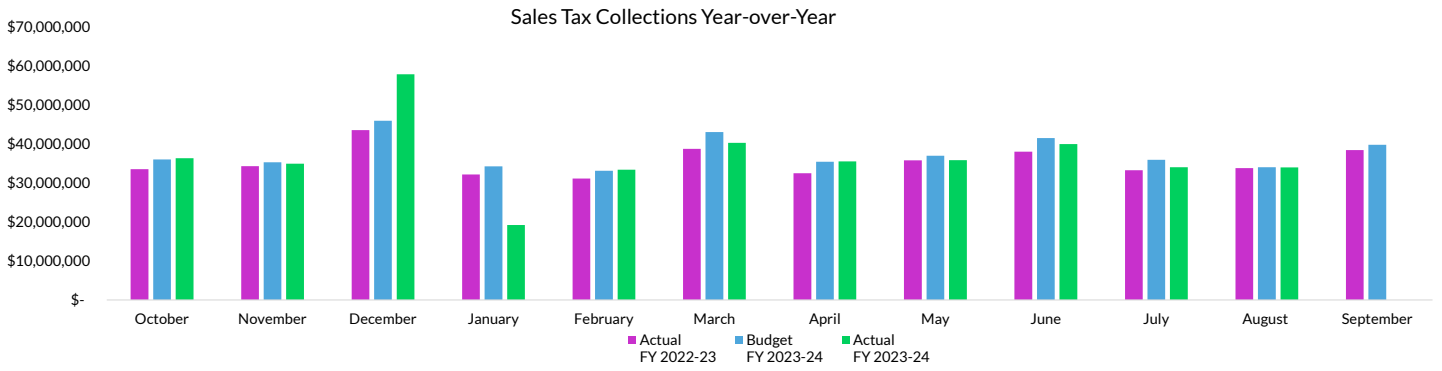


FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

## Sales Tax

The current sales tax rate is 8.25 percent - 6.25 percent goes to the state, one percent to the City, and one percent to DART. The FY 2023-24 Sales Tax Budget is \$451,745,839 and the year-end forecast is \$442,411,947 due to actual collection trends and analysis provided by our contract economist. The charts in this section provide more information about sales tax collections. Due to the schedule for sales tax allocation payment distributions from the State Comptroller's Office, sales tax receipts for September 2024 have not yet been updated.



## FY 2023-24 Financial Forecast Report

**ECONOMIC INDICATORS**

Year-over-Year Change in Sales Tax Collections		
Industry	August FY24 over August FY23	FYTD24 over FYTD23
Retail Trade	0%	5%
Wholesale Trade	-8%	-7%
Accommodation and Food Services	1%	3%
Information	-1%	2%
Construction	10%	16%
Utilities	1%	5%
All Others	2%	4%
Total Collections	2%	4%

**Retail Trade.** Includes establishments engaged in selling (retailing) merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise, so retailers are organized to sell merchandise in small quantities to the general public.

**Wholesale Trade.** Includes establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. Wholesalers are organized to sell or arrange the purchase or sale of (a) goods for resale to other wholesalers or retailers, (b) capital or durable non consumer goods, and (c) raw and intermediate materials and supplies used in production.

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

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

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

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

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

FY 2023-24 Financial Forecast Report

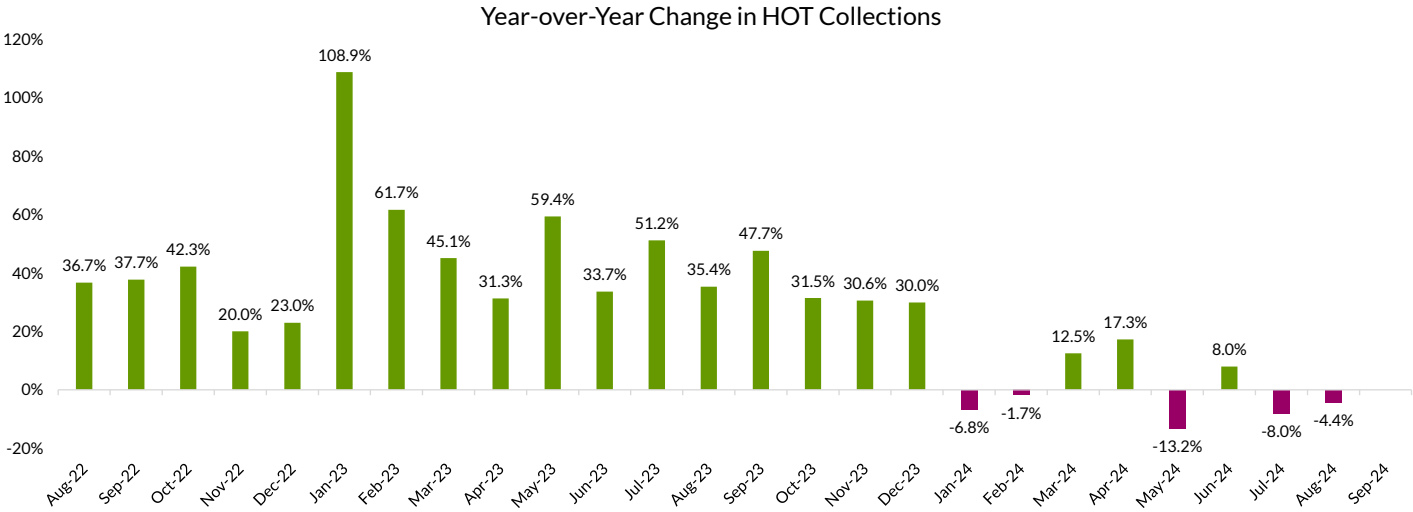
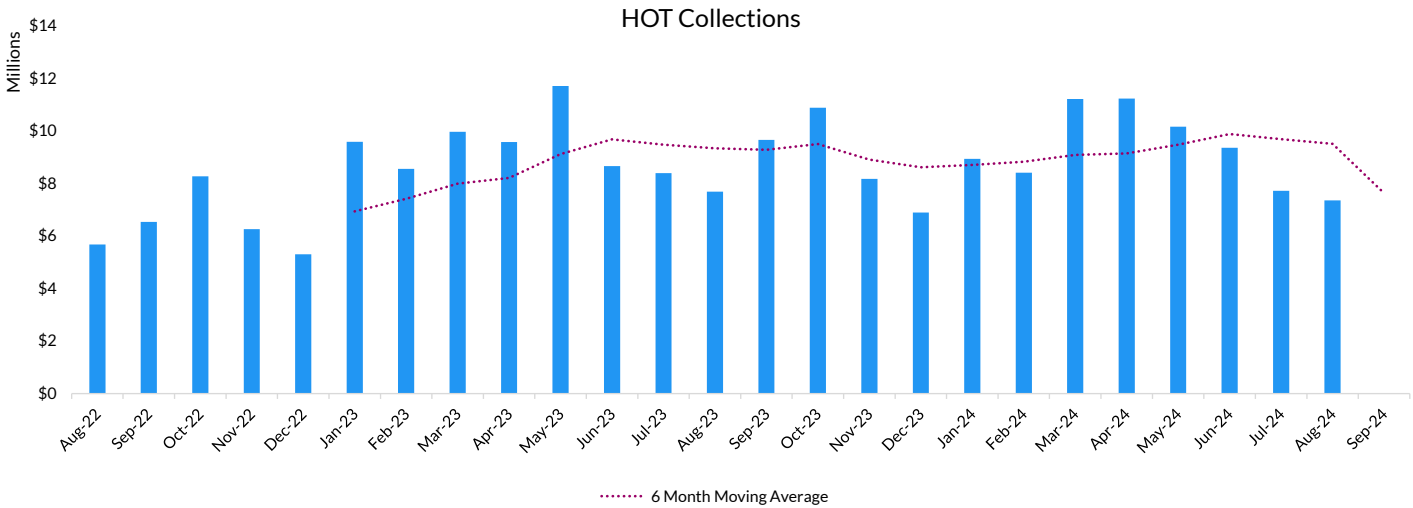
# ECONOMIC INDICATORS

## Hotel Occupancy Tax

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

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

Due to the schedule for payment distributions, HOT receipts for September 2024 have not yet been updated.



FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

## Convention Center Event Bookings

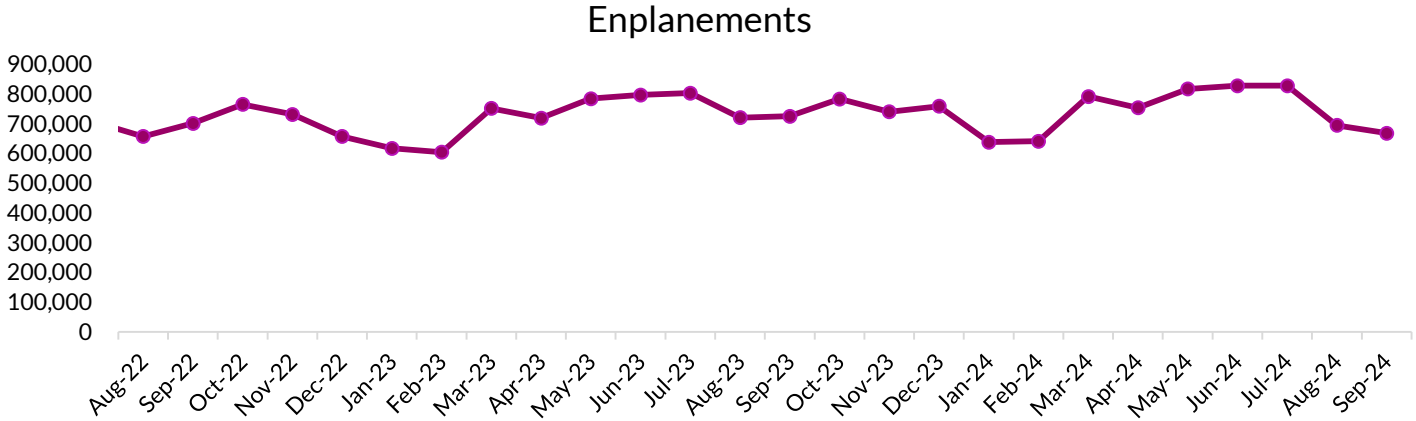
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY22 Actual	FY23 Actual	FY24 Planned	FY24 Actual
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	5
September	10	5	3	4
<b>Total</b>	<b>94</b>	<b>96</b>	<b>83</b>	<b>93</b>

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

## Love Field Enplanements

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



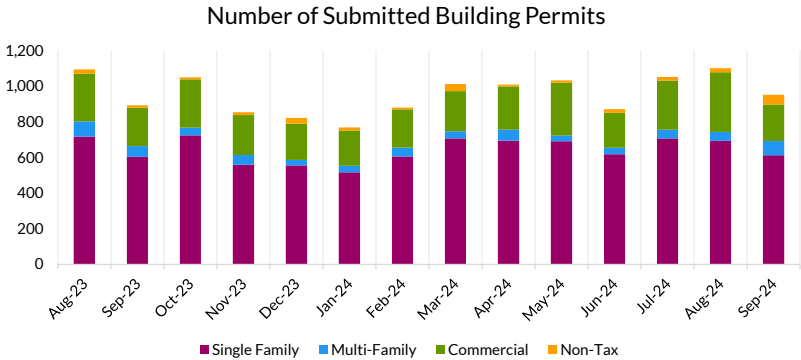


FY 2023-24 Financial Forecast Report

# ECONOMIC INDICATORS

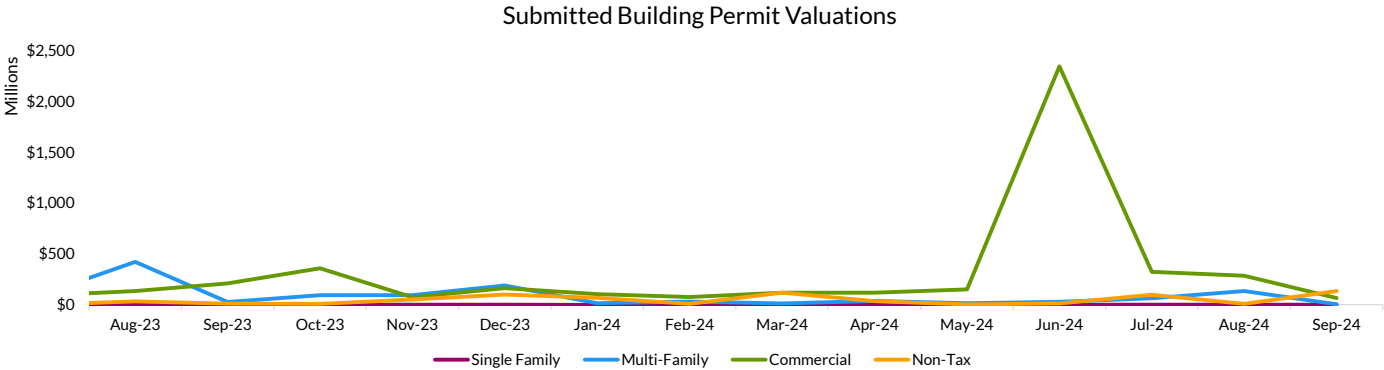
## Building Permits

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



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

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



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.

**Year-to-Date**




**23**

On Target



**7**

Near Target



**5**

Not on Target

#	Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Actual
<b>Safe</b>				
1	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.4%	90.0%	85.5%
2	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.0%	90.0%	89.6%
3*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	1,936	2,000	1,967
4	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	61.5%	60.0%	50.4%
5	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	93.3%	90.0%	92.0%
6	Monthly complaint resolution rate (DPD and OCPO) (Office of Community Police Oversight)	78.3%	70.0%	79.7%
7	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	59.8%	60.0%	56.3%

## FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Actual
<b>Vibrant</b>				
8	Number of cases resolved by community prosecution (City Attorney's Office)	211	456	950
9	Percentage of users who reported learning a new skill through adult learning or career development programs (Library)	94.0%	92.0%	91.6%
10	Satisfaction rate with library programs (Library)	98.1%	95.0%	99.5%
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%
12	Percentage of annual Racial Equity Plan department progress measures completed (Office of Equity & Inclusion)	N/A	75.0%	71.3%
13	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	3,269	2,300	4,143
<b>Growing</b>				
14	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	89.7%	60.0%	79.0%
15*	Average number of business days to complete first review of residential permit application (Planning & Development)	8	10	1
16*	Average number of business days to complete first review of commercial permit application (Planning & Development)	2	15	8
17	Percentage of attracted private investment documented by contract that occurs in Target Areas (Office of Economic Development)	N/A	40.0%	95.7%
<b>Livable</b>				
18	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	98.4%	85.0%	95.0%
19	Percentage increase in dogs and cats transferred to rescue partners (Dallas Animal Services)	41.9%	5.0%	8.0%
20	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	100.0%	90.0%	107.4%
21	"Percentage of service requests resolved within 21 days (Office of Homeless Solutions)"	87.0%	85.0%	92.3%
22	"Percentage of garbage and recycling routes completed on time (Sanitation Services)"	99.9%	95.0%	99.8%
23	Residential recycling diversion rate (Sanitation Services)	18.2%	20.5%	17.7%

## FY 2023-24 Dallas 365

#	Measure	FY 2022-23 Actual	FY 2023-24 Target	FY 2023-24 Actual
<b>Sustainable</b>				
24	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	75.3%	77.3%	77.3%
25	Planned lane miles improved (792 of 11,770 miles) (Transportation & Public Works)	98.4%	100.0%	97.3%
26	Percentage of planned sidewalk projects completed (Transportation & Public Works)	N/A	100.0%	37.5%
27	Percentage of potholes repaired within three days (Transportation & Public Works)	97.7%	98.0%	96.4%
28	Percentage of signal malfunction responses within 120 minutes (Transportation & Public Works)	90.4%	80.0%	77.3%
29	Percentage of long line pavement marking miles restriped (611 of 1,223 miles) (Transportation & Public Works)	50.0%	50.0%	37.8%
<b>Fiscally Sound</b>				
30	Percentage of invoices paid within 30 days (City Controller's Office)	79.7%	85.0%	86.3%
<b>Core</b>				
31	Percentage of vehicles receiving preventive maintenance on schedule (Compliance I) (Equipment & Fleet Management)	N/A	65.0%	71.7%
32	Percentage of customers satisfied with call experience (Office of Communications & Customer Experience/311)	89.1%	88.0%	92.8%
33	Completion rate for informal solicitations (Procurement Services)	22.2%	80.0%	91.9%
34	Percentage of dollars spent with local M/WBE businesses (Procurement Services)	80.9%	70.0%	78.0%
35	Percentage spent with local businesses (Procurement Services)	59.0%	40.0%	43.6%

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

## FY 2023-24 Dallas 365

**VARIANCE NOTES**

**4** DPD exceeded the goal of hiring 250 police officers, 253 police officers were hired for FY 2023-24, which will increase the percentage of calls answered within eight minutes. DPD continues to prioritize the goal set forth for percentage of responses to Priority 1 calls within 8 minutes or less for FY 2024-25.

**7** In FY 2023-24, the city received a total of 16,505 behavioral health calls, the RIGHT Care Unit responded to 9,333 behavioral health calls, and additionally answered 3,873 non-behavioral health calls for service. The additional non-behavioral health calls did not originate as behavioral health calls but were calls that RIGHT Care responded to and provided service. While the total number of number of calls is on pace with the target goal, there is a need to improve how calls are allocated to the unit. To further increase the unit's response to behavioral health calls and properly allocate calls to the RIGHT Care Unit, in FY 2024-25, responsibilities will be expanded within the DPD 911 Call Center by introducing an automated system, ProQA to improve call triaging and resource allocation.

**23** While recycling tonnage remained consistent each month at 17 to 18 percent, collection depended on residents' behavior and participation in the program. The Sanitation Outreach Team actively educates and informs the public about the City's recycling program to encourage participation. As of September 2024, the Sanitation Outreach Team hosted 258 events across various Sanitation and Council districts.

**26** PBW is currently at 43 percent completed projects and at 65 percent completion for total miles of sidewalk improvements. This measure is below the target due to unforeseen circumstances and a change order was necessary to add quantities to the contract. The change order was approved by City Council on September 25, 2024, and the work will resume in October.

**29** TRN has restriped 2,094 miles of long line pavement markings over the last three fiscal years, successfully achieving its goal to restripe all long line pavement marking miles on a three-year cycle. Due to ARPA funding received in 2021, TRN was able to overachieve mileage targets in FY 2021-22. Because these miles were already completed before this fiscal year, the performance measure target for FY 2023-24 was missed. In actuality, the performance measure was completed early.

# 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. We have organized the BITs by the seven pillars of our Foundational Structure. For the September report, the responsible department has provided a current status for the initiative and indicated whether the initiative is “complete” (blue circle) or “incomplete” (red x). There are a few measures with clear progress, but external factors delayed the progress. These measures have been noted as substantially complete in the status narrative and moved to “complete”. Additionally, there are several measures shown as “incomplete” that require additional time because of the scope and term of the project. These measures will be moved to Multi-Year Initiatives and continue to be tracked in FY 2024-25.



## In the Spotlight

### Green Job Skills Program

The Office of Environmental Quality and Sustainability is expanding Green Job Skills - a workforce development program that empowers Dallas residents looking to develop or master the emerging and specialized skill sets needed to meet the high demand of green jobs. The implementation of green infrastructure across the country is creating the potential for a new wave of jobs, and by providing these no-cost training opportunities, participants can receive a technical foundation that may increase earning potential.

OEQS is implementing an interlocal agreement with Dallas College School of Manufacturing and Industrial Technology to offer two courses on the Green Jobs Skills program. The two courses are 1) EV Electrical Safety and Wiring and 2) EV Charging Station Installation. This contract will offer training to a total of 175 City of Dallas residents and up to 50 City employees.



## 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** In FY 2023-24, DPD hired 253 personnel, including laterals, rehires, and trainees. Due to higher attrition in the prior year, causing the actual starting headcount (3,058) to be lower than the budgeted starting headcount (3,069), and higher attrition throughout the current fiscal year, DPD ended FY 2023-24 with a total of 3,121 officers which is 23 officers below the goal of 3,144 officers.

**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 September, 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 and background checks are expected to be completed by the end of April 2025.

**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** In FY 2023-24, DFR hired 290 personnel, including laterals, rehires, trainees Fire-Rescue Officers (FRO), Single Function Paramedics, and Fire Prevention Officers. Due to lower attrition than forecasted, DFR ended FY 2023-24 with a total of 2,207 which is 20 officers higher than the goal of 2,187. Overtime continues due to the required 1.4-month training period for recruits prior to covering shifts contributing to overtime expenses related to the mandatory minimum staffing. Additionally, of the 2,207 uniform personnel, approximately 1,655 are field staff that is down from the 1,726 required to abate overtime costs.

**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** All Park Ranger positions and one City Marshal position have been filled with seven City Marshal positions in recruitment. In FY 2023-24, Parks upgraded park security by installing 18 cameras in 17 locations and installing additional lighting in seven locations. Parks also worked with Marshals to procure and receive camera trailers, one transport trailer, one Drone, one UTV, and Patrol Bikes. In FY 2024-25, Parks will continue working with Marshals to recruit the remaining seven positions and with ITS to connect equipment to servers.

**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 completed the initial evaluation of a facility or mobile workstation to support a Day Labor Center Program and the program transitioned to OCC effective August 2024. Although a facility or mobile workstation has not been established, OCC has completed additional meetings, research, and planning to launch a new strategy in FY 2024-25 and meet the needs of the realigned program.

**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 worked with various internal stakeholders to review the updated Analysis of Impediments (AI). After gathering feedback, OEI published the 2024 AI report. The report's findings will inform other city plans related to fair housing, including the Fair Housing Equity Plan, which is set to be completed by the end of FY 2024-25.

**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.

**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.



## 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 third party service provider consultant began assisting with zoning case reviews in January 2023, handling about 105 applications, which represents 25% of all received rezoning applications to date. Currently, around 28 cases are still under review, with new applications to the third party service provider. 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** In FY 2023-24, CDV attended introductory meetings with seven departments, participated in 65 collaborative community and public engagements, and 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 September, 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 

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 CCT began issuing procurements for the KBHCCD Masterplan in 2023, awarding the first Project Management (PM) contract in September 2023 for Component 1 (Convention Center Expansion West of Lamar Only). PM contracts for Components 3 (Dallas Memorial Auditorium - Arena) and 4 (The Black Academy of Arts and Letters - TBAAL) were awarded in February 2024. Recently, contracts were awarded for Architecture Engineering Design Services (AED) for Component 1 in September 2024 and for Project Management services for Component 5 (Pioneer Park and Cemetery) in September 2024. Current project procurements are underway for AED related to Components 3 and 4. Additionally, Construction Manager at Risk (CMAR) solicitations are underway for Components 1, 3, and 4. Future solicitations will be issued for Component 5.

**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 consolidated several home repair programs into a single initiative, dedicating \$1.7 million to the Minor Home Repair Program, approved by City Council on March 27, 2024. The Senior Home Repair Program closed in June, and the remaining funds were redirected to the Home Improvement & Preservation Program (HIPP) for the Major Systems Repair Program (MSRP). Housing began accepting MSRP applications in August. As of September, 18 applications have been approved, with 3 under review. Additional lotteries for applicants will be held starting November 2024 through December 2025.



## 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 11,971 housing placements as of September 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 September, these inspectors have collectively completed 13,440 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 September, demolition has been completed at 33 properties and four 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 September, the Volunteer Community Clean-Up program has completed 98 community cleanups and the Community Clean Trash-Off program has completed 19 events.

**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. Through September, DAS completed 2,660 surgeries. These surgeries help to 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. The application period was initially scheduled to end on September 17, but it has since been extended to October 25 to identify additional qualified stakeholders. The grant may not be awarded until October 2024. Once applicants are informed of their awards, they can begin utilizing the funds for their projects, after which DCHHS will reimburse them.

**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 September 2024, the Public Works Department has spent \$3,841,415 and completed 3 projects and 3.44 miles on ongoing sidewalk improvements as part of the FY 2023-24 Sidewalk Master Plan. Due to unexpected, a change order was necessary to expand the scope of the construction contract. This change order, approved by the City Council on September 25, 2024, modifies the contract to ensure continued progress on the remaining 6 sidewalk projects, which will cover approximately 3.86 miles of improvements.

**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, the City Council approved a cooperative purchasing agreement for electronic intelligent parking technology, which was executed in February 2024. By August 2024, the procurement of 500 meters was completed, and the implementation schedule was finalized. The installations were successfully completed in September 2024.

**13 Solar Installation** 

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

**STATUS** 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 is anticipated to be awarded by City Council in January 2025. Maintenance will begin after a vendor-led inventory assessment.

**27 Street Maintenance** 

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

**STATUS** As of September, PBW completed 770.3 lane miles of streets maintenance, with a total expenditure of \$139.1 million.

**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 Proposal 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, 2024. The streetlight analysis and design is scheduled to be completed in March 2025.

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 September 2024, SDM has invested \$21.7 million citywide on the completion of one project, 16 projects are in development, 12 that are in design, and two projects are under construction.

**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 As of September, OEQS has inherited the interlocal agreement between Dallas College and the Small Business Center to offer two Electric Vehicle (EV) related trainings - 1. Electrical Safety and Wiring and 2. EV Charging Station Installation. These hands-on training opportunities were held on September 20 and 27. There are six courses available on the Green Job Skills program website ([www.greenjobskills.com](http://www.greenjobskills.com)). These courses are led by subject matter experts from the Dallas College School of Manufacturing and Industrial Technology. A total of \$250,000 has been allocated for this initiative. OEQS will continue SBC's efforts by activating a one-year renewal term for the ILA, ensuring that these EV-related trainings remain accessible to 175 City of Dallas residents and up to 50 City employees.

## 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 September, ITS has spent \$5,627,116 for the following technology projects: The rehosting of 911 CAD and call recording servers which was completed in December 2023, the Dallas Police's Procurement Automation - Phase 1 project, the Code Compliance Inventory project, and the AdvantageDallas project to upgrade the financial and budget system which was completed in October 2024.

The remaining projects status are as following: The Office of Community Care's Online Grant Management and the portal project is in the configuration phase with a tentative completion in the fall. CMO's Enterprise Community & Employee Engagement project plan has been adjusted to implement sprints with the 311 CRM enhancements to be handled in Sprint 1 that is currently in the testing phase with the tentative completion in the fall. 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 August, OPS has onboarded all five positions. Through staffing and process improvements, the procurement process timeline has reduced from approximately nine months total to seven months, improving OPS' processing time by two months. Additionally, OPS is reviewing staffing structure for the 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 transitioned to the Office of Procurement Services effective August 1, 2024. OPS reviewed existing project plans and determined that the initiative will sunset effective September 30, 2024.

## FY 2023-24 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES**

While most initiatives can be completed in a single fiscal year, several FY 2021-22 and FY 2022-23 initiatives required additional time because of the scope and term of the project, as well as delays due to COVID-19. We will continue to report the status of these fourteen initiatives below, using the initiative numbers from the prior reports for reference.

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

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

**STATUS** The 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 was approved to be transferred to the EDC.

**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 \$11.3 million in ARPA for home repair and infrastructure improvements within specified qualified neighborhoods in Dallas. As of Septmeber 2024, \$5.5 million has been spent or encumbered, with 18 homes under construction and 25 completed. The remaining funds will be encumbered by fall 2024 as contracts are finalized. Additionally, \$4.5 million in infrastructure funds, including for water, wastewater, and sewer utilities, will be fully encumbered by December 2024.

**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. The Greenleaf-Lake June project, approved by City Council on January 12, 2022, received \$1.8 million in ARPA funds to support the development of 125 single-family homes in District 5. Twenty percent of the homes will be sold to households at or below 80 percent AMI, with construction expected to start in early FY 2024-25. Cypress Creek at Montfort, a 168-unit mixed-income development in District 11, was approved on August 24, 2022, with \$4.1 million in ARPA funds. This project, which includes 116 affordable units, began construction in August 2024. Jaipur Lofts, a 71-unit affordable housing project in District 2, was allocated \$2.5 million in ARPA funds on August 24, 2022. Construction on this project began in October 2023. 1950 Ft. Worth Ave in District 1 (40 units, \$547,000 ARPA funds) is in the design phase, with construction pending.

**27 Wi-Fi at Park Facilities**

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

**STATUS** Cabling installation of an additional site (Exall Park Recreation Center) was completed in September for a total of 37 completed sites. The remaining 26 WiFi sites have received Access Point equipment and an installation timeline has been established, with estimated completion by April 2025.



## 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 September, TRN has spent and encumbered \$14.0 million on the design of 127 signals and construction of 83 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 September 2024, TRN has spent \$3,587,000 of the \$4,500,000 in available funding on design, study, or completion of 19.7 lane miles. The City Council approved two Bike lane engineering contracts on August 14.

**34 Accessibility**

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

**STATUS** The contract for the ADA Software was submitted to SHI for review and signautre on October 4. The next steps involve securing City Council approval and finalizing the contract to proceed with acquiring the software. 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** With the adoption of ForwardDallas 2.0, code reform will be a key focus area and public engagement is set to begin. The consultants, Camiros, are actively collaborating with staff to conduct a technical analysis of the current code, further refining the draft diagnostic, establishing a framework for communication, and developing a dedicated website. PDV anticipates a public launch of this website, featuring information and background materials for residents, by the end of December 2024.

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

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

**STATUS** The Long Range Water Supply and associated Water Conservation Plan updates were awarded in fall 2022. A kick-off meeting was held in February 2023 between consultants and the City to review the current plan, analyze conservation strategies, and update and index the plan against customer cities, including the southwest cities. The City delivered the data to the consultant and the 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 September 2024, \$1.9 million is encumbered to provide and install equipment at the central library and branch libraries, Moody Auditorium, four code enforcement buildings, City Hall, Dallas Animal Shelter, and 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 September 2024, PBW spent \$5,042,000 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 September, TRN has spent or encumbered \$2,730,000 of \$5,000,000 allocated in FY 2021-22 through FY 2023-24, with 859 flashing beacons installed.


# 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**




**5**

Complete




**0**

On Track





**0**

Delayed







**0**

Pre-Kickoff

#	Project	Status	Timeline	Measure	Baseline
1	<p><b><u>DPD Workload Optimization</u></b></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><b>Status Update:</b> <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><b><u>DWU/PDV/DFR</u></b></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><b>Status Update:</b> <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><b>Low Sterrett Prisoner Intake</b> 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><b>Status Update:</b> The project was relaunched in July 2023, initially connected with the 'Low Sterrett Officer Turn Around Process project. An Executive Report-Out was completed in January 2024. Customized report writing approval from ITS occurred in February 2024. Enhancements implemented include establishing a Single Arrest Line and transitioning an existing Parkland nurse from night to day shift. Detailed reporting requirements 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><b>DPD Sworn Hiring Process</b> 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	117.5
<p><b>Status Update:</b> 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. The class that started in July saw a reduction in average calendar days of 22.2, or 19%, from baseline. Civil Service recommendations included: 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). DPD and CVS are continuing to implement process improvements, monitor the process, and identify additional opportunities for improvement.</p>					

#	Project	Status	Timeline	Measure	Baseline
	<p><b><u>DFR Sworn Hiring Process</u></b> Reduce unnecessary attrition and decrease the number of days it takes to hire an applicant.</p>		May 2024 - October 2024	Calendar days between application and hire	214
			<p><b>Status Update:</b> <i>The Executive Report-Out has been held and included the following recommendations: (1) Digitize the personal history packet to facilitate easier completion and review (2) Allow candidates who pass the CPAT to continue through the hiring process instead of waiting for candidates to re-test (3) Look into TSI testing to better screen candidates (4) Increase the number of classes from 4 to 6 each year. DFR has begun implementing process improvements, will monitor the process, and continue to identify additional opportunities for improvement.</i></p>		
5	<p><b><u>311/Water Customer Service</u></b> Increase speed-of-answer, and reduce abandonment rate.</p>		April 2024- October 2024	Speed-of-Answer (SoA) and Abandonment Rate (AR)	SoA = 15:30 AR = 30%
			<p><b>Status Update:</b> <i>The Executive Report-Out was held in August 2024 and included the following recommendations: (1) Make the website easier to navigate, (2) Create an online form for customer self service, (3) Create a process to handle installment plans with one call instead of three which could lead to a 20 percent overall reduction in call volumes, (4) Perform periodic analysis of call volumes to determine necessary staffing and opportunities for improvement, (5) Assess attrition, and (6) Continue the standing interdepartmental meeting. 311 and DWU are continuing to implement process improvements, monitor the process, and identify additional opportunities for improvement.</i></p>		



# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Economic Development Committee Response**

This memorandum serves to provide a follow-up response to a question from the Economic Development Committee on November 4, 2024.

## Short-Term Rentals Update

Question: Will you please provide a monthly schedule for the Hotel Occupancy Tax (HOT) revenues by hotels and short-term rentals (STRs) for fiscal years ended 2022, 2023, and 2024?

Response: The monthly schedule for HOT revenues by hotels and STRs for fiscal years ended 2022, 2023, and 2024 is attached. During fiscal year 2024, the 2 percent and 7 percent HOT revenues for STRs decreased from October 2023 through February 2024 and increased in March and April of 2024. These revenues began to decline again in May 2024 through the remainder of the fiscal year.

If you have additional questions, please contact Sheri Kowalski, City Controller, at 214-670-3856 or by email at [sheri.kowalski@dallas.gov](mailto:sheri.kowalski@dallas.gov).

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  
Biliera 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



City of Dallas Hotel Occupancy Tax Revenue by Month For Fiscal Years ended 2022, 2023, 2024 (Unaudited)					
Mo-Year (Collected)	Mo-Year (Earned)	Hotel 2% HOT*	STR 2% HOT*	Hotel 7% HOT	STR 7% HOT
Nov-21	Oct-21	\$ -	\$ -	\$ 5,630,904.91	\$ 195,036.42
Dec-21	Nov-21	\$ -	\$ -	\$ 4,991,781.85	\$ 216,153.08
Jan-22	Dec-21	\$ -	\$ -	\$ 4,119,691.75	\$ 187,718.71
Feb-22	Jan-22	\$ -	\$ -	\$ 4,431,093.73	\$ 152,877.85
Mar-22	Feb-22	\$ -	\$ -	\$ 5,106,701.37	\$ 162,374.62
Apr-22	Mar-22	\$ -	\$ -	\$ 6,540,724.52	\$ 320,639.93
May-22	Apr-22	\$ -	\$ -	\$ 7,030,049.43	\$ 256,464.13
Jun-22	May-22	\$ -	\$ -	\$ 7,070,489.44	\$ 269,335.11
Jul-22	Jun-22	\$ -	\$ -	\$ 6,209,545.06	\$ 268,340.63
Aug-22	Jul-22	\$ -	\$ -	\$ 5,318,703.66	\$ 229,251.24
Sep-22	Aug-22	\$ -	\$ -	\$ 5,404,937.16	\$ 264,584.65
Oct-22	Sep-22	\$ -	\$ -	\$ 6,245,621.67	\$ 283,453.35
<b>FY 2022</b>	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 68,100,244.55</b>	<b>\$ 2,806,229.72</b>
Nov-22	Oct-22	\$ -	\$ -	\$ 7,916,796.90	\$ 303,774.67
Dec-22	Nov-22	\$ -	\$ -	\$ 5,991,051.94	\$ 261,183.70
Jan-23	Dec-22	\$ -	\$ -	\$ 4,995,685.46	\$ 302,199.39
Feb-23	Jan-23	\$ 2,028,207.09	\$ 54,427.96	\$ 7,239,999.00	\$ 221,323.58
Mar-23	Feb-23	\$ 1,836,015.41	\$ 60,529.87	\$ 6,428,793.14	\$ 231,440.68
Apr-23	Mar-23	\$ 2,121,432.74	\$ 80,510.33	\$ 7,469,714.41	\$ 294,295.26
May-23	Apr-23	\$ 2,047,689.57	\$ 75,255.83	\$ 7,194,259.51	\$ 284,406.93
Jun-23	May-23	\$ 1,885,041.89	\$ 78,774.60	\$ 9,465,066.85	\$ 285,715.40
Jul-23	Jun-23	\$ 1,829,268.56	\$ 72,715.46	\$ 6,488,386.90	\$ 267,445.10
Aug-23	Jul-23	\$ 1,752,070.05	\$ 69,935.87	\$ 6,371,962.38	\$ 254,406.55
Sep-23	Aug-23	\$ 1,646,184.23	\$ 59,867.21	\$ 5,767,492.93	\$ 212,147.00
Oct-23	Sep-23	\$ 2,058,669.19	\$ 65,646.90	\$ 7,240,822.12	\$ 254,663.19
<b>FY 2023</b>	<b>Totals</b>	<b>\$ 17,204,578.73</b>	<b>\$ 617,664.03</b>	<b>\$ 82,570,031.54</b>	<b>\$ 3,173,001.45</b>
Nov-23	Oct-23	\$ 2,352,391.25	\$ 65,783.07	\$ 8,227,003.95	\$ 230,773.63
Dec-23	Nov-23	\$ 1,731,790.42	\$ 63,477.26	\$ 6,152,241.92	\$ 224,705.59
Jan-24	Dec-23	\$ 1,475,996.61	\$ 55,985.89	\$ 5,177,856.37	\$ 198,465.41
Feb-24	Jan-24	\$ 1,934,313.76	\$ 45,266.49	\$ 6,769,910.58	\$ 162,579.91
Mar-24	Feb-24	\$ 1,823,269.13	\$ 43,778.62	\$ 6,382,129.83	\$ 153,224.96
Apr-24	Mar-24	\$ 2,378,479.81	\$ 66,006.53	\$ 8,533,305.68	\$ 231,768.72
May-24	Apr-24	\$ 2,428,643.46	\$ 68,143.08	\$ 8,491,462.51	\$ 239,951.96
Jun-24	May-24	\$ 2,192,603.53	\$ 63,963.98	\$ 7,674,112.09	\$ 227,732.89
Jul-24	Jun-24	\$ 2,018,783.65	\$ 58,352.12	\$ 7,069,832.44	\$ 204,853.13
Aug-24	Jul-24	\$ 1,660,057.05	\$ 54,037.12	\$ 5,812,455.85	\$ 191,881.11
Sep-24	Aug-24	\$ 1,588,934.35	\$ 43,803.16	\$ 5,563,270.49	\$ 154,987.06
Oct-24	Sep-24	\$ 1,989,617.01	\$ 44,757.36	\$ 6,963,659.49	\$ 161,195.76
<b>FY 2024</b>	<b>Totals</b>	<b>\$ 23,574,880.03</b>	<b>\$ 673,354.68</b>	<b>\$ 82,817,241.20</b>	<b>\$ 2,382,120.13</b>
<b>FY22-24</b>	<b>TOTALS</b>	<b>\$ 40,779,458.76</b>	<b>\$ 1,291,018.71</b>	<b>\$ 233,487,517.29</b>	<b>\$ 8,361,351.30</b>

\*On November 8, 2022, voters within the City of Dallas approved "Proposition A," that authorizes the Dallas City Council to increase the local hotel occupancy tax (HOT) by an additional two percent (2%) for the purposes authorized under the proposition. On December 12, 2022, pursuant to the passage of Proposition A, the Dallas City Council approved the two percent HOT increase by Ordinance No. 32363, with an effective date of January 1, 2023. This two percent increase in the local HOT rate is dedicated under the proposition solely to funding the expansion and renovation of the Kay Bailey Hutchinson Convention Center Dallas and the development, construction, and renovation of certain Dallas Fair Park facilities.

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Follow-up to November 7, 2024, Government Performance and Financial Management (GPFM) meeting (Briefing Item #E)**

Interim City Manager, Kimberly Bizer Tolbert, has requested that staff provide both committee briefings and informational memorandums for ratifications requiring City Council approval.

On November 7, 2024, GPFM was briefed on upcoming agenda items related to ratification of services due to lapsed contracts for HVAC and Library materials E-content.

This informational memorandum serves a follow-up to questions at GPFM.

## **Question:**

Does staff have an automated solution that notifies them of contract termination dates or alerts that contract spending limits are near capacity which would necessitate the initiation of a new procurement?

## **Answer:**

No. There is no automated solution universally used by city departments that provide notification of contract termination dates and or that contract spending limits are near capacity.

However, Administrative Directive 4-5 requires all contract administrators, managers, supervisors, and employees with contract management responsibilities to take the Dallas - Contracting Officer Representative (D-COR) training. In D-COR training, city staff is trained, tested, and certified in contract management by Procurement leadership via in-person, TEAMS and 1:1 technical session(s). The training includes guidance on how to manage contract expirations, when to initiate new procurements and how to access the variable resources to extend, supplement and manage active contracts.

Also, on the Office of Procurement Services Intranet site there is a link to search for all existing contracts in our database and a link to either an excel or pdf of the current Master Agreement Reports, under contract management. <https://dallascityhall.my.salesforce-sites.com/ContractNumberSearch>

The GPFM briefing memorandum from the November 7, 2024, meeting can be found at this link [November 13, 2024, Upcoming Ratification Agenda Items – 24-2983, 24-3251 and 24-3252](#)

DATE November 8, 2024  
SUBJECT **Follow-up to November 7, 2024, Government Performance and Financial Management (GPFM) meeting (Briefing Item #E)**  
PAGE **2 of 2**

A full City Council briefing on Reimagining Procurement Services is anticipated for February 2025.

Should you have any questions or require further clarification, please feel free to contact me directly at [donzell.gipson@dallas.gov](mailto:donzell.gipson@dallas.gov).

Service First, Now!



Donzell Gipson  
Assistant City Manager (I)

c: Kimberly Bizer Tolber, City Manager (I)  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billierae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)  
Dev Rastogi, Assistant City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Alina Ciocan, Assistant City Manager  
Robin Bentley, Assistant City Manager (I)  
Jack Ireland, Chief Financial Officer  
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)  
Directors and Assistant Directors

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the Dallas City Council

SUBJECT **Follow-up to the October 8, 2024 City Council Agenda Meeting – Annual Memberships**

On Tuesday, October 8, 2024, the City Council held a resolution authorizing payment of annual memberships until the upcoming November 13 City Council meeting. This memorandum is provided in advance of your consideration of the resolution on November 13 and provides additional information regarding each membership. These memberships or arrangements with professional organizations provide the City of Dallas access to research and information of benefit to the City, enhanced communication with other municipalities, opportunities for information exchange and professional development, as well as effective lobbying on matters of municipal interest. Substantial dollars can be saved through these collaborative efforts.

Please contact me or Ivan Guel, Assistant Director of Budget and Management Services if you have any questions.

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  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)  
Dev Rastogi, Assistant City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Alina Ciocan, 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

## Membership Description

### **The Airports Council International – North America (ACI-NA)**

Lead department – Aviation

Annual membership fee is \$110,000.00. ACI-NA represents local, regional, and state governing bodies that own and operate commercial airports in the United States and Canada & advocate policies and provide services that strengthen the ability of commercial airports to serve their passengers, customers, and communities. The Department of Aviation utilizes the membership to train employees and to provide networking opportunities.

Participants: Department of Aviation.

### **The American Association of Airport Executives (AAAE)**

Lead department – Aviation

Annual membership fee is \$60,000.00. AAAE is a professional organization for airport executives, representing thousands of airport management personnel at public-use commercial and general aviation airports. AAAE provides aviation industry professional development programs; networking and training opportunities; legislative representation in Washington as well as breaking news and industry updates. During the annual conference, Dallas Love Field interacts with industry leaders nationwide while receiving the latest training on industry standards and regulations.

Participants: Department of Aviation.

### **Oncor Cities Steering Committee**

Lead department – Budget & Management Services

Annual membership fee is \$159,153.36. The Oncor Cities Steering Committee was created to provide a means for cities in the Oncor service area to pool their resources and prevent duplication of effort while participating in electric utility rate proceedings before the Public Utility Commission. The City of Dallas participated with this committee in the 1990, 1993, 2008, and 2011 rate cases. The city also participated with this Committee in the various regulatory proceedings relating to Senate Bill 7 and electric deregulation. As a result of the Oncor Cities Steering Committee's activities, Oncor agreed to make settlement payments to the cities beginning in 2005 and to fund "beneficial public use" payments through the cities for the benefit of the City's ratepayers. The City of Dallas received in excess of \$17.1 million as a result of that settlement agreement. The Oncor Cities Steering Committee is actively involved in rate cases, appeals, rulemakings, and legislative efforts impacting the rates charged by Oncor Electric Delivery (formerly known as TXU Electric Delivery) within the City. The Oncor Cities Steering Committee is actively pursuing the appeal of Oncor's previous rate case, Docket No. 35717, in which the Commission reduced franchise fees paid to cities. The current annual assessment for the City of Dallas is based on \$0.11 per capita.

Participants: Staff in Budget & Management Services is liaison. This is a cost-effective strategy that benefit city of Dallas residents.

### **Texas Coalition of Cities for Utility Issues**

Lead department – Budget & Management Services

Annual membership fee is \$49,500.00. The Texas Coalition of Cities for Utility Issues was organized in 1996 to (a) collect, analyze, discuss, and distribute information on utility related matters; (b) participate and develop positions in utility regulatory body rulemaking dockets

and on bills proposed in the legislature relating to utility matters; and (c) work cooperatively on matters relating to utility franchises and fee issues.

Participants: Staff in Budget & Management Services is liaison. This is a cost-effective strategy that benefit city of Dallas residents.

### **North Texas Commission (NTC)**

Lead department – Convention & Event Services

Annual membership fee is \$60,000.00. Dallas was a founding member of the North Texas Commission and has continued its membership for over 40 years. Membership for the Commission comprises 1/3 governmental entities, 1/3 business, and 1/3 higher education institutions across 12 counties. NTC is uniquely positioned to spur the region into action due to its broad membership and the fact that the Commission has the best interest of the region at its core. The organization focuses on marketing, collaboration, and advocacy. The NTC publication reaches 20,000 individuals world-wide and markets North Texas as a destination for businesses and individuals. NTC fosters collaboration with leaders on regional goals and initiatives and advocates on critical issues with no city or county boundaries. The North Texas Commission is the only regional entity that convenes public and private partners from our 12-county area to address big-picture issues, including upcoming legislation such as transportation, air quality, and water issues. Currently, the NTC is partnering with the University of Texas at Arlington on a Dallas initiated project to create an asset map of the region. This user-friendly dashboard will allow jurisdictions in the region to analyze the scope of their services through data that can be used to find the latest trends in civic and municipal data to illustrate characteristics and gaps of the North Texas region. The data will be used to help shape and pursue effective policies and build collaboration and cross-sector partnerships, promoting the assets and addressing the challenges in North Texas.

Participants (5): Staff from Convention & Event Services, and members of the Dallas City Council.

### **North Central Texas Council of Governments (NCTCOG)**

Lead Department – Transportation & Public Works

Annual membership fee is \$130,197.00. NCTCOG services its member governments and the region in a variety of ways, including comprehensive regional planning in transportation, environmental resources, and human services. The NCTCOG aggressively works to strengthen ties with State and Federal agencies and has become an information resource for regional and local economic development efforts.

Participants (6): Staff from Transportation and Public Works, members of the Dallas City Council. Several city staff members serve on various sub-committees.

### **The National League of Cities (NLC)**

Lead department – MGT Office of Government Affairs

Annual membership fee is \$39,536.00. NLC serves as a resource and advocate for cities' positions with federal lawmakers in Washington, D.C. They represent over 19,000 cities, towns, and villages in the United States as well as professionals working in municipal government. Twice a year, NLC hosts conferences – one in the fall in a different US city, and one in the spring in Washington. The City has previously engaged NLC to support local, state, and federal advocacy efforts and professional development.

Participants: Citywide membership. Members of the Dallas City Council attend conferences and two serve on committees.

Past conference attendance:

NLC Atlanta (November 2023) – 8 council members

NLC Washington DC (March 2024) – 9 council members

NLC Tampa (November 2024) – 5 council members

**The Texas Municipal League (TML)**

Lead department – MGT Office of Government Affairs

Annual membership fee is \$65,589.00. The purpose of TML is “to render services which individual cities have neither time, money, nor strength to do alone.” In practice, this objective translates into several functions that specifically benefit Texas cities. These functions include representing cities’ interests at the State and Federal levels; conducting a wide variety of training sessions and conferences; maintaining the most comprehensive file of city government information in the State; publishing a wide variety of documents; providing legal and technical information on all aspects of city government; and serving as the forum for molding the diverse views of the city officials into coherent statewide policies.

Participants: Citywide membership. Members of the Dallas City Council attend conferences.

Past conference attendance:

TML Dallas (October 2023) – not tracked since hosted locally

TML Houston (October 2024) – 4 council members

**The Dallas Regional Mobility Coalition (DRMC)**

Lead Department – Transportation & Public Works

Annual membership fee is \$37,500.00. DRMC is a transportation advocacy group made up of cities, counties, and transportation agencies in a five-county region (Dallas, Denton, Collin, Rockwall, and Ellis). They advance critical mobility projects through advocacy efforts with state and federal elected officials and regional transportation agencies. DRMC represents local governments from the fourth largest region in the country with over 7.0 million residents, a regional GDP of over \$447 billion, 30 percent of the state’s overall GDP, and headquarters of 18 Fortune 500 companies. The City has previously engaged DRMC to support with advocacy efforts.

Participants: Department of Transportation and Public Works staff (2) and members of the Dallas City Council (3) serve on the Executive Council.

**The Transportation Excellence for the 21st Century**

Lead Department – Transportation & Public Works

Annual membership fee is \$25,000.00. Transportation Excellence for the 21st Century (TEX-21) works to join cities, counties, private businesses, ports, and transportation entities in a collective, informed voice to the State and Federal Executive and Legislative Policymakers to improve transportation in Texas. TEX-21 uses strategies to increase investment in multi-modal transportation infrastructure, improve the planning and management of our transportation facilities, and increase the awareness of the importance of transportation to all areas of Texas. TEX-21 also provides high-level access to transportation decision-makers at the Federal and State levels through their legislative caucuses, Texas Department of Transportation (TxDOT) and the Texas Transportation Commission.

Participants: Department of Transportation and Public Works staff (1) and a member of the Dallas City Council.

**North Central Texas Council of Governments Regional Emergency Preparedness Program**

Lead department – MGT Office of Emergency Management & Crisis Response

Annual membership fee is \$15,000.00. Regional collaboration is a crucial element of building strong emergency preparedness capabilities in North Central Texas (NCT). With the population of North Central Texas now larger than that of 37 states and two U.S. Territories, it is even more imperative that we continue to work together to address our diverse needs. The NCT Emergency Preparedness Program facilitates collaborative regional preparedness efforts through regional training and exercises, resource sharing, planning, coordination, and other member support services. Annual membership program dues support local and regional programs and projects, enhance citizen safety, and help protect critical infrastructure in our region.

Participants: Several staff from various city departments (Office of Emergency Management and Crisis Response, Dallas Fire Rescue, and Dallas Police Department), and a member of the Dallas City Council serves on the Emergency Preparedness Planning Council.

**The United States Conference of Mayors (USCM)**

Lead department – MGT Office of Government Affairs

Annual membership fee is \$40,235.00. USCM is an official non-partisan organization of cities with populations of 30,000 or more. USCM holds a Winter Meeting each January in Washington, D.C., and an Annual Meeting each June in a different U.S. city. Additional meetings and events are held as directed by the Conference leadership. USCM members speak with a united voice on organizational policies and goals. Mayors contribute to the development of national urban policy by serving on one or more of the conference's standing committees. Conference policies and programs are developed and guided by an Executive Committee and Advisory Board, as well as the standing committees and task forces which are formed to meet changing needs.

Participant: Mayor and City Council Office (1).

**Water Research Foundation (WRF)**

Lead department – Dallas Water Utilities

Annual membership fee is \$413,381.00. WRF is an international, non-profit scientific and educational society dedicated to ensuring water quality and improving water service to the public. WRF conducts numerous research studies that develop practical solutions for the challenges facing the water services sector. Membership in the WRF allows Dallas Water Utilities Department (DWU) access to a huge library of applied research, the opportunity to network with more than 1,200 members around the world, and the ability to participate and provide input on research projects that are critical to meeting DWU's needs.

Participants: This membership is not specific to any individual. This membership provides the "research arm" for Dallas Water Utilities. This is a cost-effective strategy to ensure best practices, leading technologies and research on water, wastewater and drainage is reviewed and assessed on a continuous basis.



**Forrester Research, Inc. (FR)**

Lead department – Information & Technology Services

Annual membership fee is \$650,000.00. FR for Information Technology (IT) leaders and Executives annual membership is an advisory firm that provides research and advice to leaders of government agencies and non-governmental organizations. Through proprietary research data, custom consulting, executive peer groups and events, FR helps technology leaders develop customer and employee focused strategies that drive mission outcomes. IT will have access to news and analysis, written research reports, teleconferences, and various events. FR will assist IT with launching an Emerging Technology Advisory Panel. With FR's guidance, this panel seeks to assess IT investments to build a resilient and adaptable technology driven organization.

Participants: Department of Information and Technology Services (260).

**The Gartner, Inc. for IT Leaders and Executives**

Lead department – Information & Technology Services

Supplemental Agreement No. 2 to increase the three-year annual membership fee in an amount not to exceed \$292,040.00. This increase adds seats for Data Analytics and Business Intelligence to participate in this membership and have access to the services provided. Gartner, Inc. for IT and Digital & Artificial intelligence leaders and executives' membership is an executive assistance and mentoring program that provides access to leading technology analysts and research that provides insight and interpretation into continuous IT improvement and data intelligence strategies for organizations. This membership includes advisors who will work closely with City management about IT initiatives, best practices, latest industry trends, emerging technologies, metrics for measuring alignment with peers, staffing and investment levels, IT governance, customer service and support, and support with strategic planning. Gartner, Inc. has assisted the City in optimization of cost including guiding the City's negotiation for various applications that resulted in \$20 million savings over five-years. Gartner, Inc. provides assistance in vendor selection, peer connections, leadership development, strategic decision-making, risk mitigation, leadership development, and market understanding.

Participants: Department of Information and Technology Services (260), and Department of Data Analytics and Business Intelligence.

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Kroll Bond Rating Agency Affirms City of Dallas General Obligation 'AA+' Rating, Revises Outlook to Stable from Positive**

On November 1, 2024, Kroll Bond Rating Agency (KBRA) affirmed the 'AA+' credit rating on the City's General Obligation bonds and revised the outlook to Stable from Positive, as part of a statutorily required annual review. KBRA's surveillance report states that the revised outlook reflects "the continued, very low funding levels for the City's pension plans," according to available audited financials. The report also notes, "however, a new strategy has been approved by City Council to support the pension plans and management reports that the biennial budget includes the funding to begin plan implementation." Further, "the City's sizable tax-base and strong financial position help to largely mitigate the burden posed by elevated pension liabilities, in KBRA's view."

The City maintains a high grade investment rating. According to the report, "the City's long-term rating remains otherwise anchored by its sound financial profile; disciplined, forward-looking financial management practices; healthy reserves; and ample liquidity." KBRA notes key credit considerations for the rating, including a "strong financial profile reflecting fiscally conservative financial management practices, solid reserves, and healthy liquidity," a "growing tax and resource base, and unemployment rates which have trended below the state average," and the "ability to achieve budgetary balance through operating expense reductions and without the use of reserves, while simultaneously reducing the property tax rate" as credit positives. KBRA's consideration of the City's credit challenges include elevated pension costs, "low pension funded ratios" having the potential to restrict future financial flexibility, and a "partial reliance on sales tax receipts for operations." The City's General Obligation rating sits one notch below the highest rating for KBRA and will continue to be monitored as pension plan changes are implemented.

Attached is the published report for your review. Please let me know if you need additional information.

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

Jack Ireland  
Chief Financial Officer

c: Kimberly Bizer Tolbert, City Manager (I)  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)

Alina Ciocan, Assistant City Manager  
Dev Rastogi, Assistant City Manager  
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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

## City of Dallas, TX – G.O.

**Issuer: City of Dallas, TX**

Affirmed	Rating	Outlook
General Obligation Bonds	AA+	Stable <i>from Positive</i>
Equipment Acquisition Notes	AA+	Stable <i>from Positive</i>
Certificates of Obligation	AA+	Stable <i>from Positive</i>

**Methodology:**

[U.S. Local Government G.O. Methodology](#)

[ESG Global Rating Methodology](#)

**Analytical Contacts:**

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+1 (646) 731-1380  
[mallory.yu@kbra.com](mailto:mallory.yu@kbra.com)

**Rating Summary:** The Outlook revision to Stable from Positive on the City of Dallas’ (“the City’s”) General Obligation (G.O.) credit reflects the continued, very low funding levels for the City’s pension plans (54.1%, 34.4% and 38.6% for the Employees’ Retirement Fund (ERF), Dallas Police and Fire System Combined Plan (Combined Plan), and Dallas Police and Fire System Supplemental Plan, respectively). In KBRA’s view, such levels suggest future financial flexibility may be restricted should pension reforms, as further discussed below, fail to materially improve and sustain plan funding. The City’s policies to reduce the net pension liability (NPL) have not achieved results anticipated by KBRA.

While the NPL equals a manageable 2.87% of the full market value of the City’s rapidly growing assessment base in 2023, it does pose a high per capita burden. The City’s contributions to its two largest plans – the ERF and the Combined Plan – remain below the actuarially determined contribution (ADC). In recent months, however, a new strategy has been approved by City Council to support the pension plans and management reports that the biennial budget includes the funding to begin plan implementation.

The City’s long-term rating remains otherwise anchored by its sound financial profile; disciplined, forward-looking

financial management practices; healthy reserves; and ample liquidity. As a regional hub for technology, healthcare, finance and tourism, Dallas is among the nation’s top-ranked cities for economic growth, with robust employment expansion and declining poverty levels.

The City’s G.O. obligations include the G.O. Bonds, Equipment Acquisition Notes, and Certificates of Obligation. The G.O. Bonds and Equipment Acquisition Notes are secured by a pledge of an annual ad valorem tax levied on all taxable property within the City. Certificates of Obligation are additionally secured by a limited pledge of surplus revenues generated by the City’s Municipal Drainage Utility System in an amount not to exceed \$1,000. KBRA does not make an analytical rating distinction between the G.O. Bonds/Equipment Acquisition Notes and the Certificates of Obligation.

The State Constitution and the City Charter limit the ad valorem tax rate to \$2.50 per \$100 of taxable assessed valuation (TAV) for all purposes, including payment of debt service. The State Attorney General will not approve debt if, based on then current taxable property values, more than \$1.50 of the maximum \$2.50 is required for aggregate general obligation debt service, inclusive of the bonds being proposed. In addition, the Texas Property Tax Reform and Transparency Act of 2019 (SB2) caps the City’s ability to grow property tax revenue (without voter approval) at 3.5% per year. Revenue to pay voter approved debt is excluded from the SB2 cap, as is revenue growth from new construction. In KBRA’s view, the combination of conservative forecasting and disciplined expenditure controls support the City’s ability to maintain structurally balanced operations within the more constrained property tax revenue framework imposed by SB2. The FY 2025 budget reflects the ninth consecutive fiscal year in which the property tax rate has been reduced. The City’s proposed tax rate is \$0.7047 per \$100 of TAV for FY 2024-2025.

Dallas is the primary economic driver in the Dallas-Fort Worth-Arlington metropolitan statistical area (MSA), which is the fourth largest MSA in the nation behind New York, Los Angeles, and Chicago. The City is the 3<sup>rd</sup> largest city in the State of Texas (the “State”) and 9<sup>th</sup> largest in the nation, with a population of approximately 1.3 million. The City’s growing employment base has fueled both domestic and international migration. The City’s tax base remains diverse, with the 10 largest taxpayers accounting for less than 4% of TAV. Full market value (FMV) per capita is approximately \$172,579, which KBRA views as favorable.

The City’s sizable tax-base and strong financial position help to largely mitigate the burden posed by elevated pension liabilities, in KBRA’s view. Pension reforms enacted in 2017 have eliminated the prospect of the Police and Fire pension plan’s insolvency, mandated increased contributions, and reduced the net pension liability, but have not materially improved the funded ratio of the three pension plans. While pension costs are expected to remain elevated, overall fixed costs are affordable, especially given the City’s practice of rapid direct debt amortization. In the context of its otherwise



conservative fiscal controls, the City’s plan for pension funding, which projects a long ramp-up to full funding, may serve to limit long-term financial flexibility, in KBRA’s view.

KBRA views the City’s historical financial performance as very strong, reflecting a trend of healthy operating surpluses and strong reserve levels. Detailed Financial Management Performance Criteria (FMPC) originally adopted by City Council in 1978, as periodically revised, provide a policy framework for fiscal decision making and are an important contributor to the City’s strong governance profile. Pursuant to the FMPC, the City maintains an unassigned General Fund (GF) balance, which includes Emergency and Contingency Reserves, of at least 50 days and not more than 70 days of GF operating expenditures less debt service. Primary General Fund revenue sources are property taxes and sales taxes, accounting for 54% and 26% of FY 2023 revenues, respectively. The City has maintained ample liquidity as evidenced by growth in year-end Governmental Funds. The City ended FY 2023 with 144 days cash on hand (DCOH), comparable to the 145 days registered the prior year, but significantly above FY 2020 and FY 2021, which registered 117 DCOH and 123 DCOH, respectively.

The City’s FY 2025 budget and planned FY 2026 budget continue to project unassigned fund balance greater than 60 days. However, due to rapidly growing pension and overtime costs, the General Fund is forecast to be out of structural balance beginning in FY 2027; however, it is stated that the City will implement budget reductions and/or revenue increases so as to not allow the imbalance to occur.

### Key Credit Considerations

The ratings were affirmed because of the following key credit considerations:

#### Credit Positives

- Strong financial profile reflecting fiscally conservative financial management practices, solid reserves, and healthy liquidity.
- Robust economic growth, evidenced by a diverse, growing tax and resource base, and unemployment rates which have trended below the state average.
- History of achieving budgetary balance through operating expense reductions and without the use of reserves, while simultaneously reducing the property tax rate.

#### Credit Challenges

- Pension costs are expected to remain elevated. Low pension funded ratios have the potential to restrict future financial flexibility.
- Partial reliance on sales tax receipts for operations exposes revenue base to economic fluctuation.

### Rating Sensitivities

- |   |          |
|---|----------|
| ▪ Tangible progress in addressing full funding of the actuarially determined pension contributions while maintaining robust financial strength. | <b>+</b> |
| ▪ Deviation from the City’s practice of conservative budgeting would increase credit risk.  | <b>-</b> |

### Key Ratios

Population CAGR Growth 2013 to 2023	
City	0.35%
State	1.44%
United States	0.58%
Top 10 Taxpayers as a % of Total Assessed Value	
	3.9%
Assessed Property Value 10-Yr CAGR Through FY 2023	
	7.9%
Unassigned General Fund Balance as % of Expenditures at FYE 2023	
	23.1%
Direct and Overlapping Debt as a % of Full Market Value in FY 2023	
	3.1%
Direct Debt Amortized Within 10 Years	
	75%
Fixed Costs as a % of Governmental Expenditures in FY 2023	
	19.5%



### Rating Determinants (RD)

1. Management Structure and Policies	AAA
2. Debt and Additional Continuing Obligations	AA-
3. Financial Performance and Liquidity Position	AAA
4. Municipal Resource Base	AA+

## RD 1: Management Structure and Policies

The City's strong management practices include a comprehensive budget process, a two-year balanced budget requirement, active financial monitoring, defined reserve policies, and five-year revenue and expenditure projections for the General Fund and each of the enterprise funds. Detailed Financial Management Performance Criteria (FMPC) establish a targeted unassigned General Fund balance, including Emergency and Contingency Reserves, of not less than 50 days and not more than 70 days of General Fund expenditures, less debt service. The City's fiscal year begins October 1 and ends on September 30. The FY 2024 Emergency Reserve was budgeted at \$50 million which is unchanged from the prior year.

## RD 2: Debt and Additional Continuing Obligations

While the City has successfully relied upon pay-go financing, rapid debt amortization and the careful management of other continuing obligations to maintain a moderate pace of growth in total long-term liabilities, the adequacy of pension funding remains an area of credit focus. The City's FY 2023 fixed cost burden inclusive of pension contributions (\$248.0 million), OPEB benefit payments (\$10.3 million) and annual debt service (\$330 million), accounted for 19.5% of governmental fund expenditures, comparable to the 19.8% registered the prior year. KBRA considers this level somewhat elevated but affordable given the City's robust tax base and ample reserves.

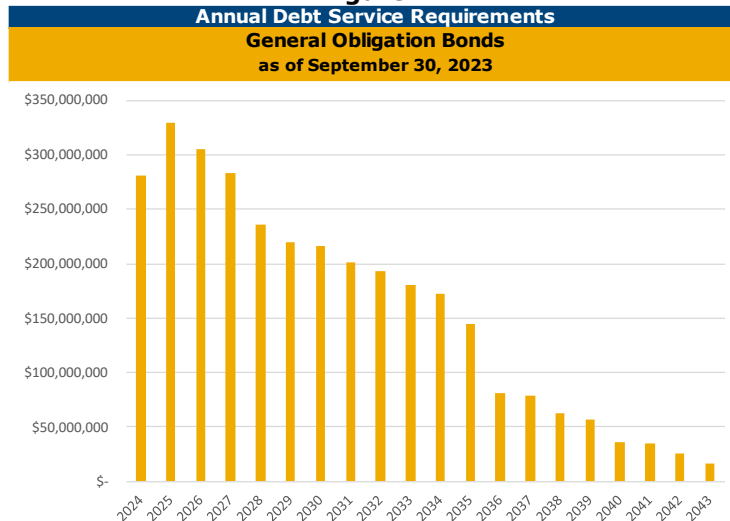
Figure 1

Direct Debt Outstanding as of September 30, 2024	
(dollars in thousands)	
Direct Debt Type	
General Obligation Bonds	\$ 2,902,776
Equipment Acquisition Notes	147,689
Certificates of Obligation	616,976
<b>Total Direct Debt</b>	<b>\$ 3,667,441</b>

Source: City of Dallas

The debt burden remains manageable on a full market value basis, with overall direct and overlapping debt equal to 3.1% of full market value, but somewhat elevated on a per capita basis, at \$5,363. Debt amortization is rapid, with 75% paid down in 10 years and 100% in 20 years. Debt service as a percentage of governmental expenditures remains affordable at 10.3%.

Figure 2



Source: Dallas 2024 Proposed Budget. Does not include Commercial Paper Notes.

The 2025 capital improvement budget reflects \$1.25 billion of voter approved bonds, of which it is anticipated that \$250 million will be issued in each of fiscal years 2025 and 2026, with the remaining \$750 million to be issued in the future.



### Local Government Pension Obligation

The City participates in three single employer defined benefit pension plans: the Employees’ Retirement Fund (ERF), Dallas Police and Fire System Combined Plan (DPFS Combined Plan) and the Dallas Police and Fire System Supplemental Plan (DPFS Supplemental Plan). Pension reforms enacted in 2017 have eliminated the prospect of the Police and Fire pension plan’s insolvency, increased contributions, and reduced the net pension liability. However, the funding progress of the three plans has fluctuated. The fiduciary net position as a percentage of the total pension liability improved reaching 80.3% for ERF, 41.8% for the DPFS Combined Plan, and 45.7% for the small DPFS Supplemental Plan as of the December 31, 2021 measurement date. The combined NPL of \$4.03 billion was equal to 2.0% of FMV and \$3,100 per capita.

However, there was a downward shift in the funding level as of the December 31, 2022 measurement date due to changes in actuarial assumptions as well as investment losses. The fiduciary net position as a percentage of total pension liability was only 54.1% for ERF, 34.4% for the DPFS Combined Plan, and 38.6% for the small DPFS Supplemental Plan. The combined NPL increased to \$6.46 billion from \$4.03 billion in the prior year and equated to 2.87% of FMV and \$4,959 per capita, a manageable burden on the large tax base but a relatively high per capita burden.

**Figure 3**

Pension Funding Status and Annual Contributions							
FYE September 30 (dollars in millions)							
	As of December 31, 2022 Measurement Date				FY 2023		
(\$ in MMs)	Total Pension Liability	Fiduciary Net Position	Net Pension Liability (NPL)	Fiduciary Net Position as a % of Total Pension Liability	Actual Contribution	Actuarially Determined Contribution (ADC)	Actual Contribution as a % of ADC
Employees' Retirement Fund (ERF)	6,503	3,516	2,986	54.1%	73	110	66.3%
Dallas Police and Fire System Combined Plan (Combined Plan)	5,255	1,807	3,448	34.4%	172	248	69.1%
Dallas Police and Fire System Supplemental Plan (Supplemental Plan)	43	17	26	38.6%	4	4	100.0%
<b>Total</b>	<b>\$11,800</b>	<b>\$5,339</b>	<b>\$6,461</b>		<b>\$248</b>	<b>\$362</b>	<b>68.6%</b>

Source: City of Dallas ACFR

The \$248 million pension contribution remains manageable at 8.6% of FY 2023 governmental fund expenditures.

Within the past few months, the Dallas City Council approved plans that will allow the Dallas Police and Fire Pension System and the Employee Retirement Fund to be fully funded in 30-years. The new strategy is to implement an ADC rate with a five-year phase in period. This strategy meets the Texas Pension Review Board requirements and is expected to ensure the long-term financial soundness of both pension systems. The FY 2025 and FY 2026 biennial budget includes the funding needed to begin implementation of the approved plans.

### RD 3: Financial Performance and Liquidity Position

The primary General Fund revenue sources are property taxes and sales taxes, which account for 54% and 26% of FY 2023 revenues, respectively. In addition to the General Fund, other sizable components of governmental operations are the Debt Service Fund, Internal Service Funds, and the Water Utilities Fund.

#### FY 2023 Audited Financial Results

Financial operations reflect a continuing trend of healthy surpluses and strong General Fund reserves. General Fund revenue growth of 6.4% in FY 2023 reflects healthy growth in ad valorem tax revenues due to growing property tax valuations and new property, but growth was lower than that of expenses, which registered a year-over-year increase of 13.4% primarily driven by increased capital outlay expenditures coupled with growth in public safety payroll expenditures. Nonetheless, the city ended with a positive \$25 million net change in fund balance.

During the period FY 2019 through FY 2023, the General Fund balance has grown at a healthy CAGR of 12%. Moreover, unassigned General Fund balance levels have consistently met or exceeded the City’s policy. As of FYE 2023, unassigned General Fund balance grew to a robust \$386.7 million, or 87 days of General Fund operating expenses less debt service, exceeding the FMPC’s 50-day minimum.

#### Liquidity

The City maintains ample liquidity as evidenced by consistent growth in year-end fund balance. The FY 2023 governmental funds cash position was \$1.11 billion, equating to a very strong 144 DCOH, with an additional \$163.2 million of pooled cash and cash equivalents held in Internal Service Funds.

**Figure 4**

<b>General Fund Summary Statement of Income and Balance Sheet</b>					
FYE September 30 (Audited GAAP Basis) (dollars in thousands)					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Statement of Income</b>					
<b>Revenues</b>					
Ad Valorem Tax	677,607	728,339	775,518	804,207	871,923
Sales Tax	320,413	314,385	354,288	407,309	425,543
Franchise Fees	135,697	120,944	120,445	132,060	132,888
Services to Others	109,491	102,021	118,897	121,958	116,491
Other	67,600	61,586	57,800	60,374	76,968
<b>Total Revenues</b>	<b>1,310,808</b>	<b>1,327,275</b>	<b>1,426,948</b>	<b>1,525,908</b>	<b>1,623,813</b>
<b>Expenditures</b>					
Public Safety	774,182	792,917	849,288	910,006	971,553
General Government	167,958	150,372	173,809	184,653	184,702
Culture and Recreation	141,594	132,749	134,021	150,457	163,458
Other	196,919	209,401	221,193	232,063	354,726
<b>Total Expenditures</b>	<b>1,280,653</b>	<b>1,285,439</b>	<b>1,378,311</b>	<b>1,477,179</b>	<b>1,674,439</b>
Excess (Deficiency) of Revenues Over (Under) Expenditures	30,155	41,836	48,637	48,729	(50,626)
Other Financing Sources (Uses)	10,745	5,641	7,230	(6,916)	75,578
<b>Net Change in Fund Balance</b>	<b>40,900</b>	<b>47,477</b>	<b>55,867</b>	<b>41,813</b>	<b>24,952</b>
Beginning Fund Balance	256,254	297,154	344,631	400,498	442,313
<b>Ending Fund Balance</b>	<b>297,154</b>	<b>344,631</b>	<b>400,498</b>	<b>442,311</b>	<b>467,265</b>
<b>Balance Sheet</b>					
<b>Assets</b>					
Cash and Cash Equivalents	277,654	328,272	385,525	384,022	420,389
Receivables	119,530	128,026	153,927	226,275	229,072
Other	30,643	32,930	31,309	37,967	39,703
<b>Total Assets</b>	<b>427,827</b>	<b>489,228</b>	<b>570,761</b>	<b>648,264</b>	<b>689,164</b>
<b>Liabilities</b>					
Accrued Payroll	28,339	8,569	11,916	16,270	19,765
Accounts Payable	35,684	35,215	53,387	29,513	51,520
Other	13,416	44,083	45,187	24,383	17,112
<b>Total Liabilities</b>	<b>77,439</b>	<b>87,867</b>	<b>110,490</b>	<b>70,166</b>	<b>88,397</b>
Deferred Inflows of Resources (Unavailable Revenue)	53,234	56,730	59,773	135,787	133,502
<b>Fund Balance</b>					
Nonspendable	13,385	15,385	16,006	18,723	23,069
Restricted	11,185	8,724	6,627	5,653	-
Committed	1,250	2,000	2,000	3,000	3,000
Assigned	37,109	41,071	51,565	44,347	54,453
Unassigned	234,225	277,451	324,300	370,588	386,743
<b>Total Fund Balance</b>	<b>297,154</b>	<b>344,631</b>	<b>400,498</b>	<b>442,311</b>	<b>467,265</b>
Unassigned Fund Balance as a % of Expenditures	18.3%	21.6%	23.5%	25.1%	23.1%

Source: City of Dallas ACFRs

## FY 2024 and FY 2025 Budget Overview

The FY 2024 budget reflected a 12.9% increase over FY 2023 budget in General Fund spending, with a focus on public safety – registering a 10% increase year over year. The City reduced the property tax rate again in 2024, while simultaneously benefitting from continued growth in property values. The budget for the first year of the biennial budget, 2024, was \$4.62 billion. Some other key budget elements included major investments in public works projects, stormwater and drainage initiatives, employee compensation, housing and homeless solutions, and workforce, education and equity initiatives. The 2024 budget saw property taxes accounting for 57% of total general fund revenues, followed by sales tax at 26% of the total. The budget depicted a 4.4% increase in sales taxes year over year. The certified property tax values increased 10.5% in FY 2024 – from a combination of new construction (2.1%) and reappraisals (8.4%).

Even with the growth in property tax revenues and improved sales tax revenue, the City is facing a structural deficit beginning in FY 2027 due in part to salaries and benefits; however, the City has historically made expense adjustments to achieve balanced operations and the budget notes that corrective actions, if necessary, would again be made again to achieve balance.



The planned FY 2025 budget is \$4.55 billion. Similar to the FY 2024 budget, property taxes are expected to account for 58% of total general fund revenues, followed by sales taxes at 25% of the total. Sales taxes are budgeted to increase 5.5% over the prior year. The five-year forecast through FY 2029 depicts unrestricted cash reserves of at least 44 days per year.

## RD 4: Municipal Resource Base

Incorporated in 1856, Dallas is approximately 385 square miles in area and is the county seat of the County of Dallas. The City, which is spread across four counties (Dallas, Collin, Denton and Rockwall) is the primary economic driver in the Dallas-Fort Worth-Arlington metropolitan statistical area (MSA), which is the fourth largest MSA in the nation behind the New York, Los Angeles, and Chicago. The City is the 3<sup>rd</sup> largest city in the [State of Texas](#) and 9<sup>th</sup> largest in the nation with a population of approximately 1.3 million. Population growth in Dallas (3.6% since 2013) has lagged the State and the nation. The City’s growing employment base has fueled both domestic and international migration with foreign-born residents making up 23.9% of the City’s population in 2022.

**Figure 5**

	2013	2023	% Δ 2013 to 2023	10 Year CAGR (2023)
Dallas City, Texas	1,257,676	1,302,859	3.6%	0.35%
Dallas County, Texas	2,480,331	2,606,358	5.1%	0.50%
Dallas-Fort Worth-Arlington, TX	6,812,373	8,100,037	18.9%	1.75%
Texas	26,448,193	30,503,301	15.3%	1.44%
United States	316,128,839	334,914,896	5.9%	0.58%

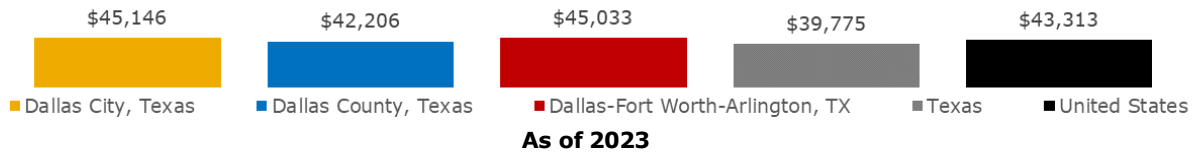
Source: U.S Census, ACS 1-Year Estimates \*

\* The Census Bureau did not release its standard 2020 ACS 1-year estimates because of the impacts of the COVID-19 pandemic.

The City’s per capita income has historically exceeded the State and National averages, representing 113.5% of the State and 104.2% of the nation.

**Figure 6**

### Per Capita Income



	2013	2023	% Δ 2013 to 2023	Comparison
<b>Dallas City, Texas</b>	\$28,522	\$45,146	58.3%	-
<b>Dallas County, Texas</b>	\$27,433	\$42,206	53.9%	107.0% of County
<b>Dallas-Fort Worth-Arlington, TX</b>	\$29,738	\$45,033	51.4%	100.3% of MSA
<b>Texas</b>	\$26,327	\$39,775	51.1%	113.5% of State
<b>United States</b>	\$28,184	\$43,313	53.7%	104.2% of U.S.

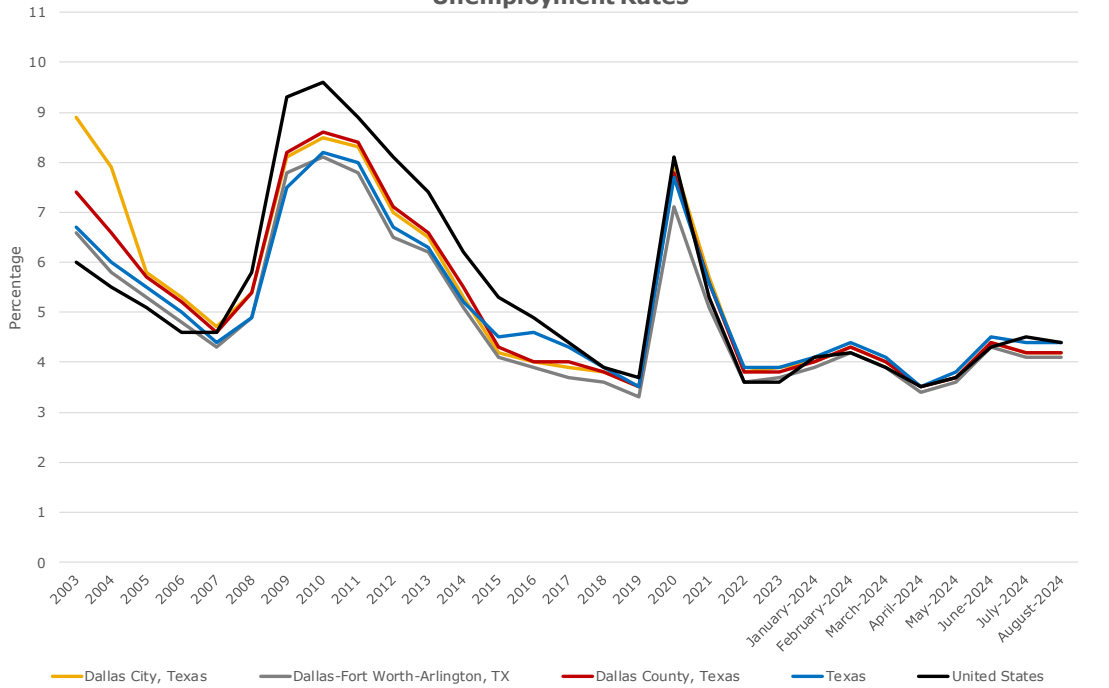
Source: U.S. Census, ACS 1-Year Estimates

As of August 2024, the City’s unemployment rate was 4.2%, below both the State and the nation which each registered 4.4%.





**Figure 7**  
**Unemployment Rates**



	Dallas City, Texas	Dallas County, Texas	Dallas-Fort Worth-Arlington, TX	Texas	United States
August-2024	4.2	4.2	4.1	4.4	4.4
July-2024	4.2	4.2	4.1	4.4	4.5
Great Recession Peak	8.5	8.6	8.1	8.2	9.6
Point Δ Since Great Recession Peak	-4.3	-4.4	-4.0	-3.8	-5.2

Source: U.S. Bureau of Labor Statistics  
Not Seasonally adjusted

## Bankruptcy Assessment

KBRA has consulted outside counsel on bankruptcy matters and the following represents our understanding of the material bankruptcy issues relevant to the City and the Obligations.

### Eligibility to be a Debtor

To be a debtor under the municipal bankruptcy provisions of the U.S. Bankruptcy Code (Chapter 9), a local governmental entity must, among other things, (a) qualify under the definition of “municipality” in the Bankruptcy Code and (b) be specifically authorized to file a bankruptcy petition by the state in which it is located.

The City is a political subdivision and municipal corporation of the State of Texas organized and existing under state law, and thus is a “municipality” as defined under the Bankruptcy Code.

As to authorization, Texas state law specifically authorizes any municipality in the state that has the power to incur indebtedness through the action of the municipality’s governing body to file a Chapter 9 petition. Thus, the City has the authority under Texas state law to incur indebtedness and, hence, it is specifically authorized under Texas state law to file a Chapter 9 petition, subject to the further threshold requirements of the Bankruptcy Code, for commencement of a Chapter 9 case.

### Treatment of the Obligations in a Chapter 9 Case

The principal of and interest on the Obligations are payable from a direct and continuing ad valorem tax levied by the City, within the limits prescribed by law, upon all taxable property in the City.

Chapter 9 provides for post-petition recognition of (i) a security interest represented by a pledge of specific special tax revenues or municipal enterprise revenues (each “special revenues”) and also (ii) a statutory lien on revenues pledged for municipal obligations. In contrast, the pledge of general ad valorem property taxes for a general purposes obligation of a municipality, such as the pledge of City ad valorem property taxes to pay the Obligations, is not recognized as a security interest or lien that survives the filing of a petition under Chapter 9.

Accordingly, because (a) the funds pledged to pay the Obligations are not from a separate, dedicated source of revenues that meets the definition of “special revenues” under Chapter 9, and (b) there is no statutory lien imposed on the



pledged ad valorem tax revenues levied to pay the Obligations, if the City were to file a petition commencing a Chapter 9 proceeding holders of the Obligations should be treated as unsecured creditors of the City.

## **ESG Management**

KBRA typically analyzes Environmental, Social, and Governance (ESG) factors through the lens of how issuers plan for and manage relevant ESG risks and opportunities. More information on KBRA's approach to ESG risk management in public finance ratings can be found [here](#). Over the medium-term, public finance issuers will likely need to prioritize ESG risk management and disclosure with the likelihood of expansions in ESG-related regulation and rising investor focus on ESG issues.

KBRA analyzes many sector- and issuer-specific ESG issues but our analysis is often anchored around three core topics: climate change, with particular focus on greenhouse gas emissions; stakeholder preferences; and cybersecurity. Under environmental, as the effects of climate change evolve and become more severe, issuers are increasingly facing an emerging array of challenges and potential opportunities that can influence financial assets, operations, and capital planning. Under social, the effects of stakeholder preferences on ESG issues can impact the demand for an issuer's product and services, the strength of its global reputation and branding, its relationship with employees, consumers, regulators, and lawmakers, and, importantly, its cost of and access to capital. Under governance, as issuers continue to become more reliant on technology, cybersecurity planning and information management are necessary for most issuers, regardless of size and industry.

A detailed discussion of ESG management considerations pertaining to the City can be found in our October 27, 2023 [rating report](#).

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# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **M/WBE Participation for November 13, 2024 Council Agenda**

The policy of the City of Dallas is to engage certified Minority and Women-owned Business Enterprises (M/WBEs) to the greatest extent feasible on the City’s architecture & engineering, construction, goods, and professional services contracts. The City’s Business Inclusion and Development Policy (BID Policy) is overseen by the Business Enterprise Hub (BEH) division of the Office of Procurement Services, which is providing this summary of M/WBE subcontracting participation for the November 13, 2024, City Council Agenda

As a reminder, the M/WBE goals that became effective on October 1, 2020, are:

<b>Architecture &amp; Engineering</b>	<b>Construction</b>	<b>Professional Services</b>	<b>Other Services*</b>	<b>Goods</b>
34.00%	32.00%	38.00%	N/A	32.00%

For this agenda, BID reviewed **26** agenda items; **13** items on this agenda include an M/WBE goal. Of those **13** items, **6** exceeded the goal, **3** met the goal, and **4** did not meet the goal. This agenda includes **13** items that did not have an applicable M/WBE goal. The table below provides a summary of M/WBE participation for this agenda.

#	Contract Amount	Procurement Category	M/WBE Goal	M/WBE Subcontracting %	M/WBE Overall Participation %	M/WBE Overall \$	Status
9	\$4,087,120.00	Architecture & Engineering	34.00%	34.19%	34.19%	\$1,397,350.00	Exceeds MWBE Subcontracting Goal
10	\$648,051.00	Architecture & Engineering	34.00%	44.63%	44.63%	\$291,213.75	Exceeds MWBE Subcontracting Goal
11	\$389,024.00	Architecture & Engineering	34.00%	59.21%	59.21%	\$230,024.00	Exceeds MWBE Subcontracting Goal
14	\$7,497,216.00	Architecture & Engineering	34.00%*	41.99%	41.99%	\$3,147,860.00	Exceeds MWBE Subcontracting Goal
15	\$7,000,000.00	Construction	32.00%	32.00%	32.00%	\$2,240,000.00	Meets MWBE Subcontracting Goal
22	\$355,680.96	Other Services	N/A	N/A	N/A	N/A	MWBE N/A Cooperative Agreement
23	\$16,665,817.36	Other Services	N/A	N/A	N/A	N/A	MWBE N/A Cooperative Agreement
24	\$787,500.00	Other Services	N/A	N/A	N/A	N/A	MWBE N/A Cooperative Agreement
25	\$37,811,032.02	Other Services	N/A	N/A	N/A	N/A	MWBE N/A Cooperative Agreement
26	\$16,514,751.03	Goods	N/A	N/A	N/A	N/A	MWBE N/A Cooperative Agreement
30	\$15,312,750.00	Other Services	N/A	N/A	N/A	N/A	MWBE N/A Interlocal Agreement
31	\$3,460,371.00	Other Services	N/A	N/A	N/A	N/A	MWBE N/A Interlocal Agreement

#	Contract Amount	Procurement Category	M/WBE Goal	M/WBE Subcontracting %	M/WBE Overall Participation %	M/WBE Overall \$	Status
33	\$2,500,000.00	Construction	32.00%	32.00%	32.00%	\$800,000.00	Meets M/WBE Subcontracting Goal
34	\$1,000,000.00	Other Services	N/A	N/A	100.00%	\$1,000,000.00	MWBE N/A Interlocal Agreement; Prime is certified WBE
40	\$164,080.37	Goods	32.00%	0.00%	0.00%	\$0.00	Does not meet MWBE subcontracting goal
41	\$599,998.85	Goods	32.00%	0.00%	0.00%	\$0.00	Does not meet MWBE subcontracting goal
42	\$481,000.00	Goods	32.00%	0.00%	0.00%	\$0.00	Does not meet MWBE subcontracting goal
43	\$4,990,727.04	Goods	32.00%	0.00%	0.00%	\$0.00	Does not meet MWBE subcontracting goal
44	\$626,494.58	Professional Services	38.00%	38.00%	38.00%	\$238,067.94	Meets MWBE subcontracting goal
45	\$1,807,531.40	Other Services	N/A	30.00%	30.00%	\$542,259.42	MWBE N/A Other Services
46	\$299,125.02	Other Services	N/A	8.20%	8.20%	\$24,528.25	MWBE N/A Other Services
47	\$13,250,000.00	Other Services	N/A	23.00%	100.00%	\$13,250,000.00	MWBE N/A Other Services Prime and subs are M/WBE
48	\$304,600.00	Other Services	N/A	N/A	32.82%	\$100,000.00	M/BE N/A Other Services Prime is certified MBE
49	\$337,308.00	Other Services	N/A	N/A	N/A	N/A	MWBE N/A Other Services
53	\$336,213.00	Architecture & Engineering	34.00%	39.09%	39.09%	\$131,422.00	Exceeds MWBE subcontracting goal
61	\$7,550,000.00	Construction	32.00%	36.00%	36.00%	\$2,718,000.00	Exceeds MWBE subcontracting goal

\* This item contains a previous M/WBE goal.

**The following items do not meet the M/WBE subcontracting goal:**

**Agenda Item No. 40**

Authorize a three-year master agreement with Ferrellgas, LP and Atlantic Petroleum & Mineral Resources, Inc. for the purchase of propane and propane cylinders for citywide use. Award amount estimated at \$164,080.37. The Request for Bid method of procurement resulted in the lowest responsive bidder being selected.

**Agenda Item No. 41**

Authorize a three-year master agreement with GT Distributors, Inc. for the purchase of law enforcement badges for the Dallas Police Department. Award amount estimated at \$599,998.85. The Request for Bid method of procurement resulted in the lowest responsive bidder being selected.

**Agenda Item No. 42**

Authorize a three-year master agreement with Valve Agency, Inc. for the purchase of various types of pressure reducing valves, parts, and accessories for the Dallas Water

Utilities Department. Awar amount estimated at \$481,000.00. The Request for Bid method of procurement resulted in the lowest responsive bidders being selected.

**Agenda Item No. 43**

Authorize a five-year master agreement with California Clean Energy, Inc. for the purchase of compressed natural gas for equipped fleet vehicles for the Department of Equipment and Fleet Management. Award amount estimated at \$4,990,727.04. The Request for Bid method of procurement resulted in the lowest responsive bidders being selected.

**Local Businesses**

The table below provides the count of businesses by location for prime contractors and M/WBE subcontractors. There is a total of 40 prime contractors considered in this agenda.

Vendor	Local		Non-Local		Total
Prime	22	59.46%	15	40.54%	37
M/WBE Prime	3	100.00%	0	0.00%	3
M/WBE Sub	22	73.33%	8	26.67%	30

Please feel free to contact me or Danielle Thompson, Director of the Office of Procurement Services, if you have any questions or should you require additional information, [Danielle.Thompson@Dallas.gov](mailto:Danielle.Thompson@Dallas.gov).

Service First, Now!



Donzell Gipson  
 Assistant City Manager (I)

- c: Kimberly Bizer Tolbert Interim City Manager
- Tammy Palomino, City Attorney
- Mark Swann, City Auditor
- Biliera Johnson, City Secretary
- Preston Robinson, Administrative Judge
- Dominique Artis, Chief of Public Safety (I)
- Dev Rastogi, Assistant City Manager
- M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager

- Alina Ciocan, Assistant City Manager
- Robin Bentley, Assistant City Manager (I)
- Jack Ireland, Chief Financial Officer
- Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
- Directors and Assistant Directors

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor & City Council

SUBJECT **November 13, 2024 Council Agenda – Item #51**

On Wednesday you will have an item on the agenda for your consideration for an extension of the lease with Live Nation at the Dos Equis Pavilion for a term of 10 year with two, 5-year renewal options. The City has had an agreement with Live Nation and its predecessor companies in Fair Park for decades. They have been a great tenant and partner and provided substantial funds over the years that benefit Fair Park and the south Dallas community through their contributions to the South Dallas Opportunity Fund. In 2019, the City assigned the responsibility to manage the existing contract with Live Nation to Fair Park First along with the other campus partner contracts such as Broadway Dallas, Dallas Historical Society at the Hall of State, the African American Museum, and others. As you know, there are existing challenges with the Fair Park First contract, but in all cases should Fair Park First no longer have a contract to manage Fair Park on the City's behalf, the Live Nation contract and all partner contracts that were assigned automatically revert to the City for administration so that there would ultimately be no interruption for the patrons of the venue.

In an effort to address citizen concerns around noise generated from the venue that were brought to light through Councilmember communication and the Park and Recreation Board review and approval process of the extension, Park and Recreation Department staff have committed to thoroughly perform due diligence on the sound concerns by conducting a sound study through a consultant led process. Further, staff is committed to making any improvements to the facility that are recommended by the study that can mitigate the sound escaping the venue.

Please know that this contact extension will continue our mutually beneficial relationship with a highly successful tenant and partner that accounts for a significant portion of the visitors to Fair Park each year. In fact, the Dos Equis Pavilion is the second highest performing amphitheater in the Live Nation venue stable in the United States. The partnership provides for an important park activation and a thriving recreational and cultural opportunity for the residents of Dallas and the larger north Texas community.

Please let me know if you have any additional questions.

A handwritten signature in blue ink, appearing to read 'John D. Jenkins'.

John D. Jenkins  
Director, Park & Recreation Department

c: Kimberly Bizer Tolber, City Manager (I)  
Liz Cedillo, Assistant City Manager  
Ryan O'Connor, Assistant Director

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **November 13, 2024, City Council Agenda Item #19; 24-3354**

The following agenda item is scheduled to go before Council on November 13, 2024

The purpose of Council Agenda Item 19 on the November 13, 2024, agenda is to request approval of a three-year lease agreement for office space located at 7610 N. Stemmons Freeway. This space is intended to serve as the Northwest Building Inspection District Office, allowing us to re-establish an office in this area.

The Northwest District Office was previously located at 7610 N. Stemmons Freeway but was closed following the City's acquisition of the adjacent building at 7800 N. Stemmons Freeway. Re-opening the district office at this location will allow us to better serve the community by providing a dedicated, accessible office for building inspection services in the Northwest area.

We believe this three-year lease agreement will effectively support operational continuity and accessibility in the Northwest District, providing a consistent location for inspections and community engagement.

Should you have any questions or require further information, please contact Emily Liu, Director at 469-990-8069 or [yu.liu@dallas.gov](mailto:yu.liu@dallas.gov).

Service First, Now!

A handwritten signature in blue ink that reads "Robin Bentley".

Robin Bentley,  
Assistant City Manager (I)

c: Kimberly Bizer Tolbert City Manager (I)  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)  
Dev Rastogi, Assistant City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Alina Ciocan, Assistant City Manager  
Donzell Gipson, Assistant City Manager (I)  
Jack Ireland, Chief Financial Officer  
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)  
Directors and Assistant Directors

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Quality of Life, Arts, and Culture Committee Responses**

This memorandum is in response to requests from Councilmembers in response to the “Quality of Life, Arts, and Culture Committee Responses” [Memorandum](#) from Friday November 1, 2024.

The primary request from Councilmembers to the Office of Data Analytics and Business Intelligence (DBI) was to provide a breakdown of Short-Term Rental (STR) properties by those that generate 911 calls and those that do not generate 911 calls, by Council Districts.

Table 1 provides the requested data by Council Districts. A few key takeaways:

- 1% of STR properties generated 20 or more 911 calls
- 2% of STR properties generated 10 or more 911 calls
- Overall citywide, on an average 72% of the STRs did not generate a 911 call

**Table 1: Short Term Rental 911 Call Volume by Council District  
June 24, 2023, to September 11, 2024**

District	STR Count	STRs Generating 1+ Calls Count	STRs Generating 1+ Calls (%)	STRs Generating No Calls (%)	STRs Generating 10+ Calls Count	STRs Generating 10+ Calls (%)	STRs Generating 20+ Calls Count	STRs Generating 20+ Calls (%)
1	357	99	28%	72%	0	0%	0	0%
2	400	136	34%	66%	10	2%	1	<1%
3	76	20	26%	74%	0	0%	0	0%
4	138	50	36%	64%	1	1%	0	0%
5	19	7	37%	63%	0	0%	0	0%
6	186	68	37%	63%	1	1%	1	1%
7	189	55	29%	71%	1	1%	0	0%
8	49	12	24%	76%	0	0%	0	0%
9	189	22	12%	88%	3	2%	2	1%
10	109	33	30%	70%	12	11%	7	6%
11	95	36	38%	62%	11	12%	8	8%
12	116	17	15%	85%	5	4%	3	3%
13	183	42	23%	77%	8	4%	2	1%
14	481	137	28%	72%	11	2%	4	1%
<b>CITY</b>								
<b>OVERALL</b>	<b>2587</b>	<b>734</b>	<b>28%</b>	<b>72%</b>	<b>63</b>	<b>2%</b>	<b>28</b>	<b>1%</b>

Source: 911 call data comes from the Computer Aided dispatch (CAD) Response Master Incident table.



This dataset identified **2587 residential STRs** (includes single family detached, condominiums and townhomes) and does not include commercial (apartments, hotels, and others). The following paragraph is an example of interpreting rows in Table 1.

- For council district 10, out of 109 STRs, 33 (30%) generated at least 1 call to 911 and 76 (70%) generated no calls between June 24, 2023, to September 11, 2024. Additionally, 12 (11%) and 7 (6%) STRs generated 10 or more and 20 or more calls to 911 respectively during the same time period.

This analysis assumed maximum impact.

- We know that we may be providing an overestimate of STR calls and urge caution with any interpretation.
- The above result assumes that every call to an address is in response to a problem at that address. Some properties with high 911 call volume could be condos that have multiple units associated with one address and we are unable to verify if all units or some were operating as STRs at the time of the call.
- It further assumes that the property in question was being rented out as an STR at the time of the call.

If you are interested in a list of top 10 address by 911 call volume for your council district or have questions, please contact Dr. Brita Andercheck, Chief Data Officer, Data Analytics and Business Intelligence at [brita.andercheck@dallas.gov](mailto:brita.andercheck@dallas.gov) .



Jack Ireland  
Chief Financial Officer

c: Kimberly Bizzor Tolbert, City Manager (I)  
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Mark Swann, City Auditor  
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Robin Bentley, Assistant City Manager (I)  
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)  
Directors and Assistant Directors

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Questions on Proposed Housing Finance Corporation (HFC) Projects: Oak & Ellum and 2929 Wycliff**

This memorandum provides responses to questions raised following the placement of two Dallas Housing Finance Corporation (DHFC) upcoming agenda items known as Oak & Ellum and Wycliff on the October Housing and Homelessness Solutions Committee. The Oak & Ellum project was delayed from the November agenda to address the Deep Ellum TIF obligation with the Office of Economic Development. Once negotiations are concluded, the item will be on an upcoming agenda date.

The statement below was provided to staff by Councilmembers West and Willis:

Created by the City of Dallas in 1984, the Dallas Housing Finance Corporation (DHFC) provides tax-exempt mortgage revenue bonds and other support for the acquisition, construction or substantial rehabilitation of multi-family housing. Developments facilitated by DHFC financing provide housing for individuals and families earning 60 percent or below area median family income." (Source: City of Dallas Housing and Community Development website)

**Question 1:** Is this the City's DHFC Policy? If so, how do we justify offering **both** tax abatements and tax-exempt bond issuance to these projects when only 20% of the units at the Oak & Ellum project are reserved for residents below the program's cited 60% AMI and only 10% are under 60% AMI at the 2929 Wycliff project?

**Response 1:** The online statement is a dated version of the DHFC mission which requires revision to match the current mission statement in the Dallas Housing Policy 2033 and Housing Resource Catalog as stated here:

*Created by the City of Dallas in 1984, the Dallas Housing Finance Corporation (DHFC) provides tax-exempt mortgage revenue bonds and other support for the acquisition, construction, or substantial rehabilitation of multi-family housing. The primary purpose of the DHFC is to provide decent, safe, sanitary, accessible, and affordable housing to the residents of Dallas.*

The Housing and Community Development Department (HCD) team will immediately work with DHFC staff to ensure that the website and any other policy documents or media are updated to include the most recent policy guidance approved by Council.

The project requires the tax-exempt bonds for the discount in construction financing and requires the long-term exemption to maintain affordability. Without both subsidies, the project would not be sustainable.

**Question 2:** Are we straying from the letter or the intent of the DHFC Program Policy?

**Response 2:** Per the policy for the Department of Housing & Community Development (HCD), DHFC is not straying away from the DHP33 and Housing Resource Catalog policy for the DHFC program. The program statement from the Dallas Housing Resource Catalog (DHRC) is as follows:

The City of Dallas Housing Finance Corporation (DHFC) was organized in 1984 in accordance with Chapter 394 of the Texas Local Government Code (Code). Under the Code, the purpose of the DHFC is to assist persons of low and moderate income to acquire and own decent, safe, sanitary, and affordable housing. To fulfill this purpose, the DHFC can be an issuer of tax-exempt bonds. The DHFC may issue bonds to finance, in whole or in part, the development costs of a residential development or redevelopment; the acquisition of existing residential properties, the costs of purchasing or funding the making of home mortgages; and any other costs associated with the provision of decent, safe, and sanitary housing and non-housing facilities that are an integral part of or are functionally related to an affordable housing development.

**Affordable Housing Partnerships:** The DHFC can also partner with affordable housing developers for the production of multifamily and for-sale housing. The DHFC can acquire an ownership stake in the development by becoming the General Partner (GP) of an ownership entity, right of refusal to purchase the improvements, and owning and controlling the land. DHFC is the sole member of the GP. Fifty-one percent of the units must be set aside for affordable housing. If all the aforementioned criteria are met, the development can benefit from a tax exemption. Additionally, the DHFC can be the General Contractor to allow for sales tax exemption on construction materials.

Both projects are in alignment with the DHFC's goals. These projects will lock-in affordability for a minimum of 15 years using the workforce structure aimed at 60% and 80% AMI in highly desirable areas of Dallas for unit counts as defined in the charts below. Areas such as Deep Ellum and Oak Lawn are in high-demand markets in areas where the opportunity to partner in new construction is nearly impossible. Only because of the partnership with the DHFC, which enables tax reduction and funds affordable units, opportunities exist for this level of Class A multifamily living and affordability. Each of these areas serve their own specific mix of businesses, bars, and restaurants that differ from the rest of the city of Dallas. The markets in each of these areas create a need for workforce housing close to their business hubs. The income and rent-restricted housing in these areas will allow the workers to stay close to their work. The DHFC strives to build a portfolio that pushes for quality affordable living in all areas of Dallas but lacks new construction in these very important economic areas of the city. 2929 Wycliff and Oak & Ellum provide the opportunity to immediately provide affordable units in these areas.

**Question 3:** How do we know if the City is achieving a sufficient number and mix of affordable units for its very substantial proposed investments?

**Response 3:** At this time, the DHFC does not have specific goals and objectives for the number of affordable units and income mixes. The Department of Housing & Community Development is preparing Action Plans for determining most needs for affordable housing. The DHFC will be a tool that will assist in meeting the needs as defined by the Action Plans.

**Question 4:** Is loss of revenue to DISD and other tax authorities considered?

**Response 4:** Currently, revenue loss is not considered. The DHFC has engaged The Concord Group, a real estate advisory firm that specializes in providing market analytics for portfolio strategy. The goal is to provide a deeper understanding of the overall impact of DHFC partnerships and provide the City with a broader picture of the Dallas economic landscape to make the best decisions for project selection.

In the upcoming months, HCD will provide Action Plans and recommendations for program parameters and objectives for the DHFC, as well as goals and objectives.

**The following responses were provided by Braxton Parsons of Hilltop Securities, financial advisor to the DHFC for underwriting details:**

**Question 5:** In trying to understand the affordability or lack thereof in these projects, the "AMI and Unit Mix" schedules in the HHS Agenda memoranda for the two projects raise several questions:

**Question a:** Why do some of the AMI proposed rents for the two projects differ? For example, the 80% AMI "proposed rent" for a one bedroom at Oak & Ellum is \$1,482 vs. \$1,572 at Wycliff.

**Response a:** 80% AMI 1BR rent for the Dallas Metropolitan Statistical Area (MSA) per HUD is \$1,656. Depending on the market area developers will additionally discount their "affordable rents in order to generate a rental discount to the market rents.

**Question b:** There is a \$265 disparity between the two projects with respect to 1 bedroom "market" proposed rent. For Oak & Ellum it's \$1,482 and for Wycliff it's \$1,747. Ironically, the 80% AMI rent for a one bedroom at Wycliff at \$1,572 is actually \$90 higher than the market one bedroom rent at Oak & Ellum. Does the City want to offer subsidies to renters residing in higher market rent areas such as 2929 Wycliff when they can afford market rates in projects like Oak & Ellum?

**Response b:** The \$1,482 stated for Oak & Ellum's 1BR market rent is the in-place rent. It is Hilltop's understanding that the current rents at the property were deeply discounted after the crane accident to achieve substantial occupancy at the property. The proposed 1BR rents after 2-3 years at Oak & Ellum are projected at Market \$1,632 and 80% AMI \$1,497 which are more in line with the proposed rents at 2929 Wycliff.

**Question c:** Are the "proposed rents" inclusive of all occupancy costs used by HUD to determine what's affordable to individuals and families such as landlord fees and utilities? If not, these projects overstate resident affordability relative to program projects.

**Response c:** Utility fees are treated separate and apart from the restricted rents at the property.

**Question d:** What household sizes are assumed in determining rents at 60% and 80% AMI in each project? This is necessary for us to know if a single income occupant can qualify for studio and one-bedroom units, or if multiple incomes will be necessary.

**Response d:** Low Income Housing Tax Credits (LIHTC) household size requirements are mirrored with all workforce transactions. This is a 1.5 Person/Bedroom calculation as shown below.

**Question e:** Regarding the Oak & Ellum project, why are the 80% AMI proposed rents the same as Market rents for one-bedroom units? Why is a "140%" AMI proposed rent category being used? This translates to household income of \$108,000 for a household size of one, which is probably equal to or greater than what is necessary to support market rents.

**Response e:** The current, in-place rents, show the same rents for the 80% AMI rents and Market rents. All workforce transactions are structured with at least 50% of the units at 80% AMI or lower, but they are also structured to have 90% of the units at an affordability defined by the HFC. This additional requirement typically involved 40% of the units to be rent and income restricted to 140% AMI. The proposed Oak & Ellum rents as shown in the Hilltop model shows the below projected rents:

60% AMI			80% AMI			Market - Max Allowable AMI -		
Avg. Rent	Units	Disc. % to Market	Avg. Rent	Units	Disc. % to Market	Avg. Rent	Units	AMI %
1,158	7	14%	1,276	11	5%	1,339	16	69%
1,240	60	24%	1,497	90	8%	1,632	150	79%
1,489	18	34%	1,986	27	11%	2,242	45	90%

**Question f:** Per public information online, Oak & Ellum currently rents studio units starting at \$1,199, one-bedroom units starting at \$1,299, and two bedrooms starting at \$1,899. These current prices are less than the proposed market rate units. Why does the project propose increasing market rate rents from the current rates?

**Response f:** The accuracy of thirdparty websites like Apartments.com are difficult to verify. The direct link below for Oak & Ellum shows two available studio units at \$1,199, 1Br units ranging from \$1,299 to \$1,731, and 2Br units ranging from \$1,899 to \$2,415.

<https://www.oakandellum.com/dallas/oak-ellum/conventional/>

Oak & Ellum has proposed the increased market rents compared to the current rents as the current rents reflect a substantial discount to market. The current owner prioritized a quick lease up of the property after the crane accident in order to lease up quickly offered rents well under the going market rates. The proposed market rate increase would bring to market rents at Oak & Ellum more in line with the market rents in the area.

**Question g:** How did staff determine the two areas with these projects needed an affordable component?

**Response g:** DHFC looks at proposals throughout the city. A property close to a central, downtown area is a goal of most HFCs in the state as a majority of affordable properties are located in the suburbs of urban cities.

**Question h:** How were projections for market rate units and affordability during the contract term determined?

**Response h:** Ultimately, the income and rent restricted (60% AMI, 80% AMI, and 140% AMI) units will be restricted by the annual rent and income restrictions provided by HUD. The market units will be determined by the rents attainable at the property. In all likelihood the 140% AMI restricted units and the market units will carry the same rents. The initial rents provided included the lesser of the HUD restricted rents or the rents provided by the developers of Oak & Ellum and 2929 Wycliff, in both cases the provided rents were less than the HUD rents.

**Question 6:** What is the public benefit analysis for lost taxes for these projects? Our understanding is that the 2929 Wycliff project provided \$257,773 in taxes in 2024 and the 15-year forgone tax is projected at \$4.7 million. Meanwhile the Live Oak project's 2024 property taxes for the city are \$510,908 and the 15-year projected taxes are \$9.5 million foregone. What is the projected public benefit for both projects and what are the financial calculations that show that the benefits outweigh the forgone tax revenue the city receives today?

**Response 6:** 2929 Wycliff actually covers 2 property locations one at 2929 Wycliff and the other just down the street at 4420 Dickason. DCAD shows the 2024 total taxes are \$429,867 with a 15-year estimate at \$7,995,059, when increasing by 3% annually. The rent subsidy generated by the 60% and 80% AMI rents to the 140% AMI rents is \$489,878 when increasing this subsidy by 3% annually a 15-year subsidy of 9,111,206 is generated when comparing to the 15-year tax estimate of \$7,995,059 a benefit of 113.96% is estimated for 2929 Wycliff.

Oak & Ellum generates an annual rent subsidy of \$697,152 when using the provided proposed rents. Using the same 3% annual escalator generates a 15-year subsidy of \$12,966,270. When comparing against the 15-year City of Dallas taxes of \$9,502,334 a benefit of 136.45% is estimated for Oak & Ellum.

Please see attached charts for additional breakout of taxes, rent subsidy and fees received.

Should you have any questions or require any additional information, please contact me or Cynthia Rogers-Ellickson, Director, Department of Housing & Community Development at [Cynthia.Rogersellic@dallas.gov](mailto:Cynthia.Rogersellic@dallas.gov) or 214-670-3601.

Service First, Now!



Robin Bentley,  
Assistant City Manager (I)

- c:
- |   |  |
|---|--|
| Kimberly Bizer Tolbert City Manager (I)     | M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager       |
| Tammy Palomino, City Attorney               | Alina Ciocan, Assistant City Manager                             |
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| Dominique Artis, Chief of Public Safety (I) | Directors and Assistant Directors                                |
| Dev Rastogi, Assistant City Manager         |  |

City of Dallas Housing Finance Corporation  
2929 Wycliff  
Public Benefit  
Draft as of 11/4/2024

Total Property Taxes

Year	Total	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Property Taxes</b>	<b>26,035,065</b>	<b>1,399,816</b>	<b>1,441,811</b>	<b>1,485,065</b>	<b>1,529,617</b>	<b>1,575,506</b>	<b>1,622,771</b>	<b>1,671,454</b>	<b>1,721,598</b>	<b>1,773,246</b>	<b>1,826,443</b>	<b>1,881,236</b>	<b>1,937,673</b>	<b>1,995,803</b>	<b>2,055,678</b>	<b>2,117,348</b>
Rent Savings	9,111,206	489,878	504,575	519,712	535,303	551,362	567,903	584,940	602,489	620,563	639,180	658,356	678,106	698,449	719,403	740,985
Sales Proceeds	915,000															915,000
Acquisition Fee	472,500	472,500														
Annual Lease Payment	2,603,848	140,000	144,200	148,526	152,982	157,571	162,298	167,167	172,182	177,348	182,668	188,148	193,793	199,607	205,595	211,763
Social Services - UTSW Nutrition Program	419,265	419,265														
Social Services - UTSW Culinary Medicine	2,008,683	108,000	111,240	114,577	118,015	121,555	125,202	128,958	132,826	136,811	140,916	145,143	149,497	153,982	158,602	163,360
Credie Building (Esusu) - \$2/unit	126,770	6,816	7,020	7,231	7,448	7,671	7,902	8,139	8,383	8,634	8,893	9,160	9,435	9,718	10,010	10,310
Smart Locks + Partners Engineering ESG Audit	107,261	59,434	47,827													
Sustainability Improvemnets + Utility Savings	1,682,292	279,068	82,126	84,589	87,127	89,741	92,433	95,206	98,062	101,004	104,034	107,155	110,370	113,681	117,091	120,604
Construction Monitoring Fee	22,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Partnership Management Fee	185,989	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842	14,258	14,685	15,126
<b>Total</b>	<b>17,655,315</b>	<b>1,986,461</b>	<b>908,788</b>	<b>886,745</b>	<b>913,302</b>	<b>940,656</b>	<b>968,831</b>	<b>997,851</b>	<b>1,027,741</b>	<b>1,058,528</b>	<b>1,090,239</b>	<b>1,122,901</b>	<b>1,156,544</b>	<b>1,191,195</b>	<b>1,226,886</b>	<b>2,178,647</b>

Rent Subsidy to Taxes Benefit %	35.00%
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Public Benefit Percentage %	67.81%	Total rent savings + HFC/PFC revenue 17,655,315	÷	Total Property Taxes Abated 26,035,065
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City of Dallas Taxes

Year	Total	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Property Taxes</b>	<b>7,995,059</b>	<b>429,867</b>	<b>442,763</b>	<b>456,046</b>	<b>469,727</b>	<b>483,819</b>	<b>498,334</b>	<b>513,284</b>	<b>528,682</b>	<b>544,543</b>	<b>560,879</b>	<b>577,705</b>	<b>595,036</b>	<b>612,888</b>	<b>631,274</b>	<b>650,212</b>
Rent Savings	9,111,206	489,878	504,575	519,712	535,303	551,362	567,903	584,940	602,489	620,563	639,180	658,356	678,106	698,449	719,403	740,985
Sales Proceeds	915,000															915,000
Acquisition Fee	472,500	472,500														
Annual Lease Payment	2,603,848	140,000	144,200	148,526	152,982	157,571	162,298	167,167	172,182	177,348	182,668	188,148	193,793	199,607	205,595	211,763
Social Services - UTSW Nutrition Program	419,265	419,265														
Social Services - UTSW Culinary Medicine	2,008,683	108,000	111,240	114,577	118,015	121,555	125,202	128,958	132,826	136,811	140,916	145,143	149,497	153,982	158,602	163,360
Credie Building (Esusu) - \$2/unit	126,770	6,816	7,020	7,231	7,448	7,671	7,902	8,139	8,383	8,634	8,893	9,160	9,435	9,718	10,010	10,310
Smart Locks + Partners Engineering ESG Audit	107,261	59,434	47,827													
Sustainability Improvemnets + Utility Savings	1,682,292	279,068	82,126	84,589	87,127	89,741	92,433	95,206	98,062	101,004	104,034	107,155	110,370	113,681	117,091	120,604
Construction Monitoring Fee	22,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Partnership Management Fee	185,989	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842	14,258	14,685	15,126
<b>Total</b>	<b>17,655,315</b>	<b>1,986,461</b>	<b>908,788</b>	<b>886,745</b>	<b>913,302</b>	<b>940,656</b>	<b>968,831</b>	<b>997,851</b>	<b>1,027,741</b>	<b>1,058,528</b>	<b>1,090,239</b>	<b>1,122,901</b>	<b>1,156,544</b>	<b>1,191,195</b>	<b>1,226,886</b>	<b>2,178,647</b>

Rent Subsidy to Taxes Benefit %	113.96%
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Public Benefit Percentage %	220.83%	Total rent savings + HFC/PFC revenue 17,655,315	÷	Total Property Taxes Abated 7,995,059
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**City of Dallas Housing Finance Corporation**  
(Oak and Ellum)  
Public Benefit  
Draft as of 11/4/2024

**Total Property Taxes**

Year	Total	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Property Taxes</b>	<b>30,943,315</b>	<b>1,663,716</b>	<b>1,713,628</b>	<b>1,765,037</b>	<b>1,817,988</b>	<b>1,872,527</b>	<b>1,928,703</b>	<b>1,986,564</b>	<b>2,046,161</b>	<b>2,107,546</b>	<b>2,170,772</b>	<b>2,235,895</b>	<b>2,302,972</b>	<b>2,372,062</b>	<b>2,443,223</b>	<b>2,516,520</b>
<b>Rent Savings</b>	<b>12,966,270</b>	697,152	718,067	739,609	761,797	784,651	808,190	832,436	857,409	883,131	909,625	936,914	965,021	993,972	1,023,791	1,054,505
<b>Acquisition Fee</b>	<b>636,000</b>	636,000														
<b>Annual Lease Payment</b>	<b>3,722,163</b>	200,128	206,132	212,316	218,685	225,246	232,003	238,963	246,132	253,516	261,122	268,955	277,024	285,335	293,895	302,712
<b>Resident Services</b>	<b>1,466,785</b>	78,864	81,230	83,667	86,177	88,762	91,425	94,168	96,993	99,903	102,900	105,987	109,166	112,441	115,814	119,289
<b>Compliance Monitoring</b>	<b>22,500</b>	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Partnership Management Fee</b>	<b>185,989</b>	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842	14,258	14,685	15,126
<b>Total</b>	<b>18,999,707</b>	<b>1,623,644</b>	<b>1,017,228</b>	<b>1,047,700</b>	<b>1,079,086</b>	<b>1,111,414</b>	<b>1,144,711</b>	<b>1,179,008</b>	<b>1,214,333</b>	<b>1,250,718</b>	<b>1,288,194</b>	<b>1,326,795</b>	<b>1,366,554</b>	<b>1,407,506</b>	<b>1,449,686</b>	<b>1,493,131</b>

<b>Rent Subsidy to Taxes Benefit %</b>	<b>41.90%</b>
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<b>Public Benefit Percentage %</b>	<b>61.40%</b>	<b>Total rent savings + HFC/PFC revenue</b>	<b>÷</b>	<b>Total Property Taxes Abated</b>
		18,999,707		30,943,315

**Acquisition**

Property Taxes based off of 2024 Assessed Value of \$72,500,000

\*Not included in the analysis is the sales commission on sale or refinance capital event

\*\* 1.5% of gross sale proceeds

**City of Dallas Taxes**

Year	Total	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Property Taxes</b>	<b>9,502,334</b>	<b>510,908</b>	<b>526,235</b>	<b>542,022</b>	<b>558,283</b>	<b>575,031</b>	<b>592,282</b>	<b>610,051</b>	<b>628,352</b>	<b>647,203</b>	<b>666,619</b>	<b>686,618</b>	<b>707,216</b>	<b>728,433</b>	<b>750,286</b>	<b>772,794</b>
<b>Rent Savings</b>	<b>12,966,270</b>	697,152	718,067	739,609	761,797	784,651	808,190	832,436	857,409	883,131	909,625	936,914	965,021	993,972	1,023,791	1,054,505
<b>Acquisition Fee</b>	<b>636,000</b>	636,000														
<b>Annual Lease Payment</b>	<b>3,722,163</b>	200,128	206,132	212,316	218,685	225,246	232,003	238,963	246,132	253,516	261,122	268,955	277,024	285,335	293,895	302,712
<b>Resident Services</b>	<b>1,466,785</b>	78,864	81,230	83,667	86,177	88,762	91,425	94,168	96,993	99,903	102,900	105,987	109,166	112,441	115,814	119,289
<b>Compliance Monitoring</b>	<b>22,500</b>	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Partnership Management Fee</b>	<b>185,989</b>	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842	14,258	14,685	15,126
<b>Total</b>	<b>18,999,707</b>	<b>1,623,644</b>	<b>1,017,228</b>	<b>1,047,700</b>	<b>1,079,086</b>	<b>1,111,414</b>	<b>1,144,711</b>	<b>1,179,008</b>	<b>1,214,333</b>	<b>1,250,718</b>	<b>1,288,194</b>	<b>1,326,795</b>	<b>1,366,554</b>	<b>1,407,506</b>	<b>1,449,686</b>	<b>1,493,131</b>

<b>Rent Subsidy to Taxes Benefit %</b>	<b>136.45%</b>
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<b>Public Benefit Percentage %</b>	<b>199.95%</b>	<b>Total rent savings + HFC/PFC revenue</b>	<b>÷</b>	<b>Total Property Taxes Abated</b>
		18,999,707		9,502,334

**Acquisition**

Property Taxes based off of 2024 Assessed Value of \$72,500,000

\*Not included in the analysis is the sales commission on sale or refinance capital event

\*\* 1.5% of gross sale proceeds

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Responses to Questions about Pay Increases for Uniformed Personnel**

This memorandum is provided to answer questions regarding the pay increases for uniformed personnel included in the FY 2024-25 Annual Budget that was approved by the City Council on September 18, 2024. This memorandum provides clarification on the details, including the timing, methodology, and communication process surrounding these adjustments.

**1. What is the date of the pay increase - their anniversary of hire date or start of the fiscal year? When will officers see their first paycheck reflecting the increase?**

The effective date of the market adjustment is January 1, 2025. This adjustment will be reflected in the first uniform payroll of the calendar year, payable on January 8, 2025. Officers will then be eligible to receive a step increase on their step eligibility date, which is determined based on their tenure in rank. Officers who have reached the top step of their rank will remain at that step until the step range increases or they are promoted to a higher rank. The step eligibility date is either the anniversary of the officer's hire date, promotion date, or an adjusted appointment date for rehired officers. Officers will see the pay increase in their paycheck issued on January 8, 2025.

**2. Is the pay increase based on data?**

Yes, the market-based pay adjustment is determined by conducting an annual survey of comparable cities, as outlined in the City Council approved Meet and Confer Agreement that covers the three-year period of FY 2022-23, FY 2023-24, and FY 2024-25. The survey establishes a market comparator for the ranks of Police Officer, Fire-Rescue Officer, and Fire Prevention Officer. The cities included in this survey are: Allen, Arlington, Austin, Carrollton, Denton, Fort Worth, Frisco, Garland, Grand Prairie, Houston, Irving, Lewisville, McKinney, Mesquite, Plano, Richardson, and San Antonio. The results are compiled and provided to the Meet and Confer Pay Subcommittee in March of each contract year.

**3. Are the pay increases for officers extended to command staff?**

Yes, pay increases also apply to the Executive Ranks. These adjustments are based on a market survey conducted at the same time as the survey for uniform police and fire ranks.

**4. Will HR or their supervisor notify officers about the pay increase?**

DATE  
SUBJECT

November 8, 2024

**Responses to Questions about Pay Increases for Uniformed Personnel**  
Page 2 of 3

The Meet and Confer agreement, approved by the City Council and ratified by members of the Dallas Police Department (DPD) and Dallas Fire-Rescue Department (DFR), defines the schedule, adjustments, and process for market-based pay increases. This agreement serves as the formal documentation of the compensation structure for uniformed personnel. The dissemination of information regarding market adjustments follows a structured process:

- The Assistant City Manager presents potential adjustments to the Pay Subcommittee.
- These adjustments are integrated into the fiscal year budget proposal.
- Once the budget receives approval, the market adjustment details are communicated through the Uniform leadership chain of command.

While individual officers do not receive personalized written notifications about market adjustment increases, the Meet and Confer agreement itself acts as the official, binding document that delineates these compensation changes. This agreement is made available to all DPD members and undergoes a ratification process that includes their approval. The market adjustments are incorporated into the city's annual budget, which is a matter of public record following its approval. This budgetary inclusion further solidifies the commitment to the agreed-upon compensation structure. The Dallas Police Department has confirmed that they do not issue individual written confirmations regarding these adjustments.

**5. Is the pay increase across-the-board or based on rank?**

The market adjustment percentage is applied across the board to all uniform officers. All receive the increase simultaneously on the January effective date.

**6. Additional information:**

The current uniform salary schedules will be in effect from October 1, 2024, through December 31, 2024. New salary schedules will take effect on January 1, 2025.

If you have any questions, please contact me or Nina Arias, Director of Human Resources at [nina.arias@dallas.gov](mailto:nina.arias@dallas.gov) or (214) 470-2727.

DATE November 8, 2024

SUBJECT **Responses to Questions about Pay Increases for Uniformed Personnel**  
Page 3 of 3



Jack Ireland  
Chief Financial Officer

c: Kimberly Bizer Tolbert, City Manager (I)  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Jon Fortune, Deputy City Manager  
Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager

Alina Ciocan, Assistant City Manager  
Donzell Gipson, Assistant City Manager (I)  
Robin Bentley, Assistant City Manager (I)  
Jack Ireland, Chief Financial Officer  
Elizabeth Saab, Chief of Strategy, Engagement and Alignment (I)  
Directors and Assistant Directors

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Sales Tax Receipts**

The September 2024 sales tax receipts from the State Comptroller's Office total \$38.0 million and represent a 1.2% decrease in total collections compared to the same reporting period last year. Over the most recent 12 months, sales tax receipts have increased by 3.3%.

• September 2023 actual	\$38,444,167
• September 2024 budget	\$39,837,556
• September 2024 actual	\$37,993,162

September's receipts represent the last month of FY 2023-24 collections. Total collections for the fiscal year are \$439.7 million, which is \$14.1 million or 3.3% higher than received in FY 2022-23 but \$12.1 million or 2.7% less than the FY 2023-24 budget. Action has already been taken to address the revenue shortfall. On September 25, 2024, City Council approved the FY 2023-24 End-of-Year Budget Ordinance which offset the revenue shortfall with expense reductions, some other revenue sources being better than budget, and use of the Revenue Stabilization Fund.

Our contract economist, Dearmon Analytics, indicated growth would slow to a more historical growth rate. Next month's receipts will reflect the first month of FY 2024-25. We will continue to monitor our sales tax forecast closely and provide additional information as it becomes available.

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

Jack Ireland  
Chief Financial Officer

## Attachment

c: Kimberly Bizzor Tolbert, City Manager (I)  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billierae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)  
Dev Rastogi, Assistant City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Alina Ciocan, 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

DATE

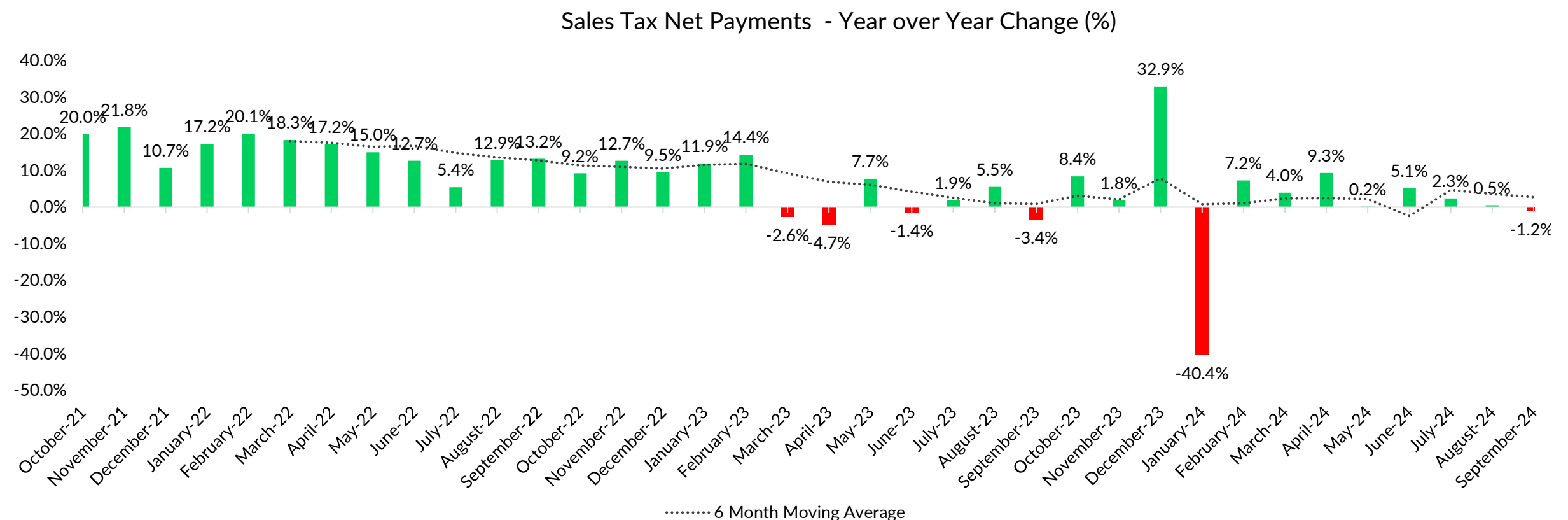
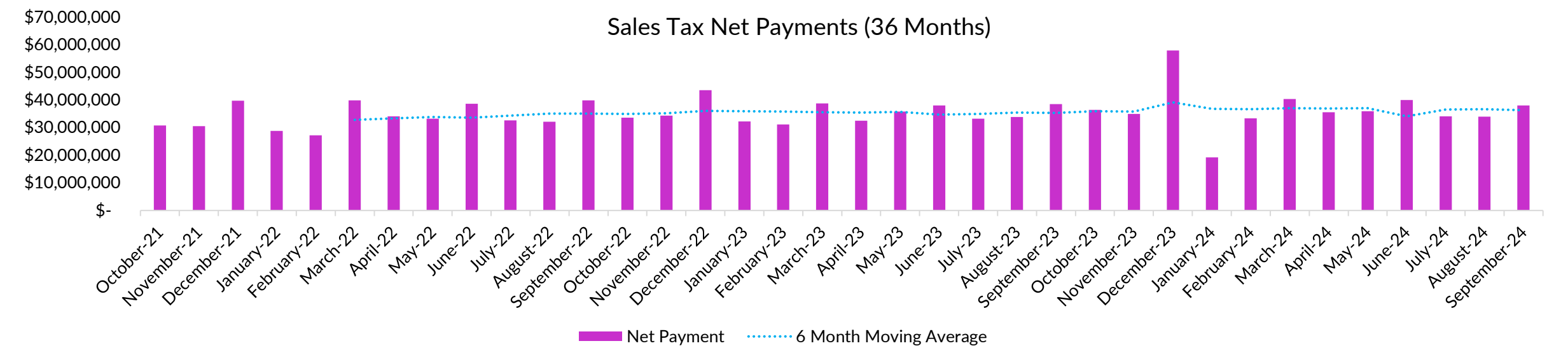
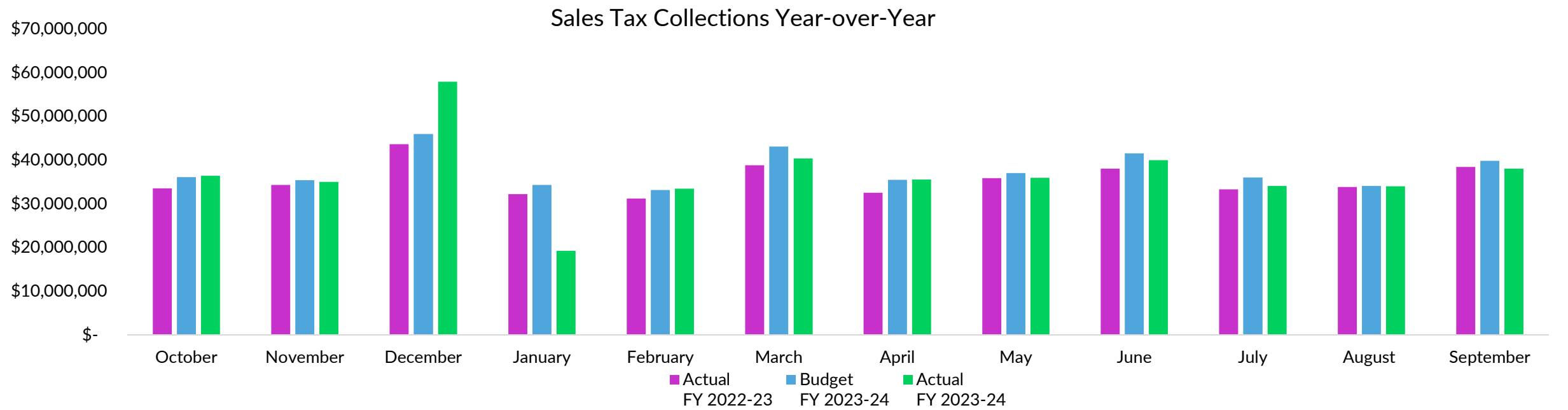
SUBJECT

PAGE

# Sales Tax

as of September 2024

Month	Actual		Budget		YTD Variance FY 2023-24		YTD Variance FY 2023-24		FY 2023-24		FY 2023-24	
	FY 2022-23		FY 2023-24		Actuals versus		24 Actuals versus		Actuals versus		Actuals versus	
					Actuals		Actuals		Budget		Budget	
					(\$)		(%)		(\$)		(%)	
October	\$ 33,546,824	\$ 36,062,647	\$ 36,363,830	\$ 2,817,006	8.4%	\$ 301,183	0.8%					
November	34,320,398	\$ 35,341,548	\$ 34,953,101	\$ 632,703	1.8%	\$ (388,447)	-1.1%					
December	43,576,728	\$ 45,970,014	\$ 57,918,035	\$ 14,341,307	32.9%	\$ 11,948,021	26.0%					
January	32,196,210	\$ 34,273,569	\$ 19,203,209	\$ (12,993,001)	-40.4%	\$ (15,070,360)	-44.0%					
February	31,149,534	\$ 33,134,657	\$ 33,405,228	\$ 2,255,694	7.2%	\$ 270,570	0.8%					
March	38,794,242	\$ 43,097,556	\$ 40,335,594	\$ 1,541,352	4.0%	\$ (2,761,962)	-6.4%					
April	32,534,853	\$ 35,467,490	\$ 35,556,170	\$ 3,021,317	9.3%	\$ 88,679	0.3%					
May	35,825,917	\$ 36,988,998	\$ 35,883,360	\$ 57,443	0.2%	\$ (1,105,637)	-3.0%					
June	38,045,795	\$ 41,544,065	\$ 39,993,649	\$ 1,947,854	5.1%	\$ (1,550,416)	-3.7%					
July	33,267,422	\$ 35,982,243	\$ 34,048,392	\$ 780,970	2.3%	\$ (1,933,851)	-5.4%					
August	33,838,141	\$ 34,045,495	\$ 34,012,178	\$ 174,037	0.5%	\$ (33,317)	-0.1%					
September	\$ 38,444,167	\$ 39,837,556	\$ 37,993,162	\$ (451,005)	-1.2%	\$ (1,844,394)	-4.6%					
<b>Total</b>	<b>\$ 425,540,231</b>	<b>\$ 451,745,839</b>	<b>\$ 439,665,908</b>	<b>\$ 14,125,677</b>	<b>3.3%</b>	<b>\$ (12,079,931)</b>	<b>-2.7%</b>					



# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Upcoming Agenda Item #36, November 13, 2024 City Council Agenda – Malcolm’s Point Retail Project**

On November 13, the City Council will consider an agenda item to authorize **(1)** a Chapter 380 Loan Agreement in an amount not to exceed \$1,190,354.00 (sourced from the South Dallas/Fair Park Opportunity Fund) and **(2)** a Chapter 373 Grant Agreement in an amount not to exceed \$312,500.00 (sourced from the Public Private Partnership Fund) with Southfair Community Development Corporation (CDC) for capital improvements and construction costs related to the development of the Malcolm’s Point Retail Project (“Project”) to be located at 2807 Al Lipscomb Way, Dallas, Texas 75215 in accordance with the City’s Economic Development Incentive Policy and the South Dallas/Fair Park Opportunity Fund Program Statement.

With an estimated total cost of \$2.3 million, the proposed Project includes the new ground-up development of an approximately 4,800 square foot building which will bring additional office, restaurant, and retail opportunities to the South Dallas/Fair Park area. Tenants are expected to be Southfair CDC and Aunt Irene’s Kitchen restaurant.

The Project is led by Southfair CDC, a non-profit organization with more than 30 years of development experience in the South Dallas/Fair Park neighborhood. The Project intends to start construction in Q1 2025 and is located in an Economic Development Target Area.

The Economic Development Committee was briefed by [memorandum](#) regarding this matter on November 4, 2024.

Should you require additional information, please contact Heather Lepaska, Assistant Director, with the Office of Economic Development at [heather.lepeska@dallas.gov](mailto:heather.lepeska@dallas.gov).

Service First, Now!



Robin Bentley,  
Assistant City Manager (I)

c: Kimberly Bizer Tolbert City Manager (I)  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billierae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)  
Dev Rastogi, Assistant City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Alina Ciocan, Assistant City Manager  
Donzell Gipson, Assistant City Manager (I)  
Jack Ireland, Chief Financial Officer  
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)  
Directors and Assistant Directors





# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Upcoming Agenda Item #37, November 13, 2024 City Council Agenda – Forest Theater Redevelopment Project**

On November 13, the City Council will consider an agenda item to authorize a Chapter 373 Grant Agreement with Forest Forward in an amount not to exceed \$8,000,000.00 (\$7,000,000.00 sourced from the Infrastructure Investment Fund and \$1,000,000.00 sourced from the Public Private Partnership Fund) for construction and infrastructure expenses related to the redevelopment of the historic Forest Theater (“Project”) located at 1918 Martin Luther King Jr Boulevard, Dallas, Texas 75215 in accordance with the City’s Economic Development Incentive Policy.

This important Project proposes to renovate and expand the historic Forest Theater, a key physical and cultural asset in South Dallas that has been closed since 2008. With an estimated total cost of almost \$66 million, the Project will include: (1) rehabilitation of the historic Forest Theater complex (in accordance with the Secretary of the Interior’s Standards for Rehabilitation), (2) new ground-up construction of an approximately 28,000 square foot building addition, and (3) additional elements including a café, rooftop deck, lawn for special events, and a multi-use “festival street.”

The Project is led by Forest Forward, which was founded in 2020 to restore and expand the Forest Theater and works with the community to drive equitable development, economic mobility, and improve outcomes for children, residents, and families of the South Dallas community. The Project intends to start construction in Q1 2025 and is located in an Economic Development Target Area.

The Economic Development Committee was briefed by [memorandum](#) regarding this matter on November 4, 2024.

Should you require additional information, please contact Heather Lepeska, Assistant Director, with the Office of Economic Development at [heather.lepesk@dallas.gov](mailto:heather.lepesk@dallas.gov).

Service First, Now!

A handwritten signature in blue ink, reading "Robin Bentley".

Robin Bentley,  
Assistant City Manager (I)

- c:
- |   |  |
|---|--|
| Kimberly Bizer Tolbert City Manager (I)     | M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager       |
| Tammy Palomino, City Attorney               | Alina Ciocan, Assistant City Manager                             |
| Mark Swann, City Auditor                    | Donzell Gipson, Assistant City Manager (I)                       |
| Biliera Johnson, City Secretary             | Jack Ireland, Chief Financial Officer                            |
| Preston Robinson, Administrative Judge      | Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I) |
| Dominique Artis, Chief of Public Safety (I) | Directors and Assistant Directors                                |
| Dev Rastogi, Assistant City Manager         |  |

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Upcoming Council Agenda Item 24-3324 – Authorize Economic Analysis, Forecasting, and Research Services Contract with Dearmon Analytics, LLC**

On November 13, City Council will consider an agenda item authorizing a five-year service contract with Dearmon Analytics, LLC for consulting services for economic analysis, forecasting, and research for Budget and Management Services.

Dearmon Analytics, LLC has performed economic analysis for the City since 2019. The data-driven analysis from the economic models produced by Dearmon Analytics, LLC informs the budgeting and forecasting of property tax and sales tax revenues within the City. The item before City Council on November 13, will authorize the contract with Dearmon Analytics, LLC for five-years, until 2029, for an amount not to exceed \$299,125.02 or an annual average of less than \$60,000 per year (subject to annual appropriations).

If you have any questions, please contact me or Ivan Guel, Assistant Director of Budget and Management Services.

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

Jack Ireland  
Chief Financial Officer

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)  
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Robin Bentley, Assistant City Manager (I)  
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)  
Directors and Assistant Directors

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the Dallas City Council

SUBJECT **Upcoming Office of Community Care and Empowerment Agenda Item 63 (24-3407) - Texas Parks and Wildlife Department Grant NOFA Subrecipients Agreements Authorizations**

On Wednesday, November 13, 2024, Dallas City Council will consider an item to authorize contracts with multiple community-based, non-profit organizations as a component of the Texas Parks and Wildlife Foundation Grant project.

This item is a direct result of the memorandum sent by ICM Kimberly Bizer Tolbert to City Council on Monday, October 21, 2024. The referenced memorandum committed to expediting the Notice of Funds Available (NOFA) process to ensure that the funding secured by Texas House District 111 Representative Yvonne Davis would be awarded by the end of the year.

Below is the first component of the grant allocation, the second component will be brought to City Council at the December 13<sup>th</sup> City Council Agenda.

**Item 63 (24-3407):** Authorize a fourteen-month subrecipient agreement, subject to appropriation, to provide housing support, workforce/skills training, and/or certification and job placement assistance, to eligible individuals, on behalf of the Office of Community Care and Empowerment, approved as to form by the City Attorney with: **(a)** Community Missionary Baptist Church in an amount not to exceed \$351,436.00; **(b)** Family Gateway in an amount not to exceed \$307,040.00; **(c)** Friendship West Baptist Church in an amount not to exceed \$1,009,279.50; **(d)** Girls Incorporated of Metropolitan Dallas in an amount not to exceed \$375,000.00; **(e)** Harmony Community Development Corporation in an amount not to exceed \$300,000.00; **(f)** Chocolate Mint Foundation in an amount not to exceed \$950,000.00; **(g)** Phoenix House Texas in an amount not to exceed \$124,630.00; and **(h)** St. Phillips School and Community Center in an amount not to exceed \$332,452.50 - Total not to exceed \$3,749,838.00 - Financing: TPWD Coronavirus State and Fiscal Recovery Fund.

On October 18, 2024, the Office of Community Care and Empowerment issued a NOFA on its website. Initially planned to close on Tuesday, October 29, the response period was extended to Tuesday, November 5, 2024. The NOFA was published on the Office of Community Care and Empowerment website, and outreach was conducted through social media, departmental channels, and a press release, and the materials were also published in Bonfire.

DATE November 8, 2024

SUBJECT **Upcoming Office of Community Care and Empowerment Agenda Item  
63 (24-3407): Texas Parks and Wildlife Department Grant NOFA  
Subrecipients Agreements Authorizations**

PAGE **Page 2 of 3**

A total of \$6,300,000.00 was made available through this opportunity to support community-based projects focusing on impacting and revitalizing Texas House District 111 and the city of Dallas, Texas. Applications were sought from nonprofit organizations providing programs and services in the southern sector of Dallas, Texas and/or Texas House District 111, across 15 program categories in 5 program areas.

### **Awards**

A panel of 6 evaluators comprised of representatives from the Budget and Management Services Department, the Office of Arts and Culture, the Office of Community Care and Empowerment, the Office of Government Affairs, the Office of Homeless Solutions, and a representative of the North Central Texas Council of Governments reviewed and scored the applications. This process has been expedited to ensure timely award of funds.

A total of 39 applications (excluding duplicate submissions) were received from 30 nonprofit agencies. Of these, 33 were evaluated by the panel, while 6 were not evaluated due to incomplete application materials and/or missing required documentation.

Below is a summary of 8 contract awardees by Program Area that will be authorized under this agenda item. This item excludes contract awards that will be authorized by Administrative Action which are under the \$100,000.00 threshold.

#### **Community Support (Program Categories 3, 4, 5, & 6):**

Harmony Community Development Corporation  
Chocolate Mint Foundation  
Family Gateway

#### **Youth Services (Program Categories 7, 8, 9, & 10):**

Friendship West Baptist Church  
Girls Incorporated of Metropolitan Dallas  
After School All Stars

#### **Senior Health and Wellness (Program Categories 11 & 12):**

Community Missionary Baptist Church  
St. Philip's School & Community Center

On November 8, 2024, Awardees authorized by this item were notified of their tentative selection pending City Council. A future item will be brought to the City Council with the remaining necessary contract authorizations that will obligate the remaining budget for this project. These will include projects under Housing and Workforce (Categories 1 & 2), Cultural Enhancements / Programming (Categories 13, 14 & 15), and any remaining awards.

DATE November 8, 2024

SUBJECT **Upcoming Office of Community Care and Empowerment Agenda Item  
63 (24-3407): Texas Parks and Wildlife Department Grant NOFA  
Subrecipients Agreements Authorizations**

PAGE **Page 3 of 3**

Please feel free to contact me or Jessica Galleshaw, Director of the Office of Community Care and Empowerment, if you have any questions or should you require additional information.

Service First, Now!



**M. Elizabeth (Liz) Cedillo-Pereira**  
Assistant City Manager

Kimberly Bizer Tolbert, Interim City Manager (I)  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billierae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)  
Dev Rastogi, Assistant City Manager

Alina Ciocan, Assistant City Manager  
Donzell Gipson, Assistant City Manager (I)  
Robin Bentley, Assistant City Manager (I)  
Jack Ireland, Chief Financial Officer  
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)  
Directors and Assistant Directors

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Upcoming Office of Communications & Customer Experience/311 Agenda Item 24-3206: Indefinite Delivery/Indefinite Quantity Cooperative Purchase Agreement**

The Office of Communications and Customer Experience/311 (CCX) engaged Alpha Business Images, LLC (ABI), through an Administrative Action to support our Citywide Communications strategy efforts. ABI's work thus far has included a standardized graphics toolkit, new Power Point template and branding refresh which will be finalized for departments beginning late next week.

To continue working with ABI on further asset development and implementation, and to maintain consistency and brand standards, the November 13, 2024, consent agenda includes an item for your consideration. It authorizes a five-year Indefinite Delivery/Indefinite Quantity (ID/IQ) cooperative purchase agreement with ABI for CCX/311 through the Dallas County cooperative agreement.

This agreement will enable ABI to provide ongoing creative design services for additional standardized graphics, proactive communications support, messaging and outreach initiatives, as well as the development and deployment of marketing campaigns, including those focused on the recruitment and retention of City of Dallas team members and uniformed first responders. ABI's support also encompasses the creation of a centralized video and photo asset library, the overall DallasCityHall.com website and 311 mobile application graphic and content design refresh. The firm will also assist with the launch of a standalone City of Dallas website to aggregate and publish department content, thereby reducing costs associated with duplicate communication platforms. These initiatives aim to expand equitable engagement and facilitate two-way communication, providing critical information to City of Dallas residents.

The agenda item supports the in-process implementation of the cohesive citywide communications strategy to enhance customer service through brand identity, aligned messaging, and the creation of a "one front door" approach.

CCX/311 designed the citywide communications based on best practices, data collected, and in person feedback, to meet the needs of both our internal and external customers. We established these standardized communication efforts to enhance efficiency and effectiveness, refresh the City's brand identity, and create unified messaging and community engagement standards, all while tailoring outreach to the diverse communities we serve.



DATE November 8, 2024  
SUBJECT **Upcoming Office of Communications & Customer Experience/311 Agenda Item 24-3206: Indefinite Delivery/Indefinite Quantity Cooperative Purchase Agreement**  
PAGE **2 of 2**

We look forward to providing a full update to the Government Performance and Financial Management committee, and regular updates to City Council at each stage of this phased strategy rollout. Thank you for your support in this effort as we enhance Connectivity, Collaboration, and Communication.

Should you have any questions or concerns, please do not hesitate to reach out to me or Daisy Fast, Director of CCX/311, [Daisy.Fast@Dallas.gov](mailto:Daisy.Fast@Dallas.gov).

Service First, Now!



Elizabeth Saab  
Chief of Strategy, Engagement, and Alignment (I)

c: Kimberly Bizzor 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)  
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M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
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Donzell Gipson, Assistant City Manager (I)  
Robin Bentley, Assistant City Manager (I)  
Jack Ireland, Chief Financial Officer  
Directors and Assistant Directors

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Request for Top Three Priorities for Second Quarter of FY 2024-25**

The purpose of this memorandum is to identify each Council Members top three priorities.

As we approach the second quarter of FY 2024-25, it is essential that we align our efforts and resources to ensure City departments are focused on the most pressing needs of the community. To facilitate this alignment, I am requesting that each of you provide me with your top three priorities that you believe should guide our departmental initiatives in the upcoming quarter.

I encourage you to consider priorities that address immediate challenges and long-term goals following our Council district tours. Your feedback will serve as the framework for driving departmental focus and accountability, while being mindful of the unique needs of each district.

Please share your priorities with me by **Wednesday, November 20, 2024**, allowing us time to synthesize this information ahead of our Cross Departmental Workshop with department directors and deputy directors on Friday, November 22, 2024. During the workshop, each department will create a detailed action plan to support City Council priorities using measurable objectives and key performance indicators, resource allocation (staff, budget, tools), and a timeline for implementation. Progress will be communicated to your offices in the form of monthly updates highlighting successes and any obstacles encountered, along with proposed solutions.

Thank you for your continued collaboration and commitment to making Dallas a city where all residents have access to thrive and lead fulfilling lives.

Should you have any questions, please contact me or Feliz Stafford, Management & Policy Analyst at [feliz.stafford@dallas.gov](mailto:feliz.stafford@dallas.gov).

Service First, Now!

A handwritten signature in black ink, appearing to read 'Kimberly Bizer Tolbert'.

Kimberly Bizer Tolbert  
City Manager (I)

c: Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)  
Dev Rastogi, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Alina Ciocan, Assistant City Manager  
Donzell Gipson, Assistant City Manager (I)  
Robin Bentley, Assistant City Manager (I)  
Jack Ireland, Chief Financial Officer  
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)  
Directors and Assistant Directors

# Memorandum



CITY OF DALLAS

DATE November 8, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **November 13, 2024 City Council FINAL Agenda – Additions/Revisions/Deletions Memorandum**

On November 1, 2024, a DRAFT City Council Agenda November 13, 2024, was provided for your review. This memorandum outlines any additions, revisions or deletions made to the FINAL agenda after the distribution of the DRAFT agenda. In addition, we have highlighted agenda items which have been briefed to the City Council and/or Committee by briefing memorandums.

Additional items and deletions to the DRAFT agenda are outlined below, including *revisions* to the FINAL agenda are underlined in blue and *deletions* are strikethrough in red. A brief explanation for the revisions along with staff's contact information is provided.

## Additions:

59. 24-3346 A resolution authorizing an increase in the joint election agreement and election services contract between the City of Dallas and Dallas County for the May 4, 2024 special (bond) election in the amount of \$76,060.08, from \$595,279.67 to \$671,339.75 - Not to exceed \$76,060.08 - Financing: General Fund
60. 24-3522 An ordinance amending Ordinance No. 19983, passed by the Dallas City Council on June 8, 1988; **(1)** by deleting the city manager's proposals for improvement of the police department; **(2)** providing a savings clause; **(3)** providing a severability clause; and **(4)** providing an effective date - Financing: No cost consideration to the City
61. 24-3240 Authorize a Construction Manager at Risk Agreement with Trinity Alliance Ventures, LLC, a joint venture, best value proposer of two, for pre-construction and construction services for Component 1 of the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan (hereinafter "the Project") comprised of the Expansion West of Lamar Only and any related demolition associated with the Project located currently at 650 South Griffin Street, Dallas, Texas 75202 to provide for **(1)** pre-construction services for the Project for a fee in the amount not to exceed \$7,550,000.00; **(2)** construction management services at a rate of two and ninety-five hundredths percent (2.95%) of the cost of work included as part of the total guaranteed maximum price within the total project construction budget of \$1.9 billion to \$2.5 billion; and **(3)** the establishment of appropriations in an amount not to exceed

\$7,550,000.00 in the Convention Center Revenue Bonds, Series 2023 Fund - Not to exceed \$7,550,000.00 - Financing: Convention Center Revenue Bonds, Series 2023 Fund

62. 24-3457 Authorize **(1)** rejection of the statement of qualification received for the engineering services contract for “Request for Qualifications CIZ24-TRN-3104 - Jefferson Boulevard Viaduct Modification and Realignment Engineering Services”; **(2)** modification of the request for qualifications into two separate projects; and **(3)** the re-advertisement for new statements of qualification for the modified projects - Financing: No cost consideration to the City

63. 24-3407 Authorize a fourteen-month subrecipient agreement, subject to appropriation, to provide housing support, workforce/skills training, and/or certification and job placement assistance, to eligible individuals, on behalf of the Office of Community Care and Empowerment, approved as to form by the City Attorney with: **(a)** Community Missionary Baptist Church in an amount not to exceed \$351,436.00; **(b)** Family Gateway in an amount not to exceed \$307,040.00; **(c)** Friendship West Baptist Church in an amount not to exceed \$1,009,279.50; **(d)** Girls Incorporated of Metropolitan Dallas in an amount not to exceed \$375,000.00; **(e)** Harmony Community Development Corporation in an amount not to exceed \$300,000.00; **(f)** Chocolate Mint Foundation in an amount not to exceed \$950,000.00; **(g)** Phoenix House Texas in an amount not to exceed \$124,630.00; and **(h)** St. Phillips School and Community Center in an amount not to exceed \$332,452.50 - Total not to exceed \$3,749,838.00 - Financing: TPWD Coronavirus State and Fiscal Recovery Fund

**Revisions:**

19. 24-3354 Authorize a three-year lease agreement with Lua, LLC, for approximately 4,162 square feet of office space located at 7610 Stemmons Suite 190, to be used as a Northwest Building Inspection District Office for the period November 1, 2024 through October 31, 2027 - Not to exceed \$247,235.72 - Financing: Building Inspection Fund (subject to annual appropriations)  
**This item is being revised to update the Prior Action. Please contact Ashley Eubanks, Assistant Director, Department of Facilities and Real Estate, at 214-948-4112, for more information.**

21. 24-3254 Authorize the Dallas Housing Finance Corporation to acquire and own 2929 Wycliff, a multifamily development located at 2929 Wycliff Avenue, Dallas, TX 75219 - Estimated Revenue Foregone: General Funds \$4,701,303.00 (15 Years of Estimated Taxes)  
**This item is being revised to update the Prior Action. Please contact Cynthia Rogers-Ellickson, Director, Department of Housing and Community Development, at 214-670-3601, for more information.**
30. 24-3251 Authorize **(1)** the ratification of \$3,357,336.91 for the purchase and payment of the application Libby and e-content services for the Library from Overdrive, Inc. from February 27, 2023 through October 31, 2024; and **(2)** a five-year cooperative purchasing service price agreement, with OverDrive, Inc. in the estimated amount of \$15,312,750.00 for the Libby application and e-content for the Library, through an interlocal cooperative purchasing agreement with the City of Austin, Texas - Total estimated amount of \$18,670,086.91 - Financing: General Fund (subject to annual appropriations)  
**This item is being revised to update the Prior Action. Please contact Heather Lowe, Director (I), Library, at 214-670-7809, for more information.**
31. 24-3252 Authorize **(1)** the ratification of \$771,566.90 the purchase and payment of the application Hoopla and e-content services for the Library from Midwest Tape LLC from February 27, 2023 through October 31, 2024; and **(2)** a five-year cooperative purchasing service price agreement with Midwest Tape LLC in the estimated amount of \$3,460,371.00 for the application Hoopla and e-content for the Library through an interlocal cooperative purchasing agreement with the City of Austin, Texas - Total estimated amount of \$4,231,937.90 - Financing: General Fund (subject to annual appropriations)  
**This item is being revised to update the Prior Action. Please contact Heather Lowe, Director (I), Library, at 214-670-7809, for more information.**
34. 24-3206 Authorize a five-year Indefinite Delivery/Indefinite Quantity cooperative purchase agreement for ~~general marketing services for the Office of Communications & Customer Experience/311~~ with Alpha Business Images (ABI), LLC for the Office of Communication and Customer Experience/311 through ~~the an interlocal agreement with~~ Dallas County

cooperative agreement with ABI, using the Dallas County ABI contract terms to provide ongoing creative design services for the citywide branding refresh, with standardized graphic toolkits, social media graphics, proactive communications support, messaging, and outreach initiatives, and marketing campaign development and deployment, including the recruitment and retention of City of Dallas team members and uniformed first responders; developing a video and photo asset library, the overall website refresh and 311 app design, and launch a standalone City of Dallas site that will publish content about departments, eliminating excess cost for duplicate communication platforms that will expand equitable engagement and two-way communication, while providing critical information to the City of Dallas residents - Estimated amount of \$1,000,000.00 - Financing: General Fund (\$563,000.00) and ARPA Redevelopment Fund (\$437,000.00) (subject to annual appropriations)

**This item is being revised to update the Agenda Information Sheet and Resolution. Please contact Elizabeth Saab, Chief of Strategy, Engagement, and Alignment, at 469-315-0864, for more information.**

35. 24-3378 Authorize the City Manager or her designee to exercise the second of two one-year renewal options for the service contract with Senior Citizens of Greater Dallas, Inc. d/b/a the Senior Source, as a sole source, to provide nursing home ombudsman services, which includes: receiving, investigating and resolving complaints and assisting in obtaining goods or services for seniors residing in nursing homes and assisted living facilities within the city of Dallas with a term beginning on December 1, 2024 through November 30, 2025 - Not to exceed \$150,868.00, from \$301,736.00 to \$452,604.00 - Financing: General Fund (subject to annual appropriations)

**This item is being revised to update the Prior Action. Please contact Jessica Galleshaw, Director, Office of Community Care, at 469-724-0750, for more information.**

36. 24-3381 Authorize (1) a Conditional Chapter 380 Economic Development Loan Agreement with Southfair Community Development Corporation in an amount not to exceed \$1,190,354.00, sourced from the South Dallas/Fair Park Opportunity Fund; and (2) a Chapter 373 Conditional Grant Agreement with Borrower/Recipient in an amount not to exceed \$312,500.00 sourced from the Public Private Partnership Fund, for

capital improvements and construction costs related to the development of the Malcolm’s Point Retail Project to be located at 2807 Al Lipscomb Way, Dallas, Texas 75215, in accordance with the City’s Economic Development Incentive Policy and the South Dallas Fair Park Opportunity Fund Program Statement - Total amount not to exceed \$1,502,854.00 - Financing: South Dallas Fair Park Opportunity Fund (\$1,190,354.00) and Public Private Partnership Fund (\$312,500.00)  
**This item is being revised to update the Prior Action. Please contact Kevin Spath, Director (I), Office of Economic Development, at 214-670-1691, for more information.**

37. 24-3382 Authorize a Conditional Chapter 373 Community Development Grant Agreement with Forest Forward in an amount not to exceed \$8,000,000 to reimburse construction and infrastructure expenses related to the redevelopment of the historic Forest Theater located at 1918 Martin Luther King Blvd, Dallas, Texas 75215 in accordance with the City’s Economic Development Incentive Policy - Total amount not to exceed \$8,000,000.00 - Financing: Infrastructure Investment Fund (\$7,000,000.00) and Public Private Partnership Fund (\$1,000,000.00)  
**This item is being revised to update the Prior Action. Please contact Kevin Spath, Director (I), Office of Economic Development, at 214-670-1691, for more information.**

39. 24-2983 Authorize the ratification to pay outstanding invoices to The Brandt Companies, LLC in the amount of \$2,498,693.40, Rushco Energy Specialist, Inc. in the amount of \$970,434.69 and Wesco Chemicals, Inc. in the amount of \$86,351.22, for heating, ventilation, and air conditioning parts, labor, repair services, equipment rental, and water treatment chemicals - Total amount of \$3,555,479.31 - Financing: General Fund (\$3,279,766.94), Stormwater Drainage Management Fund (\$4,855.03) and Dallas Water Utilities Fund (\$270,857.34)  
**This item is being revised to update the Prior Action. Please contact Danielle Thompson, Director, Office of Procurement Services, at 214-670-3874, for more information.**

46. 24-3324 Authorize a five-year service contract for consulting services for economic analysis, forecasting, and research for Budget and Management Services - Dearmon Analytics, LLC, most advantageous

proposer of seven - Not to exceed \$299,125.02 - Financing: General Fund (subject to annual appropriations)

**This item is being revised to update the Prior Action. Please contact Ivan Guel, Assistant Director, Budget and Management Services, at 214-670-3237 and Danielle Thompson, Director, Office of Procurement Services, at 214-670-3874, for more information.**

A memorandum was previously provided to the City Council and/or Committee regarding the following items. A link to the specific memorandums is also attached for more information.

**Memorandums:**

4. 24-3332 An ordinance authorizing **(1)** the issuance and sale of City of Dallas, Texas, General Obligation Refunding and Improvement Bonds, Series 2024C in an aggregate principal amount not to exceed \$353,000,000.00; **(2)** levying a tax in payment thereof; **(3)** awarding the sale thereof and approving execution of a Purchase Agreement, a Deposit Agreement and an Escrow Agreement; **(4)** approving the official statement; and **(5)** enacting other provisions relating to the subject - Not to exceed \$1,049,000.00 - Financing: 2024C General Obligation Refunding and Improvement Bonds Fund

[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on September 23, 2024.](#)

[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on November 7, 2024.](#)

5. 24-3333 An ordinance authorizing **(1)** the issuance and sale of City of Dallas, Texas, Equipment Acquisition Contractual Obligations, Series 2024, in an aggregate principal amount not to exceed \$35,000,000.00; **(2)** levying a tax for payment thereof; **(3)** awarding the sale thereof; **(4)** the execution and delivery of a Paying Agent/Registrar Agreement and Purchase Letter; and **(5)** enacting other provisions relating to the subject - Not to exceed \$220,000.00 - Financing: 2024 Equipment Acquisition Notes Funds

[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on September 23, 2024.](#)



[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on November 7, 2024.](#)

6. 24-3334 An ordinance authorizing **(1)** the issuance and sale of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2024 in a principal amount not to exceed \$295,000,000.00; **(2)** establishing parameters regarding the sale of the bonds; **(3)** approving the execution of agreements in connection with the sale of the bonds; and **(4)** all other matters related thereto - Not to exceed \$856,000.00 - Financing: Dallas Water Utilities Fund  
[The Government Performance and Financial Management Committee was briefed was briefed by memorandum regarding this matter on September 23, 2024.](#)

[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on November 7, 2024.](#)

8. 24-3274 Authorize a five-year sole source services agreement for online investigative solutions and criminal activity database services, Accurant Suite, for the Dallas Police Department - LexisNexis Risk Solutions FL Inc., sole source - Not to exceed \$498,645.00 - Financing: General Fund (subject to annual appropriations)  
[The City Council was briefed by memorandum regarding this matter on November 1, 2024.](#)

9. 24-2968 Authorize a Construction Manager-at-Risk Agreement to provide pre-construction and construction services for the Elm Fork Water Treatment Plant Water Quality Improvements Program - Archer Western Construction, LLC, best value proposer of three - Not to exceed \$4,087,120.00 - Financing: Water Capital Improvement G Fund (\$4,000,000.00) and Water Capital Improvement F Fund (\$87,120.00)  
[The Transportation and Infrastructure Committee was briefed by memorandum regarding this matter on October 21, 2024.](#)

14. 24-3053 Authorize Supplemental Agreement No. 6 to the professional services contract with Arcadis CE, Inc. f/k/a Malcolm Pirnie, Inc. to provide additional engineering services associated with water quality improvements at the Elm Fork Water Treatment Plant - Not to exceed \$7,497,216.00, from \$34,063,406.00 to \$41,560,622.00 - Financing: Water Capital Improvement G Fund  
[The Transportation and Infrastructure Committee was briefed by memorandum regarding this matter on October 21, 2024.](#)
19. 24-3354 Authorize a three-year lease agreement with Lua, LLC, for approximately 4,162 square feet of office space located at 7610 Stemmons Suite 190, to be used as a Northwest Building Inspection District Office for the period November 1, 2024 through October 31, 2027 - Not to exceed \$247,235.72 - Financing: Building Inspection Fund (subject to annual appropriations)  
[The City Council was briefed by memorandum regarding this matter on November 8, 2024.](#)
21. 24-3254 Authorize the Dallas Housing Finance Corporation to acquire and own 2929 Wycliff, a multifamily development located at 2929 Wycliff Avenue, Dallas, TX 75219 - Estimated Revenue Foregone: General Funds \$4,701,303.00 (15 Years of Estimated Taxes)  
[The Housing and Homelessness Solutions Committee was briefed by memorandum regarding this matter on October 22, 2024.](#)  
  
[The City Council was briefed by memorandum regarding this matter on November 8, 2024.](#)
29. 24-2983 Authorize the ratification to pay outstanding invoices to The Brandt Companies, LLC in the amount of \$2,498,693.40, Rushco Energy Specialist, Inc. in the amount of \$970,434.69 and Wesco Chemicals, Inc. in the amount of \$86,351.22, for heating, ventilation, and air conditioning parts, labor, repair services, equipment rental, and water treatment chemicals - Total amount of \$3,555,479.31 - Financing: General Fund (\$3,279,766.94), Stormwater Drainage Management Fund (\$4,855.03) and Dallas Water Utilities Fund (\$270,857.34)

[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on November 7, 2024.](#)

30. 24-3251 Authorize **(1)** the ratification of \$3,357,336.91 for the purchase and payment of the application Libby and e-content services for the Library from Overdrive, Inc. from February 27, 2023 through October 31, 2024; and **(2)** a five-year cooperative purchasing service price agreement, with OverDrive, Inc. in the estimated amount of \$15,312,750.00 for the Libby application and e-content for the Library, through an interlocal cooperative purchasing agreement with the City of Austin, Texas - Total estimated amount of \$18,670,086.91 - Financing: General Fund (subject to annual appropriations)

[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on November 7, 2024.](#)

31. 24-3252 Authorize **(1)** the ratification of \$771,566.90 the purchase and payment of the application Hoopla and e-content services for the Library from Midwest Tape LLC from February 27, 2023 through October 31, 2024; and **(2)** a five-year cooperative purchasing service price agreement with Midwest Tape LLC in the estimated amount of \$3,460,371.00 for the application Hoopla and e-content for the Library through an interlocal cooperative purchasing agreement with the City of Austin, Texas - Total estimated amount of \$4,231,937.90 - Financing: General Fund (subject to annual appropriations)

[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on November 7, 2024.](#)

34. 24-3206 Authorize a five-year Indefinite Delivery/Indefinite Quantity cooperative purchase agreement for ~~general marketing services for the Office of Communications & Customer Experience/311~~ with Alpha Business Images (ABI), LLC [for the Office of Communication and Customer Experience/311](#) through [the an interlocal agreement with Dallas County cooperative agreement with ABI, using the Dallas County ABI contract terms to provide ongoing creative design services for the citywide](#)

branding refresh, with standardized graphic toolkits, social media graphics, proactive communications support, messaging, and outreach initiatives, and marketing campaign development and deployment, including the recruitment and retention of City of Dallas team members and uniformed first responders; developing a video and photo asset library, the overall website refresh and 311 app design, and launch a standalone City of Dallas site that will publish content about departments, eliminating excess cost for duplicate communication platforms that will expand equitable engagement and two-way communication, while providing critical information to the City of Dallas residents - Estimated amount of \$1,000,000.00 - Financing: General Fund (\$563,000.00) and ARPA Redevelopment Fund (\$437,000.00) (subject to annual appropriations)

The City Council was briefed by memorandum regarding this matter on November 8, 2024.

35. 24-3378 Authorize the City Manager or her designee to exercise the second of two one-year renewal options for the service contract with Senior Citizens of Greater Dallas, Inc. d/b/a the Senior Source, as a sole source, to provide nursing home ombudsman services, which includes: receiving, investigating and resolving complaints and assisting in obtaining goods or services for seniors residing in nursing homes and assisted living facilities within the city of Dallas with a term beginning on December 1, 2024 through November 30, 2025 - Not to exceed \$150,868.00, from \$301,736.00 to \$452,604.00 - Financing: General Fund (subject to annual appropriations)

**The Quality of Life, Arts, and Culture Committee will be briefed by memorandum regarding this matter on November 12, 2024.**

36. 24-3381 Authorize **(1)** a Conditional Chapter 380 Economic Development Loan Agreement with Southfair Community Development Corporation in an amount not to exceed \$1,190,354.00, sourced from the South Dallas/Fair Park Opportunity Fund; and **(2)** a Chapter 373 Conditional Grant Agreement with Borrower/Recipient in an amount not to exceed \$312,500.00 sourced from the Public Private Partnership Fund, for capital improvements and construction costs related to the development of the Malcolm’s Point Retail Project to be located at 2807 Al Lipscomb Way, Dallas, Texas 75215, in accordance with the City’s

Economic Development Incentive Policy and the South Dallas Fair Park Opportunity Fund Program Statement - Total amount not to exceed \$1,502,854.00 - Financing: South Dallas Fair Park Opportunity Fund (\$1,190,354.00) and Public Private Partnership Fund (\$312,500.00)  
[The Economic Development Committee was briefed by memorandum regarding this matter on November 4, 2024.](#)

[The City Council was briefed by memorandum regarding this matter on November 8, 2024.](#)

37. 24-3382 Authorize a Conditional Chapter 373 Community Development Grant Agreement with Forest Forward in an amount not to exceed \$8,000,000 to reimburse construction and infrastructure expenses related to the redevelopment of the historic Forest Theater located at 1918 Martin Luther King Blvd, Dallas, Texas 75215 in accordance with the City's Economic Development Incentive Policy - Total amount not to exceed \$8,000,000.00 - Financing: Infrastructure Investment Fund (\$7,000,000.00) and Public Private Partnership Fund (\$1,000,000.00)  
[The Economic Development Committee was briefed by memorandum regarding this matter on November 4, 2024.](#)

[The City Council was briefed by memorandum regarding this matter on November 8, 2024.](#)

39. 24-2983 Authorize the ratification to pay outstanding invoices to The Brandt Companies, LLC in the amount of \$2,498,693.40, Rushco Energy Specialist, Inc. in the amount of \$970,434.69 and Wesco Chemicals, Inc. in the amount of \$86,351.22, for heating, ventilation, and air conditioning parts, labor, repair services, equipment rental, and water treatment chemicals - Total amount of \$3,555,479.31 - Financing: General Fund (\$3,279,766.94), Stormwater Drainage Management Fund (\$4,855.03) and Dallas Water Utilities Fund (\$270,857.34)  
[The Government Performance and Financial Management Committee was briefed by memorandum regarding this matter on November 7, 2024.](#)

[The City Council was briefed by memorandum regarding this matter on November 8, 2024.](#)

44. 24-3363 Authorize a two-year professional services contract for the Dallas Streetcar Operations and Maintenance Study for the Department of Transportation and Public Works - Gresham Smith, most highly qualified firm of two - Not to exceed \$626,494.58 - Financing: DART Public Transportation System Projects Fund (subject to annual appropriations)  
[The Transportation and Infrastructure Committee was briefed by memorandum regarding this matter on September 19, 2023.](#)  
  
[The Transportation and Infrastructure Committee was briefed by memorandum regarding this matter on March 26, 2024.](#)  
  
[The City Council was briefed by memorandum regarding this matter on October 18, 2024.](#)
46. 24-3324 Authorize a five-year service contract for consulting services for economic analysis, forecasting, and research for Budget and Management Services - Dearmon Analytics, LLC, most advantageous proposer of seven - Not to exceed \$299,125.02 - Financing: General Fund (subject to annual appropriations)  
[The City Council was briefed by memorandum regarding this matter on November 8, 2024.](#)
51. 24-3256 Authorize the **(1)** third amendment to extend the lease and use agreement between Fair Park First and Live Nation Worldwide for an additional ten years, plus two additional five-year extension options; **(2)** receipt and deposit of funds Live Nation Worldwide in an amount not to exceed \$1,000,000.00 in Fair Park Surcharge & Excess Revenues Fund; **(3)** establishment of appropriations in an amount not to exceed \$1,000,000.00 in the Fair Park Surcharge and Excess Revenues Fund; and **(4)** transfer of funds to Debt Service Fund in an amount not to exceed \$1,000,000.00 - Estimated Revenue: Fair Park Surcharge and Excess Revenues Fund \$1,000,000.00  
[The City Council was briefed by memorandum regarding this matter on November 8, 2024.](#)

55. 24-3335 Authorize a three-year service contract for building automation management system services for the Department of Facilities and Real Estate Management - Trane U.S., Inc., most advantageous proposer of two - Not to exceed \$1,807,531.40 - Financing: General Fund (\$903,765.66) and Capital Construction Fund (\$903,765.74) (subject to annual appropriations)

[The Mobility Solutions, Infrastructure and Sustainability Committee was briefed by memorandum regarding the projects and requirements related to the US Army Corps of Engineers Supplemental Bi-Partisan Budget Act of 2018 \(PL-115-123\) on April 19, 2019.](#)

61. 24-3240 Authorize a Construction Manager at Risk Agreement with Trinity Alliance Ventures, LLC, a joint venture, best value proposer of two, for pre-construction and construction services for Component 1 of the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan (hereinafter “the Project”) comprised of the Expansion West of Lamar Only and any related demolition associated with the Project located currently at 650 South Griffin Street, Dallas, Texas 75202 to provide for **(1)** pre-construction services for the Project for a fee in the amount not to exceed \$7,550,000.00; **(2)** construction management services at a rate of two and ninety-five hundredths percent (2.95%) of the cost of work included as part of the total guaranteed maximum price within the total project construction budget of \$1.9 billion to \$2.5 billion; and **(3)** the establishment of appropriations in an amount not to exceed \$7,550,000.00 in the Convention Center Revenue Bonds, Series 2023 Fund - Not to exceed \$7,550,000.00 - Financing: Convention Center Revenue Bonds, Series 2023 Fund

[The City Council was briefed by memorandum regarding the KBHCCD Master Plan on January 22, 2021.](#)

[The City Council was briefed by memorandum regarding progress to-date on the KBHCCD Master Plan on August 13, 2021.](#)

[The Transportation and Infrastructure Committee was briefed by memorandum regarding an update on questions presented during the December 7, 2021 committee meeting on December 17, 2021.](#)

[The City Council was briefed by memorandum regarding this matter on December 17, 2021.](#)

[The City Council was updated by memorandum regarding questions presented during the January 18, 2022 Transportation and Infrastructure briefing on January 28, 2022.](#)

[The City Council was briefed by memorandum regarding questions presented by a constituent regarding the KBHCCD Master Plan on January 28, 2022.](#)

[The Government Performance and Finance Committee was briefed by memorandum on the KBHCCD Master Plan and Fair Park Improvements on June 13, 2023.](#)

[The Economic Development Committee was updated by memorandum about the Kay Bailey Hutchison Convention Center Dallas Master Plan Solicitations on June 3, 2024.](#)

63. 24-3407

Authorize a fourteen-month subrecipient agreement, subject to appropriation, to provide housing support, workforce/skills training, and/or certification and job placement assistance, to eligible individuals, on behalf of the Office of Community Care and Empowerment, approved as to form by the City Attorney with: **(a)** Community Missionary Baptist Church in an amount not to exceed \$351,436.00; **(b)** Family Gateway in an amount not to exceed \$307,040.00; **(c)** Friendship West Baptist Church in an amount not to exceed \$1,009,279.50; **(d)** Girls Incorporated of Metropolitan Dallas in an amount not to exceed \$375,000.00; **(e)** Harmony Community Development Corporation in an amount not to exceed \$300,000.00; **(f)** Chocolate Mint Foundation in an amount not to exceed \$950,000.00; **(g)** Phoenix House Texas in an amount not to exceed \$124,630.00; and **(h)** St. Phillips School and Community Center in an amount not to exceed \$332,452.50 - Total not to exceed \$3,749,838.00 - Financing: TPWD Coronavirus State and Fiscal Recovery Fund

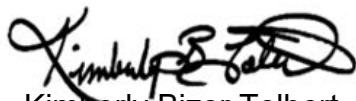
[The City Council was briefed by memorandum regarding this matter on November 8, 2024.](#)



DATE November 8, 2024  
SUBJECT November 13, 2024 City Council FINAL Agenda – Additions/Revisions/Deletions Memorandum  
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Please feel free to reach out to me or Vhee Anastacio, City Agenda Manager if you have questions or should you require additional information at this time.

Service First, Now!



Kimberly Bizzor Tolbert  
City Manager (I)

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|--|---|
| Tammy Palomino, City Attorney                              | Alina Ciocan, Assistant City Manager                            |
| Mark Swann, City Auditor                                   | Donzell Gipson, Assistant City Manager (I)                      |
| Biliera Johnson, City Secretary                            | Robin Bentley, Assistant City Manager (I)                       |
| Preston Robinson, Administrative Judge                     | Jack Ireland, Chief Financial Officer                           |
| Dominique Artis, Chief of Public Safety (I)                | Elizabeth Saab, Chief of Strategy, Engagement and Alignment (I) |
| Dev Rastogi, Assistant City Manager                        | Directors and Assistant Directors                               |
| M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager |   |