

Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – November 2022**

Please find attached the November Budget Accountability Report (BAR) based on information through November 30, 2022. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

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

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

Jack Ireland
Chief Financial Officer

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billieae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, Assistant City Manager
Carl Simpson, Assistant City Manager
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

BUDGET ACCOUNTABILITY REPORT

As of November 30, 2022



Cover Photo Credit: City of Dallas - Mural by Daniel Yanez, "No Space for Hate"

Prepared by Budget & Management Services

1500 Marilla Street, 4FN
Dallas, TX 75201

214-670-3659
financialtransparency.dallascityhall.com

EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	✓	✓
Development Services	✓	✓
Municipal Radio	✓	7.0% under budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	6.0% under budget	6.0% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 21
On Target

! 5
Near Target

✗ 9
Not on Target

Year-End Forecast

✓ 35
On Target

! 0
Near Target

✗ 0
Not on Target

Budget Initiative Tracker

● 0
Complete

! 0
At Risk

✓ 35
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through November 30, 2022, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 28, 2022, effective October 1, 2022, through September 30, 2023. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-date (YTD) actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the year-end (YE) forecast, which projects anticipated revenues and expenditures as of September 30, 2023. The variance is the difference between the FY 2022-23 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

General Fund Overview

The General Fund overview provides a summary of financial activity through November 30, 2022.

	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$308,405,349	\$308,405,349		\$308,405,349	\$0
Revenues	1,706,814,187	1,706,814,187	158,536,695	1,705,600,121	(1,214,066)
Expenditures	1,706,814,187	1,706,814,187	256,666,257	1,712,921,313	6,107,127
Ending Fund Balance	\$308,405,349	\$308,405,349		\$301,084,158	(\$7,321,193)

Fund Balance. As of November 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast reflects the FY 2021-22 unaudited unassigned ending fund balance as projected during budget development (July 2022). The ending fund balance for the adopted and amended budget does not reflect changes in encumbrances or other balance sheet accounts. We anticipate updates to the beginning fund balance after the FY 2021-22 audited statements become available in April 2023.

Revenues. Through November 30, 2022, General Fund revenues are projected to be \$1,214,000 under budget primarily due to declines in charges for service and intergovernmental revenue.

Expenditures. Through November 30, 2022, General Fund expenditures are projected to be \$6,107,000 over budget primarily due to uniform overtime expenses. These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments. DPD uniform overtime expenses are projected to be \$13.9 million over budget, fully offset by \$14.3 million in projected savings in uniform salary expenses. This is due in part to elevated attrition in FY 2021-22, consistent demand for police services (P1 call volume), focused support for 911 (\$2 million) and the speeding/racing initiative (\$1.8 million), as well as increased response/deployment to "hot spots". DFR uniform overtime expenses are projected to be \$19.2 million over budget as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements.

FY 2022-23 Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category		FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$961,502,880	\$961,502,880	\$52,958,552	\$961,502,880	\$0
2	Sales Tax	417,232,383	417,232,383	131,465	417,232,383	0
3	Franchise and Other	127,865,821	127,865,821	22,978,159	127,865,821	0
4	Charges for Services	115,554,550	115,554,550	7,817,879	114,792,531	(762,019)
5	Fines and Forfeitures	23,776,847	23,776,847	3,222,121	24,200,917	424,070
6	Operating Transfers In	28,185,836	28,185,836	0	28,185,836	0
7	Intergovernmental	13,161,563	13,161,563	940,556	12,698,296	(463,267)
8	Miscellaneous	7,967,394	7,967,394	1,714,015	7,643,321	(324,073)
9	Licenses and Permits	5,616,913	5,616,913	411,743	5,528,137	(88,776)
10	Interest	5,950,000	5,950,000	626,447	5,950,000	0
	Total Revenue	\$1,706,814,187	\$1,706,814,187	\$90,800,938	\$1,705,600,121	(\$1,214,066)

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.

FY 2022-23 Financial Forecast Report

GENERAL FUND EXPENDITURES

	Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$285,227,838	\$285,162,653	\$39,996,550	\$282,647,029	(\$2,515,624)
	Non-uniform Overtime	8,144,953	8,144,753	2,660,307	9,022,379	877,626
	Non-uniform Pension	40,352,092	40,344,739	5,841,026	40,507,892	163,153
	Uniform Pay	527,979,958	527,979,959	70,853,904	501,185,989	(26,793,970)
	Uniform Overtime	39,791,958	50,791,958	14,354,837	83,928,304	33,136,346
	Uniform Pension	182,727,572	182,727,571	22,137,889	182,320,399	(407,172)
	Health Benefits	79,837,068	79,837,068	7,823,642	79,837,068	0
	Workers Comp	11,152,531	11,152,531	0	11,152,531	0
	Other Personnel Services	13,091,916	13,088,992	1,904,871	13,322,116	233,124
1	Total Personnel Services	\$1,188,305,887	\$1,199,230,224	\$165,573,025	\$1,203,923,707	\$4,693,483
2	Supplies	84,389,204	82,946,644	15,082,431	82,663,426	(283,218)
3	Contractual Services	507,274,125	508,791,198	68,298,197	510,833,259	2,042,062
4	Capital Outlay	16,465,953	16,465,953	8,088,741	15,767,563	(698,390)
5	Reimbursements	(89,620,981)	(100,619,832)	(376,138)	(100,266,642)	353,190
	Total Expenditures	\$1,706,814,187	\$1,706,814,187	\$256,666,257	\$1,712,921,313	\$6,107,127

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 \$4,693,000 over budget primarily due to uniform overtime expenses in Dallas Fire-Rescue (\$19,215,000) and Dallas Police Department (\$13,922,000) and non-uniform overtime expenses which are primarily offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments.

FY 2022-23 Financial Forecast Report

GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,277,919	\$4,277,919	\$577,663	\$4,277,919	\$0
2	Building Services	30,390,891	30,390,891	6,263,840	30,390,891	0
3	City Attorney's Office	20,971,242	20,971,242	3,062,258	20,971,242	0
4	City Auditor's Office	3,163,255	3,163,255	478,773	3,119,166	(44,089)
5	City Controller's Office	8,567,559	8,567,559	1,523,689	8,567,559	0
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,205,072	456,319	3,205,072	0
8	City Secretary's Office	3,141,520	3,141,520	570,090	3,197,900	56,380
9	Elections	2,022,829	2,022,829	(150,671)	2,022,829	0
10	Civil Service	3,064,698	3,064,698	359,720	2,964,857	(99,841)
11	Code Compliance	41,342,433	41,342,433	6,931,367	41,342,433	0
12	Court & Detention Services	26,923,902	26,923,902	3,767,074	26,801,626	(122,276)
13	Jail Contract	8,344,443	8,344,443	0	8,344,443	0
14	Dallas Animal Services	17,725,448	17,725,448	2,708,616	17,725,448	0
15	Dallas Fire-Rescue	369,069,665	369,069,665	54,751,255	377,699,454	8,629,789
16	Dallas Police Department	611,908,283	611,908,283	86,076,596	611,908,283	0
17	Data Analytics & Business Intelligence	5,281,114	5,281,114	536,184	5,206,835	(74,279)
18	Housing & Neighborhood Revitalization	4,639,881	4,639,881	623,651	4,567,888	(71,993)
19	Human Resources	8,140,152	8,140,152	1,538,985	8,140,151	0
20	Judiciary	4,273,646	4,273,646	659,251	4,273,646	0
21	Library	37,544,060	37,544,060	4,370,328	37,264,497	(279,563)
	Management Services					
22	311 Customer Service Center	5,850,487	5,850,487	1,208,709	5,641,821	(208,666)
23	Communications, Outreach, & Marketing	3,699,446	3,699,446	360,542	3,699,446	0
24	Office of Community Care	9,365,486	9,365,486	741,284	9,365,486	0
25	Office of Community Police Oversight	811,382	811,382	77,083	811,382	0
26	Office of Emergency Management	1,344,664	1,344,664	176,600	1,344,664	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,898,850	1,617,344	6,475,283	(423,567)
28	Office of Equity & Inclusion	3,809,929	3,809,929	309,994	3,787,559	(22,370)
29	Office of Government Affairs	956,162	956,162	163,374	956,162	0
30	Office of Historic Preservation	1,341,076	1,341,076	105,756	1,341,076	0
31	Office of Homeless Solutions	15,197,632	15,197,632	6,455,608	15,197,632	0
32	Office of Integrated Public Safety Solutions	5,630,099	5,630,099	384,983	5,606,591	(23,508)
33	Small Business Center	3,746,673	3,746,673	471,136	3,746,673	0
34	Mayor & City Council	6,645,643	6,645,643	818,224	6,772,170	126,527
35	Non-Departmental	135,306,683	135,306,683	5,571,899	134,343,403	(963,280)
36	Office of Arts & Culture	22,496,061	22,496,061	7,958,933	22,496,061	0
37	Office of Economic Development	3,918,798	3,918,798	732,150	3,918,234	(564)
38	Park & Recreation	106,863,878	106,863,878	21,834,227	106,863,878	0
39	Planning & Urban Design	5,150,852	5,150,852	877,936	5,135,809	(15,043)
40	Procurement Services	3,014,089	3,014,089	395,653	3,003,074	(11,015)
41	Public Works	89,209,383	89,209,383	24,332,606	89,020,671	(188,712)
42	Transportation	51,984,903	51,984,903	6,967,227	51,828,101	(156,802)
	Total Departments	\$1,697,995,188	\$1,697,995,188	\$256,666,257	\$1,704,102,314	\$6,107,127
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	3,501,999	3,501,999	0	3,501,999	0
45	Salary and Benefit Stabilization	5,317,000	5,317,000	0	5,317,000	0
	Total Expenditures	\$1,706,814,187	\$1,706,814,187	\$256,666,257	\$1,712,921,313	\$6,107,127

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.

8 City Secretary Office. SEC is projected to be \$56,000 over budget primarily due to a City Council approved adjustment.

15 Dallas Fire-Rescue. DFR is projected to be \$8,630,000 over budget primarily due to uniform overtime expenses (\$19,215,000 over budget) as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements. This is partially offset by salary savings as a result of vacant uniform positions and a reimbursement from the American Rescue Plan Act (ARPA) for eligible uniform salary expenses (\$2,500,000 for paramedic training) initially budgeted in FY 2021-22. The department is working to implement additional recruiting strategies that will positively impact headcount levels in the field.

27 Office of Environmental Quality & Sustainability. OEQS is projected to be \$424,000 under budget primarily due to salary savings as a result of 19 vacant positions.

34 Mayor & City Council. MCC is projected to be \$127,000 over budget primarily due to organizational changes. Funding to support positions moved to MCC will be reallocated from COM at FY 2022-23 mid-year.

35 Non-Departmental. Non-D is projected to be \$963,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns..

FY 2022-23 Financial Forecast Report

ENTERPRISE FUNDS

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

Beginning Fund Balance	\$53,227,959	\$53,227,959		\$53,227,959	\$0
Total Revenues	158,542,590	158,542,590	32,575,283	158,542,590	0
Total Expenditures	163,476,405	163,476,405	21,271,573	163,476,405	0
Ending Fund Balance	\$48,294,144	\$48,294,144		\$48,294,144	\$0

2 CONVENTION & EVENT SERVICES

Beginning Fund Balance	\$43,463,338	\$43,463,338		\$43,463,338	\$0
Total Revenues	113,230,392	113,231,392	11,621,061	115,005,793	1,774,401
Total Expenditures	113,231,392	113,231,392	7,879,157	115,005,793	1,774,401
Ending Fund Balance	\$43,462,338	\$43,463,338		\$43,463,338	\$0

3 DEVELOPMENT SERVICES

Beginning Fund Balance	\$45,375,814	\$45,375,814		\$45,375,814	\$0
Total Revenues	35,340,940	35,340,940	5,974,131	35,368,826	27,886
Total Expenditures	43,830,455	48,830,455	8,656,621	48,750,847	(79,608)
Ending Fund Balance	\$36,886,299	\$31,886,299		\$31,993,794	\$107,495

4 MUNICIPAL RADIO

Beginning Fund Balance	\$745,490	\$745,490		\$745,490	\$0
Total Revenues	1,003,095	1,003,095	250,777	1,004,094	999
Total Expenditures	1,003,095	1,003,095	425,424	932,730	(70,365)
Ending Fund Balance	\$745,490	\$745,490		\$816,855	\$71,365

5 SANITATION SERVICES

Beginning Fund Balance	\$19,328,242	\$19,328,242		\$19,328,242	\$0
Total Revenues	145,369,518	145,369,518	23,898,040	144,391,389	(978,129)
Total Expenditures	143,785,140	143,785,140	13,403,204	143,785,140	0
Ending Fund Balance	\$20,912,620	\$20,912,620		\$19,934,491	(\$978,129)

6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES

Beginning Fund Balance	\$15,732,597	\$15,732,597		\$15,732,597	\$0
Total Revenues	72,433,742	72,433,742	11,913,379	72,433,742	0
Total Expenditures	72,433,742	72,433,742	3,849,373	72,433,742	0
Ending Fund Balance	\$15,732,597	\$15,732,597		\$15,732,597	\$0

7 WATER UTILITIES

Beginning Fund Balance	\$133,050,983	\$133,050,983		\$133,050,983	\$0
Total Revenues	755,226,160	755,226,160	130,165,720	755,226,160	0
Total Expenditures	761,226,160	761,226,160	100,950,386	761,226,160	0
Ending Fund Balance	\$127,050,983	\$127,050,983		\$127,050,983	\$0

FY 2022-23 Financial Forecast Report

INTERNAL SERVICE FUNDS

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

Beginning Fund Balance	(\$14,768)	(\$14,768)		(\$14,768)	\$0
Total Revenues	23,087,146	23,087,146	92,072	21,809,763	(1,277,383)
Total Expenditures	23,087,146	23,087,146	2,459,756	21,794,994	(1,292,152)
Ending Fund Balance	(\$14,768)	(\$14,768)		\$0	\$14,768

9 EQUIPMENT & FLEET MANAGEMENT

Beginning Fund Balance	\$10,783,384	\$10,783,384		\$10,783,384	\$0
Total Revenues	66,009,566	66,009,566	187,469	66,009,566	0
Total Expenditures	66,600,148	66,600,148	7,175,842	66,600,148	0
Ending Fund Balance	\$10,192,802	\$10,192,802		\$10,192,802	\$0

10 EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$5,684,817	\$5,684,817		\$5,684,817	\$0
Total Revenues	2,593,790	2,593,790	245,635	2,593,790	0
Total Expenditures	2,361,983	2,361,983	327,719	2,361,983	0
Ending Fund Balance	\$5,916,624	\$5,916,624		\$5,916,624	\$0

11 INFORMATION TECHNOLOGY

Beginning Fund Balance	\$9,119,837	\$9,119,837		\$9,119,837	\$0
Total Revenues	108,985,933	108,985,933	16,360,944	109,034,451	48,518
Total Expenditures	110,191,357	110,191,357	31,732,202	110,079,759	(111,598)
Ending Fund Balance	\$7,914,413	\$7,914,413		\$8,074,529	\$160,116

12 RADIO SERVICES

Beginning Fund Balance	\$1,139,315	\$1,139,315		\$1,139,315	\$0
Total Revenues	16,863,428	16,863,428	2,452,169	16,863,428	0
Total Expenditures	16,867,557	16,867,557	4,214,186	16,746,200	(121,357)
Ending Fund Balance	\$1,135,186	\$1,135,186		\$1,256,543	\$121,357

FY 2022-23 Financial Forecast Report

OTHER FUNDS

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

Beginning Fund Balance	\$4,180,269	\$4,180,269		\$4,180,269	\$0
Total Revenues	12,017,444	12,017,444	1,804,012	12,017,444	0
Total Expenditures	14,212,742	14,212,742	3,264,302	14,198,743	(13,999)
Ending Fund Balance	\$1,984,971	\$1,984,971		\$1,998,970	\$13,999

14 DEBT SERVICE

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$66,867,697	\$0
Total Revenues	408,298,161	408,298,161	20,395,541	408,298,161	0
Total Expenditures	412,314,869	412,314,869	0	412,314,869	0
Ending Fund Balance	\$62,850,989	\$62,850,989		\$62,850,989	\$0

15 EMPLOYEE BENEFITS

City Contributions	\$108,965,789	\$108,965,789	\$11,943,578	\$109,342,754	\$376,965
Employee Contributions	44,675,798	44,675,798	7,183,024	44,675,798	0
Retiree	26,927,732	26,927,732	(18)	26,927,732	0
Other	0	0	61,740	61,740	61,740
Total Revenues	180,569,319	180,569,319	19,188,324	180,631,059	438,705
Total Expenditures	\$189,583,785	\$189,583,785	\$(7,733,038)	\$189,583,785	\$0

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

16 RISK MANAGEMENT

Worker's Compensation	\$16,041,001	\$16,041,001	\$122,348	\$16,041,001	\$0
Third Party Liability	10,033,670	10,033,670	4,575,698	10,033,670	0
Purchased Insurance	13,445,548	13,445,548	1,286	13,445,548	0
Interest and Other	0	0	90,817	90,817	90,817
Total Revenues	39,520,219	39,520,219	4,790,149	39,611,036	90,817
Total Expenditures	\$57,449,878	\$57,449,878	\$12,877,203	\$57,449,878	\$0

Note: FY 2022-23 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (worker's compensation/liability/property insurance).

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of November 30, 2022, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2021-22 unaudited projected ending fund balance and does not reflect additional YE savings. We anticipate adjustments to the FY 2022-23 amended beginning fund balance after FY 2021-22 audited statements become available in April 2023. 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.

2 Convention & Event Services. CCT revenues are projected to be over budget by \$1,774,000 due to higher collection of revenue, primarily due to events increasing the use of internet services, space rental, electrical and sound/lighting services. CCT expenses are projected to be over budget \$1,774,000 due to an increased capital transfer.

3 Development Services. City Council increased DEV's budget by \$5,000,000 on November 9 by resolution 22-1676 for construction services at 7800 N Stemmons.

4 Municipal Radio. WRR is expected to be \$70,000 under budget due to lower sales commission expenses.

8 Bond & Construction Management. BCM revenues are projected to be \$1,277,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$1,292,000 under budget primarily due to salary savings associated with 45 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.

FY 2022-23 Financial Forecast Report

GENERAL OBLIGATION BONDS**2017 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$533,981,000	\$216,660,755	\$136,635,264	\$180,684,981
B	Park and Recreation Facilities	261,807,000	261,291,060	166,949,068	12,714,825	81,627,167
C	Fair Park	50,000,000	50,000,000	30,162,742	2,853,814	16,983,445
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	11,607,839	12,592,402	24,549,759
E	Library Facilities	15,589,000	15,589,000	14,865,298	218,016	505,686
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	12,283,285	958,686	993,028
G	Public Safety Facilities	32,081,000	32,081,000	25,811,317	468,446	5,801,236
H	City Facilities	18,157,000	18,157,000	2,281,013	482,435	15,393,552
I	Economic Development	55,400,000	55,400,000	19,234,665	10,529,228	25,636,107
J	Homeless Assistance Facilities	20,000,000	20,000,000	14,992,711	539,780	4,467,509
Total		\$1,050,000,000	\$1,049,484,060	\$514,848,693	\$177,992,896	\$356,642,470

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	\$256,593,205	\$5,833,571	\$4,512,111
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	240,882,437	57,519,758	27,972,805
3	Economic Development	55,000,000	55,000,000	37,827,528	4,559,412	12,613,059
Total		\$642,000,000	\$648,313,887	\$535,303,170	\$67,912,742	\$45,097,975

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	\$393,352,307	\$8,610,973	\$4,527,274
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	288,764,101	21,011,942	32,981,122
3	Park and Recreation Facilities	343,230,000	353,343,060	347,136,011	1,850,293	4,356,757
4	Library Facilities	46,200,000	48,318,600	47,669,994	11,042	637,563
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	398	669,561
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	31,924,125	638,337	3,654,016
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	42,405,945	922,500	1,731,608
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,487,420	237,544	11,002,487
11	Court Facilities	7,945,000	8,146,606	7,869,762	120	276,724
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,323,005	6,299	743,634
Total		\$1,353,520,000	\$1,401,388,107	\$1,307,142,341	\$33,289,461	\$60,956,305

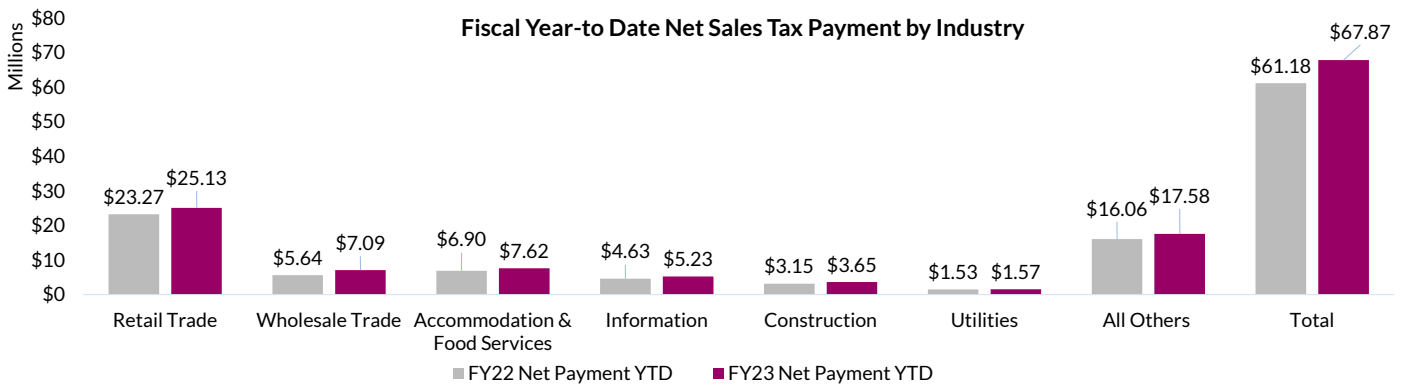
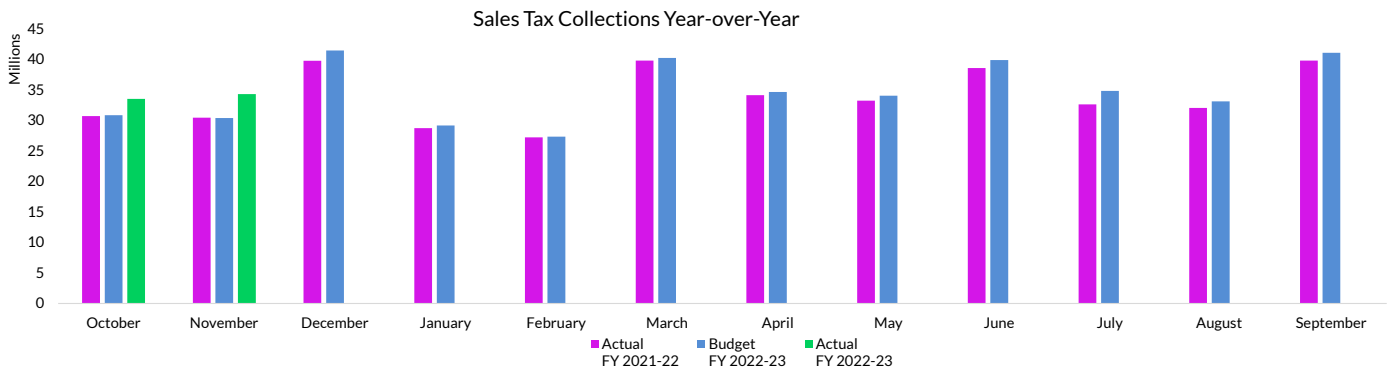
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

FY 2022-23 Financial Forecast Report

ECONOMIC INDICATORS

Sales Tax

The current sales tax rate is 8.25 percent - 6.25 percent goes to the state, one percent to the City, and one percent to DART. In FY 2021-22, the City received \$407,309,124 in sales tax revenue. In FY 2022-23, the City budgeted \$417,232,383. As of November 30, 2022, the sales tax forecast is at budget. We will update the forecast throughout the year as additional information becomes available. The charts in this section provide more information about sales tax collections.



FY 2022-23 Financial Forecast Report

ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	November FY23 over November FY22	FYTD23 over FYTD22
Retail Trade	12%	8%
Wholesale Trade	35%	26%
Accommodation and Food Services	5%	10%
Information	13%	13%
Construction	15%	16%
Utilities	-18%	3%
All Others	12%	9%
Total Collections	13%	11%

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

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

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

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

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

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

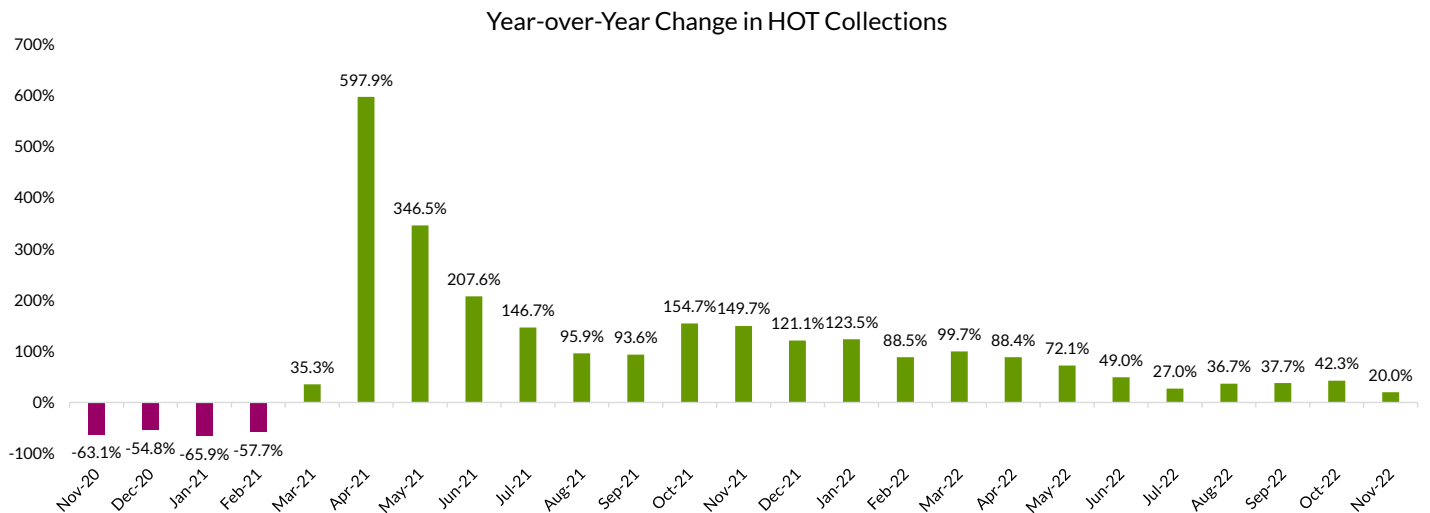
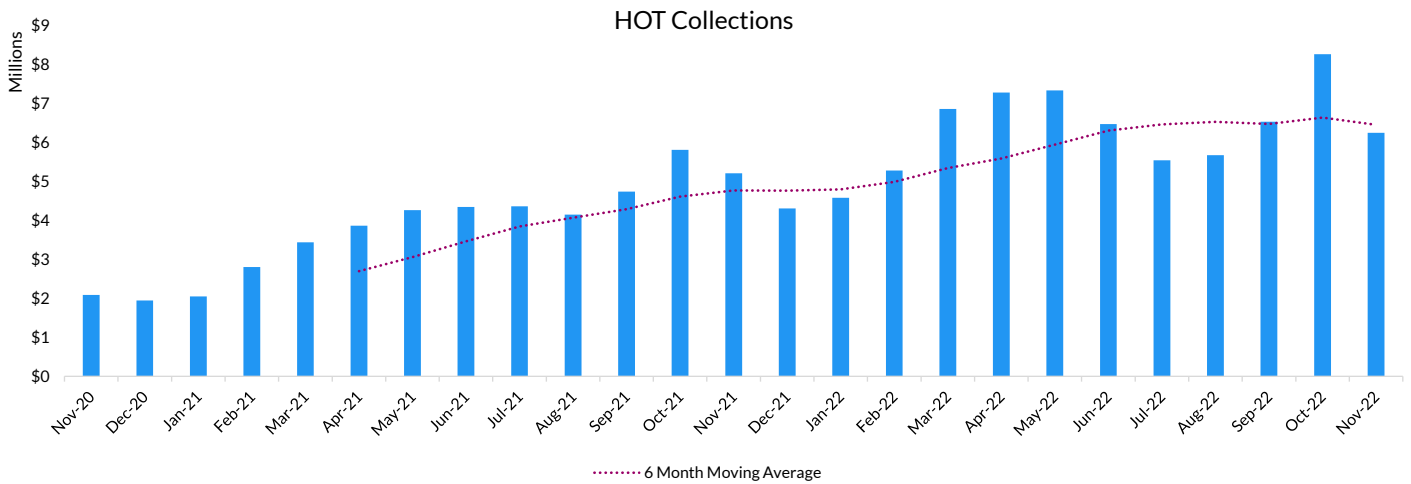
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2022-23 Financial Forecast Report

ECONOMIC INDICATORS

Hotel Occupancy Tax

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



FY 2022-23 Financial Forecast Report

ECONOMIC INDICATORS

Convention Center Event Bookings

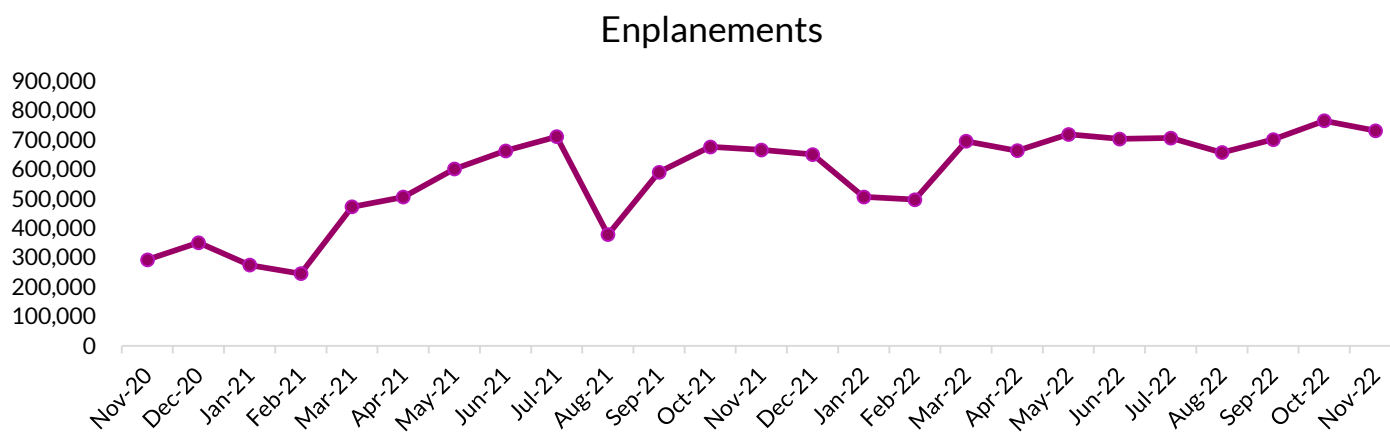
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY21 Actual	FY22 Actual	FY23 Planned	FY23 Actual/Forecast*
October	3	6	10	10
November	1	5	2	2
December	2	9	11	11
January	1	4	7	7
February	0	10	9	9
March	2	13	7	7
April	1	8	5	5
May	6	6	9	9
June	7	11	9	9
July	7	4	10	10
August	4	8	5	5
September	5	10	4	4
Total	39	94	88	88

* Due to shifts in cancellations and rescheduling, FY22 actuals for prior months may be updated.

Love Field Enplanements

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



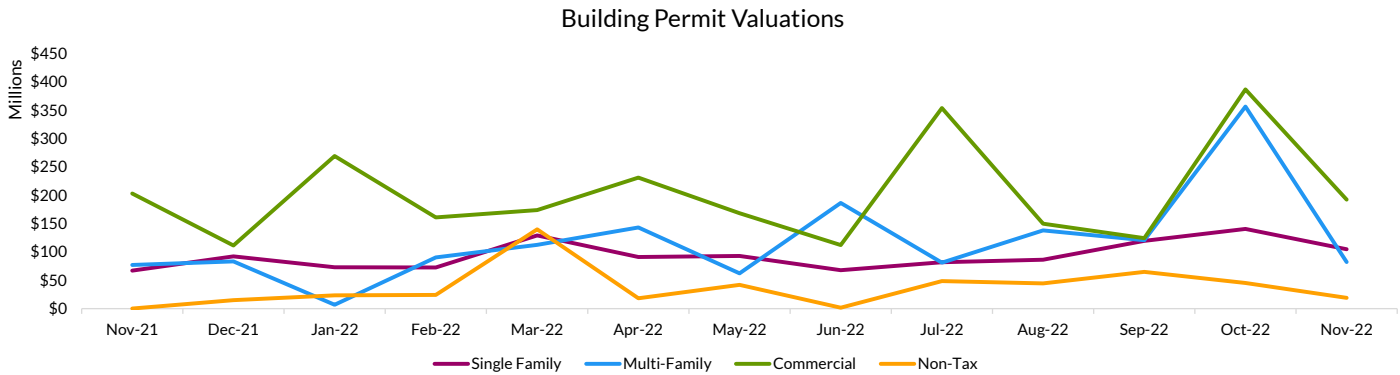
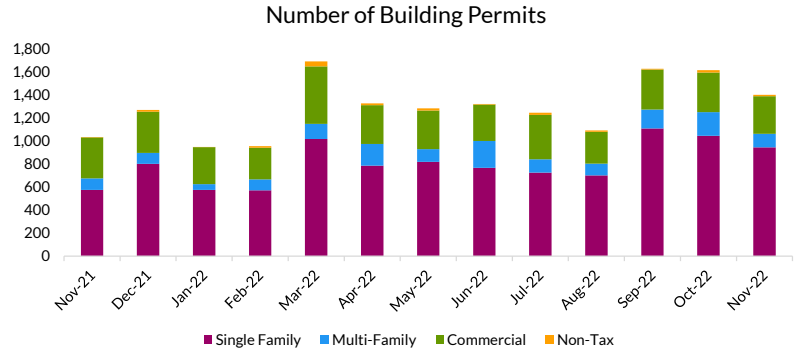
FY 2022-23 Financial Forecast Report

ECONOMIC INDICATORS

Building Permits

Building permits (required for all construction in Dallas) can provide insight into upcoming activity in the housing market and other areas of the economy. Permits are a key indicator of the confidence developers have in the economy; likewise, a decline can indicate developers do not anticipate economic growth in the near future. In some cities, this measure may be a leading indicator

of property tax value growth, but in Dallas, the property tax forecast model includes other variables like wage/job growth, housing supply, gross domestic product, population, vacancy rates, and others.



DALLAS 365

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

Year-to-date (YTD) and year-end (YE) targets are presented for each measure. YTD targets may vary based on seasonality of the work. Each month, we compare 1) the YTD target with the actual performance for the current reporting period and 2) the YE target with the department's forecasted performance as of September 30, 2022.

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



#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Economic Development						
1	Average number of business days to complete commercial permit application prescreen (Development Services)	5.7	5.0	2.0	5.0	5.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	97.5%	98.0%	98.0%
3	Percentage spent with local businesses (Small Business Center)	36.7%	40.0%	52.7%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	70.0%	84.6%	70.0%	70.0%
Environment & Sustainability						
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	54.6%	75.3%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	95.0%	99.8%	95.0%	95.0%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	20.0%	18.2%	20.0%	20.0%

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

FY 2022-23 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Government Performance & Financial Management						
8	Percentage of invoices paid within 30 days (City Controller's Office)	88.1%	92.0%	90.3%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	90.0%	92.0%	90.0%	90.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	79.5%	60.0%	60.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	22.0%	80.0%	80.0%
Housing & Homeless Solutions						
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	60.0%	0.0%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	94.0%	85.0%	94.3%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	98.6%	80.0%	143.2%	80.0%	80.0%
Public Safety						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.1%	90.0%	84.3%	90.0%	90.0%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.5%	90.0%	90.3%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302.0	2,000.0	2,089.0	2,000.0	2,000.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	47.6%	60.0%	51.6%	60.0%	60.0%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	96.4%	90.0%	98.4%	90.0%	90.0%
20	Complaint resolution rate (Office of Community Police Oversight)	82.2%	70.0%	67.5%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	52.6%	60.0%	53.8%	60.0%	60.0%

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

FY 2022-23 Dallas 365

#	Measure	FY 2022-23 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Quality of Life, Arts, & Culture						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	83.6%	65.0%	81.8%	65.0%	65.0%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	33.4%	5.0%	-27.2%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	75.0%	78.5%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	99.0%	93.0%	89.7%	93.0%	93.0%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	30.2%	25.0%	25.8%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,469	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	29.8%	80.0%	80.0%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	71.0%	71.9%	97.0%	97.0%
30	Percentage of planned lane miles improved (787 of 11,770 miles) (Public Works)	81.6%	1.0%	0.9%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	99.0%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.4%	91.0%	90.8%	91.0%	91.0%
33	Percentage of faded long line pavement marking miles improved (611 of 1,223 miles) (Transportation)	83.4%	0.0%	0.0%	50.0%	50.0%
Workforce, Education, & Equity						
34	Percentage increase of original multicultural and multilingual content (on public, educational, and government) (Communications, Outreach, & Marketing)	40.2%	25.0%	226.8%	25.0%	25.0%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	97.1%	60.0%	60.0%

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

FY 2022-23 Dallas 365

VARIANCE NOTES

7 There is a slight reduction in the SAN residential recycling diversion rate due to the transition from four days a week to five days a week schedule and fleet availability challenges. However, SAN expects this rate to increase as the year continues, the new schedule becomes more routine, and challenges continue to be addressed proactively.

11 Due to POM staffing levels, informal solicitation requests are being carefully monitored to ensure processing within 15 business days. POM is working to address the performance variance by identifying temporary staffing to ensure timely solicitation reviews, stabilize ongoing workload, and reduce incurred delays. POM expects the percentage to improve in future reporting periods.

12 No developments have been approved for funding by City Council this fiscal year. HOU brings developments to council as applications are received and processed. Winter tends to be a slower construction season. More applications are expected in the coming months.

15 DFR continues to experience increased EMS response times due to a number of factors. Emergency call volume remains very high. Additionally, while DFR's EMS transport rate has historically been 40-45%, that figure is now over 60%. Increases in call volume and transport rates result in a decrease in the number of available units and an increase in unit hour utilization, which in turn cause increases in response times.

18 DPD's goal is to increase staffing by hiring 250 police officers in FY 2022-23. A new academy class started in December with 30 recruits, and Class 384 graduated with 16 officers. The City saw a decrease in violent crime by -5.45% and is committed to the Violent Crime Plan and Domestic Violence Task Force to further reduce violent crime.

21 IPS responded to 63.7% calls and 53.82% were behavioral health calls on operating RIGHT Care shifts. In December 2022, IPS will launch an overnight team to operate 24/7. IPS anticipates achieving the 80% response rate this fiscal year.

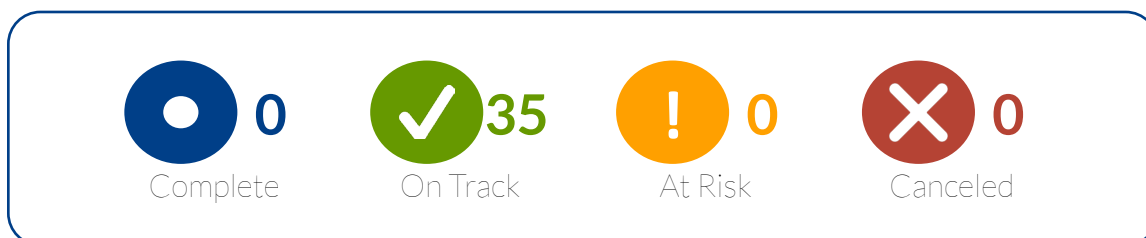
23 DAS experienced difficulty in foster assistance for medium and large dogs exposed to illness, as well as feline foster assistance not currently utilized. DAS anticipates meeting the goal in early 2nd quarter.

28 PKR Late Night Teen participation is down due to programming only being offered on the first Friday of each month. The TRec Program Manager is now onboarded, and a Program Coordinator will join the team in January. In addition, marketing initiatives are being developed for increased program participation.

30 Forty-two (42) lane miles have been completed since the 7.4 lane miles reported in November and currently have 345 projects under construction. Additionally, PBW anticipates improved performance after a maintenance contract goes to Council in January.

BUDGET INITIATIVE TRACKER

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



In the Spotlight

Many of our communities have properties that are abandoned or underutilized because of suspected environmental contamination from past uses. These properties are commonly referred to as “Brownfields.”

In 2020, a Coalition led by the City of Dallas and supported by the St. Philip's School and Community Center, The Real Estate Council, and Lone Star Justice Alliance was awarded a \$600,000 Brownfield Assessment Grant by the U.S. Environmental Protection Agency (EPA). The Coalition is overseeing the program. The Coalition will work with property owners, developers, and other community stakeholders to identify and prioritize brownfield sites in need of environmental



assessments and site clean up/ reuse plans to support near-term redevelopment opportunities. The grant is managed by the City with support from an environmental consulting firm. The grant will fund environmental site assessment (ESA), regulated building materials (RBM) survey, site clean up/reuse planning, and related activities at publicly- and privately-owned brownfield sites.

FY 2022-23 Budget Initiative Tracker

ECONOMIC DEVELOPMENT**1 Building Permit Process** ✓

INITIATIVE Reform the City's building permit process and improve the customer experience through investments in a new centrally located facility, enhanced technology, and expanded staffing. In FY 2022-23, Development Services will hire additional staff to expand the Project Dox Intake Division, add a Housing Team to improve quality inspections, and add a 2nd Q-Team to increase the timeliness of project completions. (DEV)

STATUS DEV purchased a centrally located building at 7800 N Stemmons that will be used as a "One Stop Permitting Shop". The building should be partially occupied during the late spring or early summer of 2023. DEV plans to deploy a second Q-Team and an Affordable Housing Team and have the Statement of Work for the new permitting software by early spring 2023. Of the 54 newly added positions, the department has filled 21 and will continue to work on filling the remaining open positions.

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 hire 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 Procurement for the consultant will close on January 13. The next steps will be to score, select, and negotiate the contract.

3 Planning and Urban Design ✓

INITIATIVE Provide critical administrative support to boards and committees supported by Planning and Urban Design. In FY 2022-23, PNV will hire four additional positions to provide administrative and technical support, which are key critical functions currently performed by planning staff, managers, and executive staff. (PNV)

STATUS The hiring process is underway for one position, and the remaining three will post in January with the anticipation of hiring by February. The manager position is key to building the new team.

4 City Auto Pound ✓

INITIATIVE Pave the way for redevelopment of the Vilbig Auto Pound by fully implementing the terms of the service contract that includes wrecker dispatch, wrecker response, storage of vehicles, collection of fees, and disposition of unclaimed vehicles for non-evidentiary tows and implementation of fee changes for towing and storage. (DPD)

STATUS The Auto Pound Management contract was awarded by Council in September 2022. Dallas City Code will be amended in December 2022 to update the maximum fees charged for towing, impoundment, and storage related to emergency wrecker services. Implementation of the contract is underway and DPD anticipates 85 percent of inventory being cleared from Vilbig Auto Pound by April 2023.

FY 2022-23 Budget Initiative Tracker

ENVIRONMENT & SUSTAINABILITY**5 Water Conservation Five-Year Work Plan** 

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


STATUS The contract was awarded in fall 2022. A kick-off meeting will be held in spring 2023 between consultants and the City team to establish final steps, deliverables, stakeholders, and modeling for technical strategies.

6 Emerald Ash Borer (EAB) Mitigation 

INITIATIVE Protect the City's tree canopy and slow the spread of Emerald Ash Borer (EAB) through a multi-departmental mitigation effort. In FY 2022-23, PKR will hire four positions for the Forestry EAB strike team to respond to Emerald Ash Borer deterioration effects and plant trees in city parks. In FY 2022-23, PBW will hire seven positions and focus on tree inventory and EAB treatments to slow the spread of EAB and develop a tree planting plan for citywide right-of-way and parkways. (PKR and PBW)

STATUS The EAB response plan has been initiated. PKR staff Arborist will continue special assignment assessing and mapping ash trees on park properties, while the Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team. PKR staff on special assignment has recorded over 700 ash trees in the maintained portions of park properties. The hiring process has begun for the new Sr. Environmental Coordinator position with an anticipated hire date by spring 2023.

The seven positions to be hired by PBW have been posted. Two positions have been filled, two are in the onboarding process, and three are still open.

7 Comprehensive Environmental & Climate Action Plan (CECAP) Outreach 

INITIATIVE Develop a comprehensive multimedia outreach, education, and engagement program to provide information on environmental stewardship and sustainability, energy efficiency, and other related topics in the CECAP. In FY 2022-23, OEQ will implement effective community outreach in all areas of the City, including creative, media buys, banners, and other material to support greater community outreach and engagement efforts. (OEQ)

STATUS During the first three months of FY 2022-23, a vendor was selected to develop the marketing tool kit. OEQS staff is currently developing a Media Campaign Plan draft with plans to be finalized by February 2023.

8 Solar Energy Initiative 

INITIATIVE Invest \$1.0 million in FY 2022-23 for a solar energy initiative, to install solar panels, energy efficient lighting, retrofit controls, and weatherization at City facilities; and invest \$500,000 for solar battery pack at a city facility. (BSD)

STATUS BSD is currently developing the RFP for the solar energy initiative and solar battery pack. The expected RFP publication is set for January 2023.

FY 2022-23 Budget Initiative Tracker

ENVIRONMENT & SUSTAINABILITY**9 Brownfield Program** 

INITIATIVE Further environmental justice efforts by setting aside \$1.5 million for educational programs and/or community-led solutions for environmental remediation projects as well as seed money for grants to build a brownfield program. In FY 2022-23, OEQ will hire two positions that will manage the program and develop a comprehensive Brownfields Program focused on community-informed solutions and potential Environmental Protection Agency (EPA) grants for environmental remediation projects to address brownfields throughout the city. (OEQ)

STATUS: One Environmental Coordinator position has been filled, and the other position is anticipated to be hired by the end of February. Data Analytics & Business Intelligence has delivered a Dallas-based environmental justice screening tool to OEQS, and staff is currently testing the tool to identify any needed modifications.

10 Comprehensive Environmental and Climate Action Plan (CECAP) 

INITIATIVE Continue advancement of various components of the CECAP including the neighborhood air quality program. In FY 2022-23, OEQ will complete the data platform and data qualification procedures to begin testing air quality in designated neighborhoods. (OEQ)

STATUS The monitors are undergoing testing and calibration, with anticipated deployment in January 2023. Procurement for additional monitors is underway.

11 Environmental Justice (EJ) 

INITIATIVE With an emphasis on effectively addressing environmental justice, and the focus on using data to drive related policy, OEQ will hire one new Environmental Coordinator to develop, evaluate, and track environmental justice metrics for the department, and coordinate city-wide efforts association with EJ priorities, goals, and actions. The new position will work with other city departments to develop a Dallas-based EJ screening tool and help with the development of training to better ensure City staff integrate environmental justice into city work. (OEQ)


STATUS Hiring is anticipated by early spring 2023.

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT**12 Equipment and Fleet** 

INITIATIVE Achieve a state of good repair in five years for all City fleet vehicles, including sanitation trucks, fire apparatus, police cruisers, and heavy equipment vehicles used by Public Works and Dallas Water Utilities by investing \$72.6 million for the purchase of replacement and additional fleet and equipment. (EFM, DFR, DPD, SDM, DWU, and SAN)


STATUS EFM has 23 vehicles on order for 12 departments; the current orders total \$2.6 million. EFM anticipates another 165 units will be ordered in December 2022 to bring the total obligated amount to \$29.1 million. DFR Fleet Maintenance Division has reviewed and approved the specifications for the Engines, Trucks, and Ambulances that will be purchased with FY 2022-23 funds. One Engine has already been ordered through General Fund appropriations and the Fleet Maintenance Division is now in the process of finalizing purchase agreements for the remainder of the order.

FY 2022-23 Budget Initiative Tracker

HOUSING & HOMELESSNESS SOLUTIONS**13 Addressing Homelessness** 

INITIATIVE Contribute \$25 million to leverage an additional \$47 million in public and private investment for an overall \$72 million program. The program employs housing navigation services, landlord incentives, rental subsidies, move-in kits, and case management to reduce and prevent homelessness, in partnership with Dallas County, the Dallas Housing Authority, the Metro Dallas Homeless Alliance, and other cities in Dallas County. The program began in FY 2021-22 and will be implemented over three years (FY 2021-22 – FY 2023-24). It is anticipated that over 2,700 individuals will be housed by the end of 2023. The third year (FY 2023-24) of the program will be focused solely on providing rental assistance and case management to those individuals housed in FY 2021-22 and FY 2022-23. (OHS)

STATUS The Dallas Rapid Rehousing Initiative has housed 1,462 individuals since its onset in October 2021 to November 2022. Of those 1,462 individuals housed, 50% percent are from households consisting of adults with children and 50% percent are adults only. OHS is partnering with Housing Forward to launch the encampment decommissioning effort offering individuals in established encampments housing solutions.

15 Healthy Community Collaborative (HCC) Program 

INITIATIVE Invest \$1.5 million [including \$523,000 of new funding] to provide services to persons who are homeless and have a mental illness or who might also have co-occurring substance use or primary health care issues. In FY 2022-23, HCC anticipates serving 750 clients. (OHS)

STATUS From October 2022 to November 2022, the three organizations contracted by OHS have provided services for 327 clients.

14 Homeless Action Response Team (HART) 

INITIATIVE Launch a cross-departmental Homeless Action Response Team (HART) to deliver immediate interventions to expedite the improvement of unsafe encampments in need of immediate resolution, and address issues concerning panhandling. In FY 2022-23, implement a collaborative approach and hire seven positions in the Office of Homeless Solution, one position in the Office of Integrated Public Safety Solutions, seven positions in Public Works, four positions in Park and Recreation, two positions in Dallas Animal Services, four positions in Court and Detention Services, and eight positions in Code Compliance Services. (OHS, IPS, PBW, PKR, DAS, CTS, and CCS)

STATUS The departments involved in the HART initiative are currently all in various stages of filling positions. OHS hired seven positions in November; the IPSS position is expected to be filled and operational in December; PBW has onboarded the supervisor position, three additional positions are hired with an anticipated start in January 2023, and interviews will be held in January 2023 to hire for the remaining three positions; PKR is anticipating to hire three positions in January 2023; DAS has filled two positions; CTS plans to launch two teams in 2023 with existing Deputy Marshals and then hire new recruits to backfill vacancies. CCS has filled two of their eight positions and plans to continue hiring efforts. While waiting on heavy equipment procurement, the HART abatement team is working jointly with the Nuisance Abatement Heavy Clean Teams to cover the program's needs.

FY 2022-23 Budget Initiative Tracker

PUBLIC SAFETY**16 Police Response Times** ✓

INITIATIVE Improve response times to high priority calls by hiring 250 police officers in FY 2022-23 and implement retention incentive program targeted at reducing the attrition rate of experienced officers. (DPD)

STATUS A new Academy class started in December 2022 with 30 recruits and Class 384 graduated with 18 officers. Year to date, DPD has hired 31 officers with a goal of hiring 321 by the end of FY 2022-23.

18 Single Function Paramedic Program ✓

INITIATIVE Expand the Single Function Paramedic Program to increase recruiting flexibility, provide a more diverse workforce, improve response times, and increase operational efficiency. In FY 2022-23, DFR will invest \$3.2 million to begin conversion of five existing peak demand units into units staffed by certified uniformed paramedics whose sole focus will be to staff ambulances at peak hours of call volumes. (DFR)

STATUS The Pilot Program has been successfully completed, with two Single Function staffing aspects of Paramedic units in South Oak Cliff providing testing for the operational, dispatch, and the project. The newly budgeted Program Manager position was just filled and is working to build out the program's logistics and procedures. Civil Service and DFR Recruiting are developing recruitment, testing, and hiring strategies to be launched in early 2023.

20 City Facility Security Assessment ✓

INITIATIVE In FY 2022-23, initiate \$2.9 million [of \$6.4 million allocated] of high-priority improvements identified through the City Facility Security Assessment including perimeter access control, security camera systems, radio systems, officer shelter space, vehicles access control, panic notification, lighting, weapons screening, security operating center upgrades, security staffing, and intrusion detection. (CTS)

STATUS Quotes and proposals were received for access controls, surveillance systems, intercom system and exterior lighting at City Hall and PKR facilities. The new P25-compliant radios for Dallas security were issued and activated and the project is nearly complete. CTS is continually receiving quotes and proposals for lighting, fencing, access controls, and camera systems. As of November, CTS has encumbered \$2.1 million and expensed \$1.0 million of the department's total \$6.4 million ARPA allocation.

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 The portable radio replacement is scheduled to begin in February 2023 with the mobile radio upgrade to occur simultaneously. The new Taser 7 contract was approved by Council on December 14, 2022.

19 Inspection Life Safety Education Night Detail Team ✓

INITIATIVE Effective safety begins with prevention and compliance with safety standards. In FY 2022-23, DFR will launch the ILSE Night Detail Team (sworn personnel) to educate, monitor, and inspect venues in the City's entertainment zones during their peak hours of operation. (DFR)

STATUS The Bureau's reorganization has been finalized to reflect new promotions and personnel transfers, which include the formation of the newly budgeted ILSE Night Detail Team. The team is in the early stages of operation and is currently developing procedures and performance metrics.

FY 2022-23 Budget Initiative Tracker

QUALITY OF LIFE, ARTS, & CULTURE**21 Proactive Team ("Pro Team")** 

INITIATIVE Proactively identify and abate illegal dumping sites before residents submit a service request by expanding the number of proactive teams from two to four teams assigned to each quadrant of the city. In FY 2022-23, CCS will hire sixteen positions, and develop a metric to track the effectiveness of the team. (CCS)

STATUS Hiring is in progress for the additional two proactive illegal dumping abatement teams. Out of the budgeted 16 positions, five have been onboarded and three are pending hires. CCS has developed performance measures for the Pro Teams that include 30 illegal dumping site abatements per week. Full deployment is scheduled for FY 2023-24 due to procurement of heavy equipment.

22 Multi-Family Violence Crime Reduction Plan 

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

STATUS Seven positions have been filled, and the additional staff are being hired and onboarded with an anticipated January completion. Orientation and expected launch of all new staff is projected for early January 2023.

23 Expanding Library Access 

INITIATIVE Provide Library access to invaluable resources, programs, and services. In FY 2022-23, LIB will hire 55 personnel and expand Library hours from five days per week to six days per week at 15 locations, expanding children's services, workforce development, SMART summer participation, and adult learning programs at those locations. (LIB)

STATUS LIB is positioned with increased staffing levels to implement expanded hours at the 15 locations beginning mid-January 2023.

24 Historic Resource Survey 

INITIATIVE Invest \$1.0 million over the next two years to support a Historic Resource Survey and a strategic plan, which will identify historic resources, help determine what resources need to be preserved, and assist in guiding and developing local ordinances and planning efforts for preservation. In FY 2022-23, OHP will invest \$500,000 to start implementation of the survey and strategic plan. (OHP)


STATUS OHP has applied for a grant to increase funding for the Historic Resources Survey. The department is waiting to allocate funding while the outcome of the grant application pending.

FY 2022-23 Budget Initiative Tracker

TRANSPORTATION & INFRASTRUCTURE**25 Sidewalk Master Plan** 

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

STATUS Two sidewalk projects and 1.4 lane miles of sidewalk improvements have been completed to date. PBW anticipates all projects and sidewalk improvement miles to be completed by September 2023.

27 Vision Zero Action Plan 

INITIATIVE Invest funding in Dallas's mobility infrastructure, emphasizing a system focuses on life-saving improvements, and infrastructure solutions that reduce the risk of serious incidents. In FY 2022-23, TRN will hire an Engineer and focus on low-cost improvements that include safety evaluations for streets prone to high rates of injury, road safety improvements, and a citywide speed limit evaluation. (TRN)

STATUS The Vision Zero Engineer is scheduled to start mid-December 2022.

29 Crosswalks 

INITIATIVE This initiative began in FY 2021-22 and will be implemented over two fiscal years. In FY 2022-23, TRN will spend \$2.5 million (of \$5.0 million allocated) to restripe 320 lane miles and paint 864 crosswalks. (TRN)

STATUS Longline restriping and crosswalks are scheduled to start in February. TRN is on track to complete restriping of 320 miles and painting of 864 crosswalks by year end.

26 Bridge Maintenance 

INITIATIVE Implement an Annual Bridge Maintenance Program to address over 600 bridges and culverts inspected by the Texas Department of Transportation on a bi-annual basis. In FY 2022-23, PBW will spend \$3.4 million to maintain 20 bridges and set aside existing funding of \$1.0 million for emergency repairs. (PBW)

STATUS PBW will complete the maintenance of two bridges in January. The maintenance for the remaining 18 bridges will be completed by September 2023 as well as the \$1.0 million of funding for emergency repairs.

28 Traffic Signals 

INITIATIVE Devote \$14 million over three years to leverage over \$50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero Action Plan. This initiative was started in FY 2021-22 and implemented in three phases. In FY 2022-23, TRN will spend \$2.1 million to design 44 traffic signals to leverage federal and county funds. (TRN)

STATUS TRN is currently waiting to receive the match fund agreement from TxDOT for the design of 44 signals in total. A draft agreement with TxDOT for 44 signals is pending a review by the contracts team. The project to replace traffic lights will be a multi-year effort.

FY 2022-23 Budget Initiative Tracker

TRANSPORTATION & INFRASTRUCTURE

30 School Zone Flashing Beacons

INITIATIVE Replace 1,000 outdated school zone flashing beacons with state-of-the-art technology to protect students as they walk to school. This initiative began in FY 2021-22 and will be implemented in three phases. In FY 2022-23 spend \$2.5 million to procure equipment and complete installation for 500 school zone flashing beacons. (TRN)

STATUS As of November, forty school zone flashing beacons have been installed. TRN expects to complete installation of all 500 by year end.

31 Bike Lanes

INITIATIVE Extend and improve the bike lane network throughout the city with an increased annual investment to \$2.5 million to design and/or implement approximately 10 lane miles of bicycle facilities per year. (TRN)

STATUS As of November, 0.58 miles have been designed for the Tyler/Polk Buffered Bike Lanes Gap Connection.

FY 2022-23 Budget Initiative Tracker

WORKFORCE, EDUCATION, & EQUITY**32 Mentor Protégé Program** 

INITIATIVE Establish a mentor protégé program to support equity and capacity building of small and emerging businesses. (SBC)

STATUS SBC initiated the recruitment and posting of the SBC Coordinator - Mentor Protégé position. Additionally, a proposed vendor has been identified as sole source to support the Mentor-Protégé Matching system. Program kickoff is anticipated for March 2023.

33 Equity Education Through Engagement 

INITIATIVE Hire a new Public Engagement Coordinator to effectively communicate the City's equity initiatives, programs, services and events through public awareness, outreach, engagement, and transparency. (OEI).

STATUS OEI staff is working with Human Resources Department to post the Engagement Coordinator position by early January 2023.

34 Accessibility 

INITIATIVE Advance the City's compliance with the Americans with Disabilities Act by continuing to complete building assessments, review departmental policies, and provide employee training. In FY 2022-23, OEI will complete approximately 20 assessments. (OEI)

STATUS OEI will continue ADA building assessments in 2023 and anticipates having preliminary reports from 10 buildings assessed in 2022 completed by early 2023. The department review, consisting of the collection and review of department programs, services, and activities, has been completed. ADA Department surveys have been issued and are due by end of the end of December 2022 with Department ADA interviews to follow in January 2023. Online ADA training courses are being reviewed and training is anticipated continue in the beginning of 2023.

35 Bridging the Digital Divide 

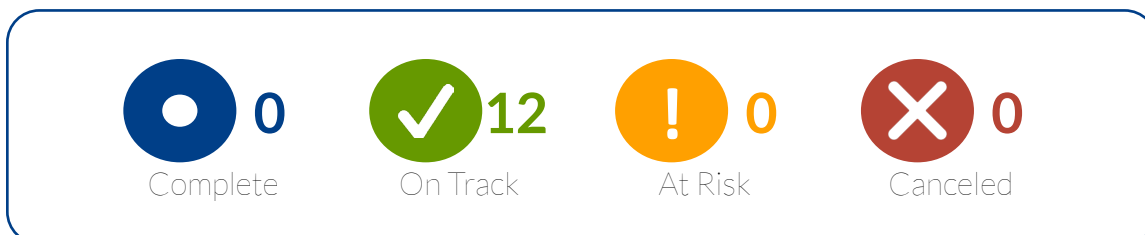
INITIATIVE Expand efforts to bridge the digital divide by allocating \$2.0 million for Digital Navigators to make internet access to individual households affordable, install reliable computer hardware, and enhance digital literacy skills and training. (CMO)

STATUS Staff have completed the evaluation and review of proposals submitted for the RFCSP for Digital Navigators and City Council is scheduled to award the contract in February 2023.

FY 2022-23 Budget Initiative Tracker

MULTI-YEAR INITIATIVES

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

**FY 2018-19****23 Historic Resource Survey (FY 19)**

INITIATIVE Devote \$100,000 to conduct a historic resource survey with private partners. (OHP)

STATUS OHP staff and external consultant presented the final report to the Landmark Commission on May 2, 2022 and to the City Plan Commission on June 2, 2022. The final presentation to City Council has been delayed.

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 FY22, ECO will spend \$2.0 million to launch operations, hire a new Economic Development Corporation Director, develop a 3-year work plan, and develop an operational budget for Year 2 (FY 2022-23) and Year 3 (FY 2023-24). (ECO)

STATUS City Council approved creation of the Economic Development Corporation (EDC) on January 12, 2022, and the certificate of formation was filed with the State of Texas in February. The City Council approved the initial Board of Directors to the EDC on August 24, 2022. The target hire date for the EDC Director is winter 2022-23. After that, work will begin to develop a three-year work plan and operational budget.

6 Comprehensive Food & Urban Agriculture Plan

INITIATIVE Prioritize Dallas communities' access to healthy, local food by contributing \$200,000 to implement a Comprehensive Food & Urban Agriculture Plan in collaboration with external stakeholders. (OEQ)

STATUS OEQS staff are continuing efforts under the contract for the Comprehensive Food & Urban Agriculture Plan, including internal and external engagement with over 35 different farms (both community and commercial scale) and other Dallas food stakeholders. OEQS staff are also working with the City's internal Food Equity Working group and the Office of Procurement efforts to pilot a project to provide small growing units for food desert homes. Once implemented, the units will be deployed on a rolling basis.

FY 2022-23 Budget Initiative Tracker

MULTI-YEAR INITIATIVES**8 Water Distribution System** 

INITIATIVE Enhance monitoring for lead and copper in the water distribution system and develop a plan to educate and support customers in regulatory-driven programs for lead and copper monitoring within schools, childcare centers, and public spaces. In FY22, DWU will hire two FTEs and spend approximately \$75,000 to develop an outreach plan and procedures to sample both schools and day care operations; develop a data management and reporting procedure to comply with the new regulations; and begin initial sampling in the second quarter of 2022 with a goal of 50 sites sampled by September 30, 2022. (DWU)

STATUS The Water Quality Group has determined the total number of schools and daycare centers that will be impacted by the new Lead and Copper Rule Revision: 389 Public and Charter Schools, 73 Private Schools and 412 Childcare and Daycare Centers. DWU has reclassified two existing positions who are developing a Lead Service Line inventory, contacting schools and day care centers to develop a facilities database and distribute education material, and developing the plan to conduct sampling and lead testing.

13 Affordability Housing Units 

INITIATIVE Incentivize developers to build affordable housing by subsidizing \$10 million worth of water and sewer infrastructure required for up to 250 new affordable single-family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY 2022-22-FY 2023-24 with new units projected in years 2 and 3 due to construction timelines. (HOU)

STATUS Housing is implementing this new funding along with other measures through the existing Notice of Funding Availability. On January 12, City Council approved the first project utilizing these funds, providing \$1.8 million to be used for water infrastructure related to the development of 125 for-sale single family homes. On August 24, 2022, City Council approved the second project using these funds, authorizing \$4.1 million in ARPA funds to Cypress Creek at Montfort, a mixed-income multifamily development in District 11. Both developments are still undergoing predevelopment processes and have not yet begun construction.

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 the program design to use ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. The application opened in May 2022. The program has received 72 applications and staff has so far committed \$1,413,821 across 16 homes.

19 Non-Emergency Enforcement 

INITIATIVE Alleviate Police Department call volume by transferring non-emergency calls such as handicapped/fire lane parking enforcement and street blockage clearance from DPD to the Department of Transportation. (DPD, and TRN)

STATUS Parking violations services have been fully transferred from DPD to TRN and most of the Parking team will relocate to the new 7800 Stemmons Freeway facility in FY 2022-23. "Train the Trainer" courses began in early November, and will eventually be incorporated into the Parking Enforcement training program. Street Blockage Clearance has been partially transferred to TRN, with non-emergency calls for handicapped/fire lane enforcement planned to be transferred in January 2023.

27 Wi-Fi at Park Facilities 

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

STATUS This project uses \$3.0 million of ARPA funding that has been allocated for PKR enhancements. The funds have been encumbered; however, due to supply chain and contractor issues a full timeline is unavailable. The anticipated date for equipment delivery is the first quarter of FY 2022-23. A scaled-down approach will complete 14 high priority sites by December 2022 using refurbished equipment.

FY 2022-23 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. In FY22 spend \$3.5m to design 46 traffic signals to leverage federal and county funds

STATUS TRN is currently waiting to receive the match fund agreement from TxDOT for the design of 44 signals in total. TxDOT has reported that the draft agreement is complete and is now pending review by the contracts team. The project to replace traffic lights will be a multi-year effort.

32 Bike Lanes 

INITIATIVE Extend and improve our bike lane network throughout the City with an annual investment of \$2 million to design and/or implement approximately 18 lane miles of bicycle facilities per year. (TRN)

STATUS TRN continues to work with engineering firm Gresham Smith and neighborhoods on bicycle facility studies for Lawnview Avenue and Meandering Way. Bicycle facility design continues for Jackson Cycle Track, Five Mile Gap, and Vernon/Tyler Gap.

34 Accessibility 

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

STATUS EQU, ITS, and the proposed ADA software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. Testing of a comparative ADA tracking program was completed. ITS has completed the documentation process with request for all stakeholders signed-off. The purchasing and procurement process is planned for winter 2023.

35 Water/Wastewater Service 

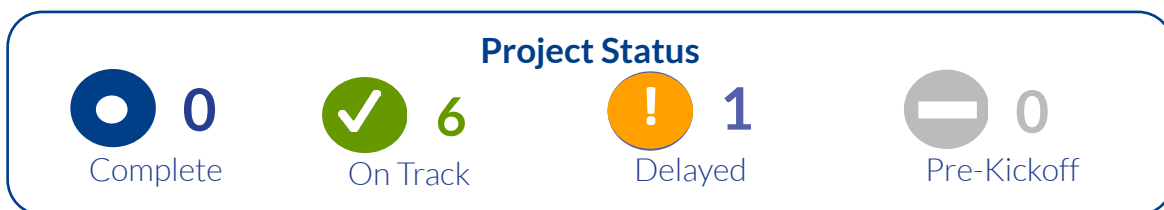
INITIATIVE Accelerate the extension of water and sewer services to all 47 occupied and unserved areas of the City (DWU). In FY 2021-22, DWU will award approximately \$9.5 million for the design of 211,219 feet and construction of 9,960 feet of new pipelines in Mesquite Heights, Killough Blvd & Wasco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

STATUS Engineering work for the remaining occupied and unserved areas began in February 2022 and includes the design of approximately 211,219 feet of new pipelines to the remaining unserved areas. Upon completion of design, these projects will be packaged and awarded for construction beginning in FY 2022-23. Construction in the University Hills area was awarded in October 2022 and began on November 14, 2022. In addition, approximately 11,146 feet of new pipelines to four unserved locations that were designed in-house was awarded on November 9, 2022. Work is scheduled to begin April 1, 2023.

PROCESS IMPROVEMENT





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

The Process Improvement Team has focused on building awareness among departments, creating an organization-wide framework for process improvement, and establishing a cross-functional knowledge base for greater inter-departmental coordination. The following table summarizes current Process Improvement projects for FY 2022-23 which will be reported as Complete, On Track, Delayed, or Pre-Kickoff. The Baseline for Key Performance Indicators is the starting point of metric to engage success for completing projects. Additional projects will be added to the list throughout the course of the fiscal year.



#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	SFD Building Permit Process Decrease building permits issuance lead time for single-family residential developments (DEV)		Feb 2022 - TBD	Permit Application Internal Processing Time (12 days)	29 days	TBD
			Status Update: Action items from the Rolling Action Items List have been submitted for work through ITS team and all enhancements are being worked in to project management schedule.			
2	DPD Workload Optimization Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan 2022 - March 2023	TBD	TBD	TBD
			Status Update: Site visits currently being scheduled, to be followed by brainstorming sessions to fill the gaps identified during the data analysis. Timeline extended due to coordination of DPD schedules.			
3	DFR Workload Optimization Assess current operational demands to identify process improvement opportunities for workload management (DFR)		Jan 2022 - TBD	TBD	TBD	TBD
			Status Update: Several different strategies have been developed and are being vetted by the DFR team. Following the vetting process, leadership will present the most viable strategies for consideration. Timeline extended due to awaiting DFR leadership decision.			

PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
4	<u>New Employee Onboarding</u> Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. Establish Customer Survey for hiring managers and new hires (HR)		Aug 2022 - Dec 2022	Percentage of hiring managers providing survey feedback to HR (50%)	0%	TBD
			Status Update: The current process has been documented and is being measured manually. Based on the data the team is collecting, there are bottlenecks during the handoff from NeoGov to Workday, during background checks, and during the drug screening and physicals. There is a separate project in the works to move the NeoGov part of the process into workday by the end of 2023, and HR is looking into alternate options/vendors for background checks, drug screenings, and physicals. The team has developed customer surveys that are being sent to hiring managers and new hires starting Q1 2023 to identify areas of concern/delays.			
5	<u>Contract Review and Execution</u> Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors. (OPS)		June 2022 - March 2022	Average number of contract development days (90 days)	190	TBD
			Status Update: Initial data assessment complete. Weekly team meetings have begun, process to be documented and opportunities for improvement to be identified, and brainstorming sessions to follow. Timeline extended due to increase of project details.			
6	<u>Risk Review & Certificate of Insurances</u> Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)		Aug 2022 - Dec 2022	Days and time to process Risk Reviews and Certificates of Insurance, Reduce amount of backlog	TBD	TBD
			Status Update: The software used for Risk Review information is being customized to better serve ongoing improvements. Executive leadership has approved additional changes to be included for new business processes and standard operations developments.			
7	<u>"Lew Sterrett Officer Turnaround Process"</u> Decrease the amount it takes to write arrest reports		Dec 2022 - June 2023	Streamline arrest reporting to minimize cycle time while maintaining effectiveness and accuracy.	TBD	TBD
			Status Update: 2 site visits have occurred, additional site visits/observations are scheduled for January.			



Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Update on Coyote Management Operations**

Dallas Animal Services (DAS) in conjunction with Information & Technology Services is pleased to announce, the Coyote Observation Map is now publicly available at <https://bit.ly/dallascoyotes> or via a button on <https://bedallas90.org/coyotes>.

This interactive map allows residents to track coyote behavior in their area. Additionally, the map, which plots reports from the Coyote Sighting Information Line and online submission form, provides DAS' Field Team and Wildlife Animal Services Officer with invaluable information that will improve DAS' proactive response to escalating behavior.

In anticipation of increased wildlife activity this spring, DAS has developed additional wildlife outreach materials for use online and in its new #WildlifeWednesdays community information campaign.

DAS is currently finalizing a redesign of www.BeDallas90.org, including a streamlining of wildlife resources and materials; we anticipate the website overhaul will be live before the end of Q2.

If you have questions or need additional information, please contact Melissa Webber, Director of Dallas Animal Services, at melissa.webber@dallas.gov, or by phone at 214-671-1589.



MeLissa Webber
Director, Dallas Animal Services

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Dr. Robert Perez, Assistant City Manager
Carl Simpson, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **January 25, 2023 City Council FINAL Agenda – Additions/Revisions/Deletions Memorandum**

On January 13, 2023, a DRAFT City Council Agenda for January 25, 2023, 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 revisions along with staff's contact information is provided.

Additions:

37. 23-329 An ordinance authorizing the issuance and sale of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A in a principal amount not to exceed \$200,000,000; establishing parameters regarding the sale of the bonds; approving the execution of agreements in connection with the sale of the bonds; and all other matters related thereto - Not to exceed \$613,650 - Financing: Dallas Water Utilities Fund
38. 23-352 Authorize a construction services contract for the 2023 Annual Street Resurfacing Contract - Johnson Bros. Corporation, a Southland Company, lowest responsible bidder of two - Not to exceed \$49,982,822.75 - Financing: 2023 Certificate of Obligation Bond Fund (subject to annual appropriations)
39. 23-398 A resolution appointing an Interim City Attorney for the City of Dallas, effective at the close of business on February 28, 2023, to serve until the City Council selects and appoints the City Attorney - Financing: No cost consideration to the City (see Fiscal Information)
40. 23-310 Authorize a one-year cooperative purchasing agreement for Microsoft unified enterprise support services for the Department of Information and Technology Services with Microsoft Corporation through the Texas Department of Information Resources cooperative agreement - Not to exceed \$546,714 - Financing: Data Services Fund
41. 23-396 Discuss, consider, and take all appropriate actions pursuant to the performance review and evaluation of City Attorney Chris Caso (This item was deferred on August 23, 2022 and January 11, 2023)

Revisions:

6. 23-43 Authorize **(1)** the sale of up to 10 Land Transfer Program lots to Black Island, L.L.C., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program; **(2)** the release of lien for all non-tax City liens, notices, or orders that were filed on up to 10 Land Transfer Program lots sold to Developer prior to or subsequent to the deeds transferring the lots to the City of Dallas; and **(3)** execution of a development agreement with Developer for the construction of up to 10 single-family homes on the Land Transfer Program lots - Estimated Revenue: General Fund \$10,306.70; Revenue Foregone: General Fund \$40,978.61 (see Fiscal Information)
This item is being revised to update the M/WBE Information section. Please contact David Noguera, Director, Department of Housing and Neighborhood Revitalization, at 214-670-3619, for more information.
7. 23-174 Authorize **(1)** the sale of up to 10 Land Transfer Program lots to Masa Design-Build, L.L.C., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program; **(2)** the release of lien for all non-tax City liens, notices, or orders that were filed on up to 10 Land Transfer Program lots sold to Developer prior to or subsequent to the deeds transferring the lots to the City of Dallas; and **(3)** execution of a development agreement with Developer for the construction of up to 10 single-family homes on the Land Transfer Program lots - Estimated Revenue: General Fund \$19,093.10; Revenue Foregone: General Fund \$46,029.87 (see Fiscal Information)
This item is being revised to update the M/WBE Information section. Please contact David Noguera, Director, Department of Housing and Neighborhood Revitalization, at 214-670-3619, for more information.
8. 23-44 Authorize **(1)** the sale of up to 11 Land Transfer Program lots to Marcer Construction Company, L.L.C., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program; **(2)** the release of lien for all non-tax City liens, notices, or orders that were filed on up to 11 Land Transfer Program lots sold to Developer prior to or subsequent to the deeds transferring the lots to the City of Dallas; and **(3)** execution of a development agreement with Developer for the construction of up to 11 single-family homes on the Land Transfer Program lots - Estimated Revenue: General Fund \$12,864.00; Estimated Revenue Foregone: General Fund \$27,282.59 (see Fiscal Information)
This item is being revised to update the M/WBE Information section. Please contact David Noguera, Director, Department of Housing and Neighborhood Revitalization, at 214-670-3619, for more information.
9. 23-45 Authorize **(1)** the sale of up to 15 Land Transfer Program lots to Titan and Associates, Inc., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary

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documents, pursuant to the City's Land Transfer Program; **(2)** the release of lien for all non-tax City liens, notices, or orders that were filed on up to 15 Land Transfer Program lots sold to Developer prior to or subsequent to the deeds transferring the lots to the City of Dallas; and **(3)** execution of a development agreement with Developer for the construction of up to 15 single-family homes on the Land Transfer Program lots - Estimated Revenue: General Fund \$17,383.00; Estimated Revenue Foregone: General Fund \$43,210.60 (see Fiscal Information)

This item is being revised to update the M/WBE Information section. Please contact David Noguera, Director, Department of Housing and Neighborhood Revitalization, at 214-670-3619, for more information.

Deletions:

- PH1. 23-173 A public hearing to receive comments on the proposed City of Dallas FY 2022-23 Urban Land Bank Demonstration Program Plan and upon the close of the public hearing, approval of the City of Dallas FY 2022-23 Urban Land Bank Demonstration Program Plan in accordance with Chapter 379C of the Texas Local Government Code - Financing: No cost consideration to the City
This item is being deleted due to updates to the Land Bank Annual Plan and to allow the Housing and Homelessness Committee further review. Please contact David Noguera, Director, Department of Housing and Neighborhood Revitalization, at 214-670-3619, for more information.

Memorandums:

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

8. 23-44 Authorize **(1)** the sale of up to 11 Land Transfer Program lots to Marcer Construction Company, L.L.C., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program; **(2)** the release of lien for all non-tax City liens, notices, or orders that were filed on up to 11 Land Transfer Program lots sold to Developer prior to or subsequent to the deeds transferring the lots to the City of Dallas; and **(3)** execution of a development agreement with Developer for the construction of up to 11 single-family homes on the Land Transfer Program lots - Estimated Revenue: General Fund \$12,864.00; Estimated Revenue Foregone: General Fund \$27,282.59 (see Fiscal Information)
[The Housing and Homeless Solutions Committee was briefed by memorandum regarding this matter on November 15, 2022.](#)
9. 23.45 Authorize **(1)** the sale of up to 15 Land Transfer Program lots to Titan and Associates, Inc., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program; **(2)** the release of lien for all non-tax City liens, notices, or orders that were filed on up to 15 Land

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Transfer Program lots sold to Developer prior to or subsequent to the deeds transferring the lots to the City of Dallas; and **(3)** execution of a development agreement with Developer for the construction of up to 15 single-family homes on the Land Transfer Program lots - Estimated Revenue: General Fund \$17,383.00; Estimated Revenue Foregone: General Fund \$43,210.60 (see Fiscal Information) [The Housing and Homeless Solutions Committee was briefed by memorandum regarding this matter on November 15, 2022.](#)

21. 23-194 Authorize the **(1)** first amendment to the grant agreement with the U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency passed through the Texas Office of the Governor-Homeland Security Grants Division for the FY 2020 Homeland Security Grant, which includes the Urban Area Security Initiative (UASI) (Federal/State Award ID No. EMW-2020-SS-00054/State Grant No. 2980306, 3418204, 4130201, 3698803, 3176405, and 2980706, CFDA No. 97.067) to accept additional grant funds in the amount of \$200,000.00, from \$6,547,275.00 to \$6,747,275.00 to provide funding for activities related to enhancing preparedness and building capacity to prepare for, prevent and respond to complex coordinated terrorist attacks for the period September 1, 2020 through April 30, 2023; **(2)** increase in appropriations in an amount not to exceed \$200,000.00 in the 2020 Homeland Security-Urban Area Security Initiative 20-22 Fund; **(3)** receipt and deposit of grant funds in an amount not to exceed \$200,000.00 in the 2020 Homeland Security-Urban Area Security Initiative 20-22 Fund; and **(4)** execution of the grant agreement and all terms, conditions, and documents required by the agreement - Not to exceed \$200,000.00, from \$6,547,275.00 to \$6,747,275.00 - Financing: U.S. Department of Homeland Security Grant Funds [The Public Safety Committee was briefed by memorandum regarding this matter on January 9, 2023.](#)

26. 23-79 Authorize a one-year policy for excess workers' compensation insurance through an Interlocal Agreement with the Texas Municipal League Intergovernmental Risk Pool, and subject to approval by the Executive Board of Texas Municipal League Intergovernmental Risk Pool effective February 1, 2023 through January 31, 2024 - Not to exceed \$1,043,280.00 - Financing: Workers' Compensation Fund [City Council was briefed by memorandum regarding this matter on January 11, 2019.](#)

32. 23-155 Authorize a Local Administrative Agreement Regional Transfer Addendum and a letter of intent with Texas Anti-Gang Center through North Richland Hills for the purpose of purchasing products, equipment or property for the period September 1, 2022 through September 30, 2023 - Financing: No cost consideration to the City (see Fiscal Information) [The Public Safety Committee was briefed by memorandum regarding this matter on January 9, 2023.](#)

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36. 23-193 Authorize a three-year service contract, with one one-year renewal option, for parking meter and citation management for the Department of Transportation - SP Plus Corporation, most advantageous proposer of five - Not to exceed \$9,659,302.50 - Financing: General Fund (subject to annual appropriations) (This item was deferred on June 22, 2022 and August 10, 2022)
[City Council was briefed by memorandum regarding planned extensions of the current contracts and detailing the vendors roles on May 20, 2021.](#)
37. 23-329 An ordinance authorizing the issuance and sale of City of Dallas, Texas Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A in a principal amount not to exceed \$200,000,000; establishing parameters regarding the sale of the bonds; approving the execution of agreements in connection with the sale of the bonds; and all other matters related thereto - Not to exceed \$613,650.00 - Financing: Dallas Water Utilities Fund
The Government Performance and Financial Management Committee will be briefed by memorandum regarding this matter on January 23, 2023.

Please feel free to reach out to me or Kimberly Bizer Tolbert, Deputy City Manager if you have questions or should you require additional information at this time.



T.C. Broadnax
City Manager

c: Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, Assistant City Manager
Carl Simpson, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Extension of City of Dallas Contract with HR&A Advisors, Inc.**

At the January 9, 2023 Special Called Economic Development Committee meeting, City staff presented an item regarding a one-year supplemental agreement with HR&A Advisors, Inc. (HR&A) to continue consulting services related to implementation of the Economic Development Policy. This item was planned to go before City Council for approval on January 25, 2023. However, additional time is needed to allow City staff to finalize the funding structure and additional scope of work needed for the supplemental agreement. City staff now intends to bring this item to the City Council for consideration on February 8, 2023.

Should you have any questions, please contact Robin Bentley, Director, Office of Economic Development at robin.bentley@dallas.gov or at 214-671-9942.

A handwritten signature in blue ink, appearing to read 'Majed A. Al-Ghafry'.

Majed A. Al-Ghafry, P.E.
Assistant City Manager

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
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Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Questions Regarding the City of Dallas Economic Development Policy and Economic Development Incentive Policy**

On December 14, 2022 the City Council voted to defer [Public Hearing 3](#) regarding the adoption of the City of Dallas Economic Development Policy and Economic Development Incentive Policy. The item was deferred to January 25, 2023, to allow additional time for City Council Members to submit questions regarding these policy documents.

This memo is to respond to the questions submitted by Council Members regarding the policy documents.

Question #1: Are any benefits included in the Incentive Policy tied to specific geographic areas?

Yes. The City acknowledges the historic disinvestment that has shaped Dallas, and therefore seeks to prioritize equitable economic development in underserved areas. The Economic Development Incentive policy directs certain programs and incentives toward designated Target Areas with the goal of increasing investment in Southern Dallas and other distressed areas and as a signal to the market where the City wants to prioritize investment.

Target Areas align with the State of Texas designated Enterprise Zones, which are census block groups designated as distressed areas in alignment with the most recent federal decennial census, and are generally areas with a poverty rate of at least 20%.

Incentives and streamlined process that are promoted within the Target Areas include:

- **As-of-Right Tax Abatements.** Projects located in Target Areas that meet the criteria described in Section III(1) of the Incentive Policy will be eligible to apply for an as-of-right tax abatement. The as-of-right tax abatement is intended to catalyze real estate development and job creation in historically underserved areas, as well as reduce barriers to the participation of small and minority owned businesses, by offering a simplified and streamlined process.
- **Administrative Approval.** Incentive offers valued at or below \$1 million for projects in Target Areas will be approved by administrative action, in order to shorten the City review and approval timeframe and lessen the burden on small developers.

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SUBJECT **Questions Regarding the City of Dallas Economic Development Policy and Economic Development Incentive Policy**

- **Infrastructure Investment Fund.** The Infrastructure Investment Fund (IIF) assists in closing the infrastructure gap between Dallas' richest and poorest neighborhoods by directing infrastructure funding to areas most in need. The goal of the IIF is to use funds to make targeted investments in infrastructure that further a specific area plan and/or to work with private partners to realize private investment and drive new economic activity in historically underserved areas. Funds can be used for (1) loans or grants to support third-party projects that grow the tax base and/or create Living Wage jobs in a Target Area, and (2) City-led projects that implement a City or community plan in a Target Area or otherwise prepare neighborhoods and properties in Target Areas for anticipated future economic development. Funds may be spent outside of Target Areas only with a $\frac{3}{4}$ vote of the City Council.
- **Neighborhood Preservation Funding.** Included in the TIF policy is a new requirement to address preservation of existing residential neighborhoods in historically disadvantaged areas. When evaluating a proposed TIF district creation, expansion, or extension, staff will determine if the TIF district contains or abuts single-family residential neighborhoods in Target Areas. If so, the TIF district's project plan and financing plan must contain a budget line item to address the needs of existing homeowners, such as homeowner stabilization programming, home repair funding, or programs to mitigate residential displacement.
- **Community Development Loans and Grants.** The new Community Development Plan proposed under Chapter 373 of the Texas Local Government Code is intended to improve living and economic conditions of persons of low and moderate income through the provision of loans and grants to nonprofit and community developers for qualified projects that inhibit the deterioration of property; expand and improve the quantity and quality of community services important to the community welfare; improve arrangement of residential, commercial, industrial, recreational, and other necessary activity centers; restore and preserve properties of special value for historic, architectural, or aesthetic reasons; and/or alleviate physical or economic distress through the stimulation of private investment and community revitalization in slum or blighted areas. These loans and grants may only be made in Target Areas.

Additionally, certain tools such as PIDs and TIFs require the establishment of a geographic boundary as a statutory requirement of formation. Maps showing the [TIF](#) and [PID](#) boundaries are available on the Office of Economic Development website.

Finally, under federal law the New Markets Tax Credit program can only be deployed in certain low-income census tracts. A [map](#) showing the NMTC eligible census tracts is available on the Office of Economic Development website.

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Questions Regarding the City of Dallas Economic Development Policy and Economic Development Incentive Policy

Question #2: How will the Economic Development Policy help us establish entrepreneurial/start-up businesses in our city?

The City of Dallas Economic Development Policy contains specific goals to stimulate entrepreneurship and startup growth in Dallas. Implementation of these goals will be led by the City’s Small Business Center:

INNOVATION & ENTREPRENEURSHIP

Goal: Dallas will stimulate entrepreneurship and startup growth through focused investment and capacity building targeted towards underserved communities.
Supporting Plans: Racial Equity Plan, Mayor’s Task Force on Innovation & Entrepreneurship Report

Outcome	Action	Lead Department	Supporting Department(s)
Focus resources and access to capital to grow small businesses and support entrepreneurs in high-opportunity and underserved areas.	44. Review land use, occupational licensing rules, and incentives policies to assess whether or not there are regulatory barriers to innovation and research.	SBC	PUD
Focus resources and access to capital to grow small businesses and support entrepreneurs in high-opportunity and underserved areas.	45. Develop a resource guide to route startup companies toward information and resources available	SBC	DSD
	46. Sponsor annual citywide business plan competition to spur creativity and innovation in startup entrepreneurship to align with focus on incubation creation to grow small businesses and jobs.	SBC	N/A
Create a network of incubators to support Dallas-based entrepreneur incubation, innovation, research & design, and growth.	47. Develop profile of incubator needs, funding strategy, aging commercial corridor acquisition targets and inclusion as a part of city sponsored redevelopment projects.	SBC	N/A
Promote entrepreneurship through business incubation, foster the creation of homegrown businesses at the neighborhood level.	48. Identify locations and funding strategy to support the creation of business incubators both as standalone entities and as a part of redevelopment projects.	SBC	PUD

Question #3: The Infrastructure Investment Fund would lock up for at least 10 years (possibly longer if renewed) former TIF revenues, preventing these funds from being used to close budget gaps during recessions, avoid staff layoffs and fund important City imperatives such as police, fire, and critical infrastructure in other areas of the city, as well as the needs of increasing population. Is my understanding correct?

No, that is not correct. The Infrastructure Investment Fund language in the Investment Policy is a directive by the City Council to the City Manager to annually earmark funding during budget development for the Infrastructure Investment Fund as described in the Policy. The Infrastructure Investment Fund earmarks will be subject to annual review by the City Council during the budget process, similar to other operating and capital funds, and the General Fund.

Question #4: As I understand it, the Infrastructure Investment Fund proposal would delegate to staff the City Council’s authority and responsibility to appropriate this City tax revenue in accordance with the City’s year-to-year needs, subject only to a difficult to achieve ¾ City Council override vote. Is my understanding correct?

No, that is not correct. The proposed Infrastructure Investment Fund would earmark funding within the budget for a program to deploy investments in infrastructure improvements in Target Areas as outlined in the Incentive Policy. Authority to expend these earmarked funds is NOT delegated to the Office of Economic Development.

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Proposed expenditures of funds would require approval by administrative action or City Council Resolution, as described below:

- Proposed expenditures exceeding \$1 million **inside Target Areas** would require approval by a **majority vote** of the City Council.
- Proposed expenditures exceeding \$1 million **outside of Target Areas** would require approval by a **3/4 vote** of the City Council.
- Proposed expenditures of **less than \$1 million** would be approved by the City Manager via **administrative action**. Awards of funds by administrative action will be reported to the Economic Development Committee each quarter.

The $\frac{3}{4}$ vote referenced in the Incentive Policy is a threshold City Council must meet in order to vote to expend Infrastructure Investment Fund dollars in areas of the city that are not Target Areas.

Question #5: Why is the Infrastructure Investment Fund more desirable than the traditional method of the City Manager proposing for City Council consideration funding for the same purposes as part of the annual budget process with flexibility to take into consideration other funding priorities?

As noted above, the creation of this fund today communicates City Council's commitment to address historic inequities in infrastructure, dedicating sustainable funding sources behind its commitments to the Economic Development Policy and Racial Equity Plan.

A multi-year fund provides predictability of funding availability and gives assurance of the City's intention to support infrastructure investment in historically distressed areas of the City. This long-term fund will provide developers reasonable assurance that they can bridge the costs of infrastructure projects with private financing up front and be reimbursed through predictable future contributions to the Infrastructure Investment Fund.

If infrastructure funding is simply recommended each year by the City Manager, without a City Council directive to create a long-term multi-year fund to address historic inequities in infrastructure, incentive awards could only be made from funds on hand. One-off funding would impede incentive awards for large infrastructure investments, since developers would not have assurance of the availability of City funds in the future to reimburse the developer's costs.

Question #6: How was the 10-year duration of the Infrastructure Investment Fund program arrived at? Was it driven by time or amount of funds desired? Is there any reason this duration could not be reduced to 1 or 2 years?

The Economic Development Policy has a 10-year implementation period. The 10-year contribution to the Infrastructure Investment Fund was recommended to parallel that

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timeframe. The timeframe could be shortened, but as described above, that would limit the assurance to developers that they could bridge the cost of large infrastructure investments with reasonable assurance that funds would accrue in the Infrastructure Investment Fund to cover an incentive award.

Question #7: How was the 90% ratio of diverted TIF increment funds for the Infrastructure Investment Fund arrived at? Is there any reason why this proportion could not be reduced to a lower percentage, thereby preserving at least some meaningful City Council control over allocation of these funds?

The Incentive Policy does not specify a 90% contribution rate to the Infrastructure Investment Fund. Rather, the Policy calls for the annual earmark to be equal to the City's contribution in the last year of the TIF district or subdistrict (based on the General Fund portion of the tax rate as detailed below). The percentage of the City's contribution in the final year of each TIF varies by TIF district and subdistrict.

Also, City Council will retain control over the allocation of the Infrastructure Investment Fund, as described above. All awards will be approved by resolution of the City Council, or by administrative action with quarterly reporting to the Economic Development Committee.

Question #8: With respect to the proposal to create an as-of-right tax abatement program, can an annual ceiling on the amount of tax abatement be established to limit the drain on tax revenues, either by dollar amount or percentage of revenues?

City Council can limit these awards by capping the amount of deferred revenue permitted by as-of-right awards in any given year. However, the as-of-right tax abatement is intended to catalyze real estate development and job creation in traditionally underserved areas by offering a simplified and streamlined process. Capping the number of awards may dampen the impact of this program. Rather than cap the as-of-right program, staff recommends that the Economic Development Committee review the program outcomes quarterly, evaluate effectiveness and costs of the program, and make recommendations for renewal or revision when the Incentive Policy is next considered by the City Council.

HR&A Advisors analyzed past project awards in Target Areas between 2016 and 2021 to get a sense of initial scale. For reference, 3 of 6 (50%) project awards that occurred in the proposed Target Areas would have been eligible for as-of-right benefits, representing only 16% (\$4.8 million) of award value for Target Area projects.

Question #9: What other scenarios were evaluated to fund the Infrastructure Investment Fund? Were different time periods and/or percentages of earmarked TIF increments considered? Did staff consider staggering or phasing level of contributions, starting with a certain percentage of contributions and adjusting to demand?

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HR&A Advisors conducted a review of national best practices, including a recently designed program in Fort Worth to divert revenue from sunsetting TIF districts. These examples influenced the Infrastructure Investment Fund's proposed design. Additionally, the goals and timeline of the City's 10-Year Economic Development Policy and the City's Racial Equity Plan were considered. As noted above, the Economic Development Policy has a 10-year implementation period. The 10-year contribution to the Infrastructure Investment Fund was recommended to parallel that timeframe.

Earmarking the City's final-year TIF district contribution for the Fund ensures build-up of a large enough balance to cover the cost of catalytic infrastructure projects. The timeframe could be shortened, and/or the percentage of contribution could be lowered, but as previously referenced, that would limit the assurance to developers that they could bridge the cost of large infrastructure investments with reasonable assurance that sufficient funds would accrue in the Infrastructure Investment Fund to cover an incentive award.

Question #10: Does the City have a projection of the estimated demand (need and cost) for infrastructure projects in the Target Areas?

The Office of Economic Development has not commissioned a study of the need and cost of infrastructure in Target Areas. For many areas, the need and cost of new or upgraded infrastructure cannot be known until the future use or development are identified.

However, a recent study by Southern Methodist University studied and quantified inequities in infrastructure across the City of Dallas. The SMU study mapped and identified 62 neighborhoods that qualify as infrastructure deserts. Most of the infrastructure deserts are located in the southern part of the city and home to primarily low-income, Black and Hispanic residents. Infrastructure deserts are deficient in neighborhood infrastructure like streets, sidewalks, internet access, access to medical care, and other features that impact quality of life.

The SMU study highlights the depth of the need in Dallas, and the inequities that characterize the City's infrastructure. There is strong overlap between these infrastructure deserts and Target Areas. As previously referenced, the Infrastructure Investment Fund is an important tool for the City to address historic inequities and dedicate a sustainable funding source to uphold commitments articulated in the Economic Development Policy and Racial Equity Plan.

Question #11: Will the Infrastructure Investment Fund replace future funding for infrastructure or supplement it?

The Infrastructure Investment Fund will supplement the Office of Economic Development's existing incentive tools. It will not replace any existing incentive awards.

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SUBJECT **Questions Regarding the City of Dallas Economic Development Policy and Economic Development Incentive Policy**

Question #12: What is the process to modify incentives, such as modifying the allocation amounts, the time periods they are offered, etc., should City Council desire it?

The Incentive Policy is effective for two years from the date of adoption in accordance with the Texas Tax Code. However, the Policy will be reviewed by the Economic Development Committee quarterly during that two-year term as staff reports the outcomes of the Incentive Policy to the Committee.

In accordance with Section 312.002(c) of the Texas Tax Code, the Incentive Policy may be amended by a vote of three-fourths of the members of the City Council, after a public hearing.

Question #13: What is the total equity spend (\$) across all resources and City programs?

Per the Office of Equity and Inclusion, the total amount allocated through the Racial Equity Plan for Fiscal Year 2022-2023 was \$42.5 million.

Question #14: As only 2 TIFs expire in the next 5 years, can you provide a schedule of how much would be available during each year of such a program?

The chart below shows the amount of revenue anticipated to be available each year for the Infrastructure Investment Fund. The total number of approximately \$200 million is lower than the number HR&A Advisors had originally indicated in the City Council briefing on December 8. The chart below corrects the December 8 estimate in two ways.

First, the HR&A Advisors total assumed that the entire amount contributed by the City in the last year of a TIF district or subdistrict's term would be available to be earmarked for the Infrastructure Investment Fund. The City's Chief Financial Officer has clarified that approximately 28% of the windfall revenue must be earmarked for debt service and therefore would not be available for the Infrastructure Investment Fund. The chart below shows the updated estimated amounts, less the debt service earmark.

Additionally, HR&A assumed that the windfall would be realized in the calendar year immediately following expiration of a TIF district or sub-district. In actuality, Texas property taxes are only charged to property owners at the conclusion of the tax year, so the windfall is realized two years after the TIF district or sub-district expiration. By way of example, the Cedars TIF District expired on December 31, 2022. The property taxes for tax year 2022 will be paid in calendar year 2023, and the City will make its final contribution to the Cedars TIF District in 2023. Therefore, the windfall amount will be available for earmark into the Infrastructure Investment Fund in calendar year 2024.

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SUBJECT Questions Regarding the City of Dallas Economic Development Policy and Economic Development Incentive Policy

POTENTIAL REVENUE TO INFRASTRUCTURE INVESTMENT FUND											
TIF DISTRICT	TERMINATION YEAR	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cedars	2022	\$1,500,342	\$1,500,342	\$1,500,342	\$1,500,342	\$1,500,342	\$1,500,342	\$1,500,342	\$1,500,342	\$1,500,342	\$1,500,342
City Center - City Center Subdistrict (Zones A & B)	2022	\$4,790,179	\$4,790,179	\$4,790,179	\$4,790,179	\$4,790,179	\$4,790,179	\$4,790,179	\$4,790,179	\$4,790,179	\$4,790,179
Deep Ellum	2027						\$5,625,830	\$5,625,830	\$5,625,830	\$5,625,830	\$5,625,830
Design District	2027						\$7,097,278	\$7,097,278	\$7,097,278	\$7,097,278	\$7,097,278
Southwestern Medical - Southwestern Medical Sub-District (Zones A, B)	2027						\$836,213	\$836,213	\$836,213	\$836,213	\$836,213
Farmers Market (Zones A, B, C)	2028							\$3,215,404	\$3,215,404	\$3,215,404	\$3,215,404
Vickery Meadow	2028							\$1,789,890	\$1,789,890	\$1,789,890	\$1,789,890
Fort Worth Avenue	2029								\$1,952,317	\$1,952,317	\$1,952,317
Sports Arena - Victory Sub-District	2028							\$10,722,523	\$10,722,523	\$10,722,523	\$10,722,523
POTENTIAL ANNUAL REVENUE TO INFRASTRUCTURE INVESTMENT FUND		\$6,290,522	\$6,290,522	\$6,290,522	\$6,290,522	\$6,290,522	\$19,849,843	\$35,577,660	\$37,529,978	\$37,529,978	\$37,529,978
CUMULATIVE TOTAL		\$6,290,522	\$12,581,044	\$18,871,566	\$25,162,088	\$31,452,610	\$51,302,452	\$86,880,113	\$124,410,090	\$161,940,068	\$199,470,046

The City of Dallas Economic Development Policy and Economic Development Incentive Policy will be considered by the Council on January 25.

If you need additional information, please contact Robin Bentley, Director of the Office of Economic Development, at 214-671-9942 or robin.bentley@dallas.gov.

Majed A. Al-Ghafry, P.E.
Assistant City Manager

- c: T.C. Broadnax, City Manager
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- Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Convention and Event Services – Office of Special Events New Initiatives Updates**

Convention and Event Services' Office of Special Events (CES-OSE) has undertaken several new initiatives over the last fiscal year. In June 2022, CES-OSE launched the new online permitting platform Eproval to provide a mobile-friendly online portal for permitting applicants. In the same month, City Council approved Ordinance 22-1005 which added Chapter 38A, "Promoters" to the Dallas City Code, to provide a commercial promoter registration program. The new program is managed by CES-OSE in collaboration with the Dallas Police Department, Code Compliance, Dallas Fire & Rescue, and the City Attorney's Office. To support the commercial promoter registration program and other nighttime economy enterprises, a Nighttime Economy team was approved as part of the FY22-23 budget. Updates on each of these initiatives are provided below.

Eproval Permitting Solution

To streamline and automate the special events permitting process, Eproval – an online system customized for municipal event offices was implemented. Two application types were launched in June 2022 to accommodate special event permits and commercial promoter registrations. To date, the department utilizing Eproval, has received over 250 special event permit applications and 70 commercial promoter registrations.

Staff held twelve trainings for clients and internal stakeholders to ease the transition to the new system. After a record-breaking post-pandemic fall event season, feedback from event clients and departmental reviewers were incorporated into a revised application that launched January 13, 2023. Other application permit types such as, street light pole banner, neighborhood market, and commercial film are being developed. Additional training opportunities will be offered virtually throughout the spring. For exact dates and details, please visit www.dallasspecialevents.com.

Nighttime Economy Team

Convention and Event Services (CES), Code Compliance, Dallas Fire & Rescue, Development Services, and the Dallas Police Department entertainment teams have collaborated with the Nighttime Economy Team for the City of Dallas. The multi-department team model is based on the nationally recognized sociable cities model of combining a multi-disciplined team to balance safety, quality of life and vibrancy within the nighttime marketplace.

City representatives attended the Sociable City Summit in Spring of 2022, and have developed workflows and processes in partnership with 24-Hour Dallas. As a result, CES

DATE January 20, 2023
SUBJECT **Convention and Event Services – Office of Special Events New Initiatives Updates**

added three positions in the FY22-23 approved budget to the OSE unit--one manager and two coordinators. Position descriptions for this unit are currently with Human Resources undergoing a position analysis to ensure alignment with the overall job market.

Once filled, this new team will provide direct customer service and information to current business owners that operate within the nighttime economy, guide new hospitality businesses through understanding the regulations and requirements of the City, and administer the new Promoter Registration program.

Commercial Promoter Registration Program

Venues and individual promoters have begun utilizing the Eproval online system to apply for their registrations. CES-OSE and all partner departments will continue to guide venue promoters seeking assistance in obtaining Certificate of Occupancy or Special Use Permits to Development Services. Since Chapter 38A was codified, CES-OSE has offered fourteen trainings to industry partners, hoteliers, and community members to educate them about the program, answer questions, and receive feedback. As trainings are offered and the program continues the team will continue to refine the registration process to ensure the best results for the City and its partners.

Should you have any questions, please contact Rosa Fleming, Director – Convention and Event Services, at 214.939.2755 or by email at rosa.fleming@dallas.gov.



Carl Simpson
Assistant City Manager

c: T,C, Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Dr. Robert Perez, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **M/WBE Participation for January 25, 2023 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 Inclusion and Development (BID) division of the Small Business Center, which is providing this summary of M/WBE participation for the January 25, 2023 City Council Agenda.

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

Architecture & Engineering	Construction	Professional Services	Other Services	Goods
34.00%	32.00%	38.00%	N/A	32.00%

For this agenda, BID reviewed **16** agenda items; **9** items on this agenda include an M/WBE goal. Of those **9** items, **1** met the goal, **3** exceeded the goal, **4** did not meet the goal, and **1** did not meet the goal, but complied with the BID policy. This agenda includes **7** 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
6	\$2,130,299.00	Construction	32.00%	0.00%	100.00%	\$2,130,299.00	This contract does not meet M/WBE subcontracting goal, prime is MBE.
7	\$1,959,594.00	Construction	32.00%	0.00%	0.00%	\$0.00	This contract does not meet M/WBE subcontracting goal
8	\$2,384,749.00	Construction	32.00%	0.00%	100.00%	\$2,384,749.00	This contract does not meet M/WBE subcontracting goal, prime is MBE.
9	\$3,148,898.00	Construction	32.00%	0.00%	100.00%	\$3,148,898.00	This contract does not meet M/WBE subcontracting goal, prime is MBE.
11	\$150,145.38	Goods	N/A	N/A	N/A	N/A	M/WBE N/A Emergency Ratification
14	\$0.00	Construction	N/A	N/A	N/A	N/A	M/WBE N/A (Contract below 50K)
19	\$1,511,589.00	Construction	32.00%	36.71%	36.71%	\$554,970.33	Exceeds Goal

DATE January 20, 2023

SUBJECT **M/WBE Participation for January 25, 2023 Council Agenda**

#	Contract Amount	Procurement Category	M/WBE Goal	M/WBE Subcontracting %	M/WBE Overall Participation %	M/WBE Overall \$	Status
23	\$758,961.00	Other Services	N/A	N/A	N/A	N/A	M/WBE N/A Other Services
24	\$1,932,060.00	Other Services	N/A	N/A	N/A	N/A	M/WBE N/A Other Services
25	\$971,220.00	Other Services	N/A	15.00%	15.00%	\$145,683.00	M/WBE N/A Other Services (Subs are M/WBE)
27	\$747,425.00	Construction	32.00%	32.78%	32.78%	\$245,000.00	Exceeds Goal
29	\$4,697,000.00	Construction	32.00%	83.33%	83.33%	\$3,913,996.30	Exceeds Goal
30	\$662,654.90	Construction	32.00%	11.80%	11.80%	\$73,498.50	See note on page 3
31	\$416,017.00	Construction	32.00%	0.00%	30.30%	TBD	Meets Goal (Job Order Contracting)
36	\$9,659,302.50	Other Services	N/A	6.47%	6.47%	\$625,000.00	M/WBE N/A Other Services (Subs are M/WBE)
40	\$546,714.00	Other Services	N/A	N/A	N/A	N/A	M/WBE N/A CO-OP

The following items do not meet the M/WBE goal, but comply with the BID Policy:

Agenda Item No. 6 Authorize (1) the sale of up to 10 Land Transfer Program lots to Black Island, L.L.C., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program. This contract does not meet M/WBE subcontracting goal, however, the prime contractor is a certified MBE

Agenda Item No. 7 Authorize (1) the sale of up to 10 Land Transfer Program lots to Masa Design-Build, L.L.C., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program. This contract does not meet M/WBE subcontracting goal, however, SBC is working the department to identify subcontracting opportunities.

Agenda Item No. 8 Authorize (1) the sale of up to 11 Land Transfer Program lots to Marcer Construction Company, L.L.C., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program. This contract does not meet M/WBE subcontracting goal, however, the prime contractor is a certified MBE

Agenda Item No. 9 Authorize (1) the sale of up to 15 Land Transfer Program lots to Titan and Associates, Inc., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program. This contract does not meet M/WBE subcontracting goal, however, the prime contractor is a certified MBE

DATE January 20, 2023
SUBJECT **M/WBE Participation for January 25, 2023 Council Agenda**

Agenda Item No. 30 Authorize an increase in the construction services contract with The Fain Group, Inc. for additional work at the Phase 2 Project at Bachman Regional Aquatic Center. Total is not to exceed \$622,654.90. For this increase contract, the original M/WBE goal is 32.00%, for this item, there is 11.80% M/WBE participation, and the project overall is exceeding the M/WBE goal at 45.07% M/WBE participation

Local Businesses

The table below provides the count of businesses by location for prime contractors and M/WBE subcontractors. There are a total of 16 prime contractors considered in this agenda. The local status for each prime contractor and the percentage of local workforce is also included in the agenda information sheet.

Vendor	Local		Non-Local		Total
Prime	9	56.25%	7	43.75%	16
M/WBE Sub	12	60.00%	8	40.00%	20

Please feel free to contact me or Joyce Williams, Director Small Business Center if, you have any questions or should you require additional information.



Kimberly Bizar Tolbert
Deputy City Manager

- c: T.C. Broadnax, City Manager
- Chris Caso, City Attorney
- Mark Swann, City Auditor
- Billierae Johnson, City Secretary
- Preston Robinson, Administrative Judge
- Jon Fortune, Deputy City Manager
- Majed A. Al-Ghafry, Assistant City Manager
- M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
- Dr. Robert Perez, Assistant City Manager
- Carl Simpson, Assistant City Manager
- Jack Ireland, Chief Financial Officer
- Genesis D. Gavino, Chief of Staff to the City Manager
- Directors and Assistant Directors



M/WBE Agenda Item Matrix
January 25, 2023 City Council Agenda

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-43 6	\$2,130,299.00	Construction	32.00%
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	0.00%	100.00% BM	\$2,130,299.00
Subject:	Authorize (1) the sale of up to 10 Land Transfer Program lots to Black Island, L.L.C., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program; (2) the release of lien for all non-tax City liens, notices, or orders that were filed on up to 10 Land Transfer Program lots sold to Developer prior to or subsequent to the deeds transferring the lots to the City of Dallas; and (3) execution of a development agreement with Developer for the construction of up to 10 single-family homes on the Land Transfer Program lots - Estimated Revenue: General Fund \$10,306.70; Revenue Foregone: General Fund \$40,978.61 (see Fiscal Information)		
This contract does not meet M/WBE subcontracting goal, however the prime contractor is a certified MBE.			
Black Island LLC, Non-Local, BM, 100.00% - Developer			
Black Island LLC. – Non-Local; Workforce – 100.00% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-174 7	\$1,959,594.00	Construction	32.00%
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	0.00% IM	0.00% IM	\$0.00
Subject:	Authorize (1) the sale of up to 10 Land Transfer Program lots to Masa Design-Build, L.L.C., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program; (2) the release of lien for all non-tax City liens, notices, or orders that were filed on up to 10 Land Transfer Program lots sold to Developer prior to or subsequent to the deeds transferring the lots to the City of Dallas; and (3) execution of a development agreement with Developer for the construction of up to 10 single-family homes on the Land Transfer Program lots - Estimated Revenue: General Fund \$19,093.10; Revenue Foregone: General Fund \$46,029.87 (see Fiscal Information)		
This contract does not meet M/WBE subcontracting goal, however the prime contractor did sign the Business Inclusion Affidavit.			
Masa Design-Build, L.L.C. - Local; Workforce – 33.33% Local			



M/WBE Agenda Item Matrix
January 25, 2023 City Council Agenda

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-44 8	\$2,384,749.00	Construction	32.00%
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	0.00%	100.00% HM	\$2,384,749.00
Subject:	Authorize (1) the sale of up to 11 Land Transfer Program lots to Marcer Construction Company, L.L.C., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program; (2) the release of lien for all non-tax City liens, notices, or orders that were filed on up to 11 Land Transfer Program lots sold to Developer prior to or subsequent to the deeds transferring the lots to the City of Dallas; and (3) execution of a development agreement with Developer for the construction of up to 11 single-family homes on the Land Transfer Program lots - Estimated Revenue: General Fund \$12,864.00; Estimated Revenue Foregone: General Fund \$27,282.59 (see Fiscal Information)		
This contract does not meet M/WBE subcontracting goal, however the prime contractor is a certified MBE.			
Marcer Construction Company, L.L.C., Local, HM, 100.00% - Developer			
Marcer Construction Company, L.L.C. - Local; Workforce - 100.00% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-45 9	\$3,148,898.00	Construction	32.00%
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	0.00%	100.00% BM	\$3,148,898.00
Subject:	Authorize (1) the sale of up to 15 Land Transfer Program lots to Titan and Associates, Inc., and/or its affiliates (Developer) subject to restrictive covenants, a right of reverter, and execution and recording of all necessary documents, pursuant to the City's Land Transfer Program; (2) the release of lien for all non-tax City liens, notices, or orders that were filed on up to 15 Land Transfer Program lots sold to Developer prior to or subsequent to the deeds transferring the lots to the City of Dallas; and (3) execution of a development agreement with Developer for the construction of up to 15 single-family homes on the Land Transfer Program lots - Estimated Revenue: General Fund \$17,383.00; Estimated Revenue Foregone: General Fund \$43,210.60 (see Fiscal Information)		
This contract does not meet M/WBE subcontracting goal, however the prime contractor is a certified MBE.			
Titan and Associates, Inc., Local, BM, 100.00% - Developer			



City of Dallas

M/WBE Agenda Item Matrix January 25, 2023 City Council Agenda

Titan and Associates, Inc. – Local; Workforce – 0.00% Local

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-198 11	\$150,145.38	Emergency Ratification	N/A
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	N/A	N/A	N/A
Subject:	Authorize a ratification payment in the amount of \$150,145.38 to NSG Logistics, LLC, dba Nebraska Salt & Grain, lowest responsible bidder of three, for the emergency purchase of sand for streets and road - Not to exceed \$150,145.38 - Financing: General Fund		
The Business Inclusion and Development Policy does not apply to Emergency Ratifications.			
NSG Logistics LLC dba Nebraska Salt & Grain – Non-local; Workforce – .5% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-47 14	\$0.00	Construction	32.00%
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	N/A	This Item 0.00% Overall Item 100.00% HM, WF	\$0.00
Subject:	Authorize (1) an increase to the construction services contract with Vescorp Construction, LLC dba Chavez Concrete Cutting to implement an Alley Trail Conversion Project on a select group of alleys in various locations; (2) reducing Street and Alley Improvements Fund capacity by \$3,031,696.07; and (3) replace the fund capacity with Coronavirus State and Local Fiscal Recovery and Community Development Block Grant funds for a zero-dollar change order, keeping the contract amount at \$13,887,150.00 - Financing: Coronavirus State and Local Fiscal Recovery Funds (ARPA) (\$2,031,696.07), Community Development Block Grant Fund (CDBG) (\$1,000,000.00)		
*This item reflects previous Business Inclusion and Development Policy M/WBE goal.			
The Business Inclusion and Development Policy does not apply to zero-dollar amount change order.			



City of Dallas

M/WBE Agenda Item Matrix January 25, 2023 City Council Agenda

<p>Change Order No 1 – 100.00% Overall MWBE participation Vescorp, Local, HM, 65.00% - Concrete Improvements CowTown Redi Mix, Non-Local, WF, 5.00% - Concrete Supplier Lozano Paving, LLC, Local, WF, 25.00% - paving HZ Paving & Construction LLC, Non-Local, HM, 5.00% - paving This Item – 0.00%zero dollar change order</p>
Vescorp Construction, LLC dba Chavez Concrete Cutting – Local; Workforce – 100.00% Local

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-120 19	\$1,511,589.00	Construction	32.00%
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	36.71%	36.71% PF, HM, BM	\$554,970.33
Subject:	Authorize a construction services contract for Warranted Traffic Signal Installations - Cotton Belt Signals to reconstruct traffic signals at the following intersections: La Manga Drive at Hillcrest Road; Campbell Road at Meandering Way; and Coit Road at McCallum Boulevard - Durable Specialties, Inc., lowest responsible bidder of three - Not to exceed \$1,511,589.00 - Financing: Transportation Special Projects Fund (\$464,000.00) and DART Transportation Projects Fund (\$1,047,589.00)		
This contract exceeds the M/WBE goal.			
Knox Supply, LLC, Non-Local, PF, 27.32% - Material Supplier JR West Texas Concrete LLC, Non-Local, HM, 4.73% - Concrete and Flatwork Royal Striping Limited Liability Company, Local, BM, 4.67% - Pavement Markings Durable Specialties, Inc. - Non-Local; Workforce - 23.00% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-157 23	\$758,961.00	Other Services	N/A
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	N/A	N/A	N/A
Subject:	Authorize a one-year service contract for removal, installation, and purchase of generators for the Department of Aviation - LJ Power, Inc., most advantageous proposer of two - Not to exceed \$758,961 - Financing: Aviation Fund (subject to annual appropriations)		
This item is Other Services which does not have an availability and disparity participation goal. The two proposers are not M/WBE certified.			



City of Dallas

M/WBE Agenda Item Matrix January 25, 2023 City Council Agenda

LJ Power, Inc., - Non-Local; Workforce – 7.00% Local

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-175 24	\$1,932,060.00	Other Services	N/A
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	N/A	N/A	N/A
Subject:	Authorize a two-year service price agreement for the purchase of bulk anhydrous ammonia and ammonia tank evacuation, cleaning, and inspection services for the Water Utilities Department - Shrieve Chemical Company, lowest responsible bidder of two - Estimated amount of \$1,932,060 - Financing: Dallas Water Utilities Fund (subject to annual appropriations)		
The Request for Bid method of procurement resulted in the lowest responsive bidder being selected, which resulted in no M/WBE participation.			
Shrieve Chemical Company - Non-Local; Workforce – 0.00% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-156 25	\$971,220.00	Other Services	N/A
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	15.00%	15.00% WF	\$145,683.00
Subject:	Authorize a five-year service price agreement for industrial, commercial, and institutional water assessments for the Office of Environmental Quality and Sustainability - Alan Plummer and Associates, Inc. dba Plummer Associates, Inc., only bidder - Estimated amount of \$971,220 - Financing: General Fund (subject to annual appropriations)		
This item is Other Services which does not have an availability and disparity participation goal, however the prime contractor is subcontracting with a certified WBE firm.			
Heritage Institute of Sustainability, LLC, Local, WF, 15.00% - Efficiency Assessment			
Alan Plummer and Associates, Inc. dba Plummer Associates, Inc. – Local; Workforce – 47.62% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-167	\$747,425.00	Construction	32.00%



City of Dallas

M/WBE Agenda Item Matrix January 25, 2023 City Council Agenda

27	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	32.78%	32.78% PM, BF, WF, HM	\$245,000.00
Subject:	Authorize (1) the use of Cadillac Heights land located near the 2900 block of Cedar Crest Boulevard to include a future park; and (2) Supplemental Agreement No. 4 to the professional services contract with Dunaway Associates, LLC dba Dunaway Associates for design services for the Cadillac Heights Park near the 2900 block of Cedar Crest Boulevard - Not to exceed \$747,425.00, from \$378,155.00 to \$1,125,580.00 - Financing: Park and Recreation Facilities (B) Fund (2017 General Obligation Bond Fund)		
This contract exceeds the M/WBE goal.			
Lim & Associates, Local, PM, 23.41% - Engineering Services K Strategies Group, LLC, Local, BF, 2.68% - Consulting Services D&S Engineering Labs, LLC, Non-Local, WF, 2.68% - Engineering Services Charles Gojer & Associates, Local, HM, 4.01% - Engineering Services			
Dunaway Associates, LCC dba Dunaway Associates – Local; Workforce – 0.17% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-165 29	\$4,697,000.00	Construction	32.00%
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	83.33%	83.33% HM, WF	\$3,913,996.30
Subject:	Authorize a construction services contract for the construction of the Fair Park Centennial Building Improvements Project located at 1001 Washington Avenue - Joel Brown & Co., LLC dba J.B. & Co. LLC., lowest responsible bidder of five - Not to exceed \$4,697,000.00 - Financing: Fair Park Improvements (C) Fund (2017 General Obligation Bond Funds) (\$4,072,000.00) and Fair Park Capital Reserve Fund (\$625,000.00)		
This contract exceeds the M/WBE goal.			
Cowboys Roofing, LLC, Local, HM, 43.38% - Roofing Lassiter, Inc., Non-Local, WF, 34.40% - HVAC Madden Electric Service, Inc., Non-Local, WF, 5.55% - Electrical			
J.B. & Co., LLC. – Local; Workforce – 20.00% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-168 30	\$622,654.90	Construction	32.00%
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$



City of Dallas

M/WBE Agenda Item Matrix January 25, 2023 City Council Agenda

	11.80%	This Item 11.80% HF, HM, WF Overall Item 45.07%	\$73,498.50
Subject:	Authorize an increase in the construction services contract with The Fain Group, Inc. for additional work at the Phase 2 Project at Bachman Regional Aquatic Center located at 2750 Bachman Drive - Not to exceed \$622,654.90, from \$7,454,303.55 to \$8,076,958.45 - Financing: Capital Gifts, Donations and Development Fund		
This increase to the contract does not meet the M/WBE goal but complies with good faith efforts. For this increase contract, the original M/WBE goal is 32.00%, for this item, there is 11.80% M/WBE participation, and the project overall is exceeding the M/WBE goal at 45.07% M/WBE participation			
Change Order No. 4 – 45.07% participation Aquatic Resources, Local, WF, 33.31% - Pool Contractor \$2,690,859.50 Terrell Glass, Non-Local, WF, 0.55% - Glass Assured Comfort Services, Local, HM, 4.37% - Plumbing/HVAC \$374,308.00 R&A Masonry, Inc., Local, HF, 4.71% - Masonry \$379,900.00 E. McDaniel Trucking, Non-Local, BM, 0.06% - Trucking PDQ Fence, Non-Local, WF, 1.00% - Fencing This item - 11.80% MWBE participation R&A Masonry, Inc., Local, HF, 4.80% - Masonry Assured Comfort Services, Local, HM, 4.34% - Plumbing/HVAC Aquatic Resources, Local, WF, 2.67% - Pool Contractor The Fain Group, Inc. – Non-Local; Workforce – 28.00% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-163 31	\$416,017.00	Construction	32.00%
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	0.00%	This item 0.00% Overall Item 30.30% BM	TBD
Subject:	Authorize an increase in the construction services contract for a job order contract with Metco Engineering dba Metco to provide additional construction services at Willie B Johnson Recreation Center located at 12225 Willowdell Drive - Not to exceed \$416,017.00, from \$441,930.00 to \$857,947.00 - Financing: Park and Recreation Facilities (B) Fund (2017 General Obligation Bond Funds)		
Job Order Contracting Services at City Facilities have a 32.00% M/WBE goal.			
Change Order No. 2 – 30.30% Overall participation Nupower Systems & Services, Non-Local, BM, 30.30% - Electrical This item – 0.00% MWBE participation Metco Engineering dba Metco – Local; Workforce – 71.43% Local			



City of Dallas

M/WBE Agenda Item Matrix January 25, 2023 City Council Agenda

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-193 36	\$9,659,302.50	Other Services	N/A
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	6.47%	6.47% BM	\$625,000.00
Subject:	Authorize a three-year service contract, with one one-year renewal option, for parking meter and citation management for the Department of Transportation - SP Plus Corporation, most advantageous proposer of five - Not to exceed \$9,659,302.50 - Financing: General Fund (subject to annual appropriations) (This item was deferred on June 22, 2022 and August 10, 2022)		
This item is Other Services which does not have an availability and disparity participation goal, however the prime contractor is subcontracting with a certified M/WBE.			
Global Parking System, Local, BM, 6.47% - Fleet Maintenance, Upkeep Maintenance			
SP Plus Corporation - Local; Workforce - 100.00% Local			

Agenda Item #	Contract Amount	Procurement Category	M/WBE Goal
23-310 40	\$546,714.00	Other Services	N/A
	M/WBE Subcontracting %	M/WBE Overall %	M/WBE Overall Participation \$
	N/A	N/A	N/A
Subject:	Authorize a one-year cooperative purchasing agreement for Microsoft unified enterprise support services for the Department of Information and Technology Services with Microsoft Corporation through the Texas Department of Information Resources cooperative agreement - Not to exceed \$546,714 - Financing: Data Services Fund		
The Business Inclusion and Development Policy does not apply to Cooperative Purchasing Agreements.			
Microsoft Corporation - Non-local; Workforce - 0.00% Local			

Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Technology Accountability Report – December 2022**

Please find attached the Technology Accountability Report (TAR) based on information through December 30, 2022. The TAR is a progress report reflecting the performance and operational status of the city in purchasing, implementing, operating, and securing technology to achieve the city's priorities and service objectives.

If you have any questions, please contact William (Bill) Zielinski, Chief Information Officer and Director of Information & Technology Services.

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

Jack Ireland
Chief Financial Officer

[Attachment]

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge
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Carl Simpson, Assistant City Manager
Genesis D. Gavino, Chief of Staff to the City Manager
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Technology Accountability Report (TAR)



City of Dallas

As of December 31, 2022

Prepared by Information & Technology Services

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Executive Summary

Of note for the December 2022 report is recognition the City of Dallas received from the DallasCIO organization. City Chief Information Officer William Zielinski and City Chief Information Security Officer (CISO) Dr. Brian Gardner were announced as finalists for the 2023 Dallas ORBIE Awards. These awards honor Chief Information Officers and other technology executives for demonstrated excellence in technology leadership in North Texas. Mr. Zielinski is a finalist in the category of Large IT Enterprise CIO and Dr. Gardner is a finalist for the CISO category. Finalists and awardees will be honored at the ORBIE awards in Dallas on February 24, 2023.

The December 2022 Technology Accountability Report (TAR) features several changes and additions:

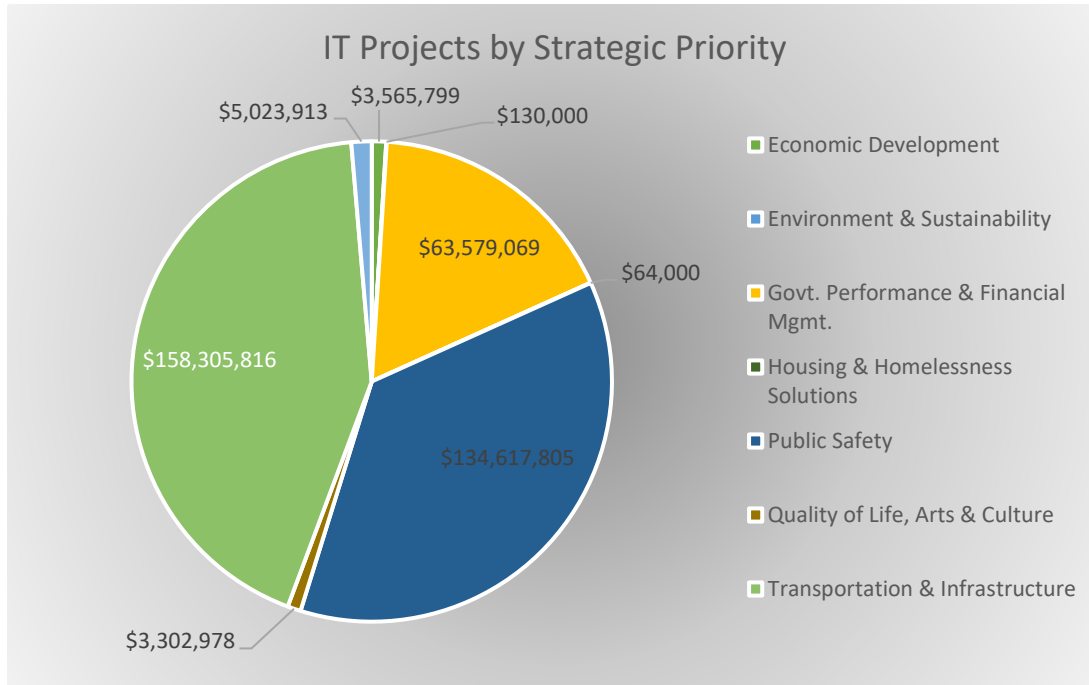
- Additional detailed information on service requests and major outages in Section 2: IT Operations.
- Refinement of major project status and related information.

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Section 1: IT Programs & Projects

A. Project Pipeline

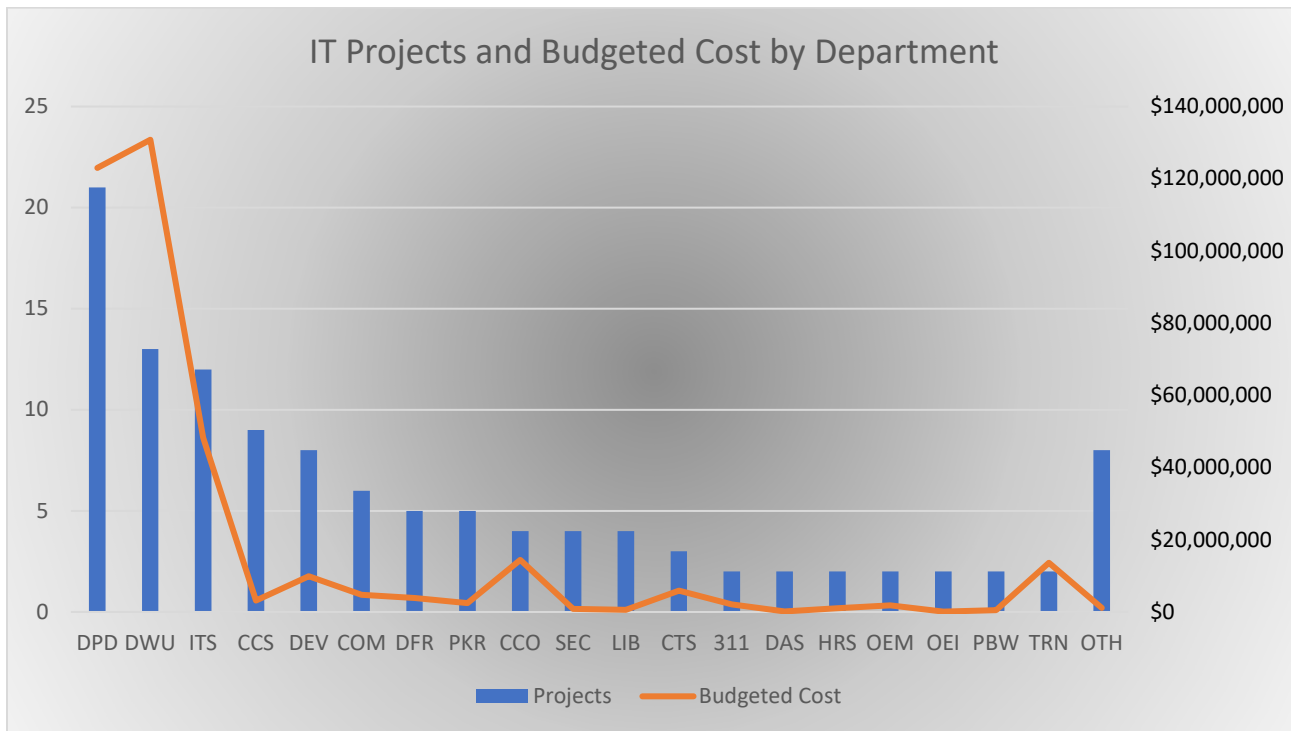
1. IT Projects by Strategic Priority



NOTES:

1. As of 12/31/2022, ITS has 116 approved IT projects in the pipeline.
2. The total budgeted costs for the 116 projects are \$368,589,379.
3. Project pipeline includes at least one project aligned to every one of the identified 8 strategic priorities.
4. The highest number of active IT projects are aligned to the Transportation and Infrastructure strategic priority with a total of 37 projects at a total budgeted cost of \$158 million, followed by Public Safety with 31 projects at a total budgeted cost of \$134.6 million, Government Performance & Financial Management with 14 projects at a total budgeted cost of \$63.5 million, and Economic Development with 13 projects at a total budgeted cost of \$3.6 million.

2. IT Projects and Budgeted Cost by City Department



NOTES:

1. 27 City Departments are represented across the 116 approved IT projects in the pipeline.
2. Dallas Police Department has 21 active projects at a total budgeted cost of \$123 million, followed by Dallas Water Utilities with 13 active projects at a total budgeted cost of \$130.8 million, Information & Technology Services with 12 active projects at a total budgeted cost of \$48.3 million, Code Compliance with 9 active projects at a total budgeted cost of \$3.2 million, and Development Services with 8 active projects at a total budgeted cost of \$9.9 million.
3. 8 Departments have 1 active project each, making up the Other (OTH) group in figure 2 above.

B. Major Project Status

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	** Project Status
1	Enterprise Contact Center (ECC) Solution	The Enterprise Contact Center application within the City of Dallas is a secure, reliable, and scalable call platform to meet the high call volumes and growth to meet the needs of city residents. The ECC includes Natural Language Processing (NLP), Knowledge Base, Workforce Management, Interactive Voice Response (IVR), Courtesy Call Back, and other core call center capabilities to support multiple departments across the city.	GPFM	311	12/2022	In Process
2	Core Financial System Upgrade	The CGI Advantage 3 system is utilized by all departments within the City for processing and recording of all budget, procurement and financial accounting transactions and interfaces with many enterprise business applications. This major upgrade will move the City's core financial system to a cloud-based solution providing advanced capabilities and incorporating modern technologies such as robotic process automation (RPA) and machine learning (ML) to improve the quality and speed of financial transactions.	GPFM	CCO	12/2023	In Process
3	Code Compliance Management System (CCMS) Phase 2	CCMS Phase 2 provides Code Compliance Services (CCS) with an application to support all operational, mobility, integration with 311 CRM/SAN/CTS, and other supporting departments, in managing service requests from city residents.	Quality of Life	CCS	01/2023	Delayed
4	Consumer Health Payment Portal for Code Compliance	A new payment portal which allows residents using payment cards to utilize a telephonic payment portal to make payments based upon the invoice number and other account information in lieu of going into a physical location to make payments.	Quality of Life	CCS	2/2023	Delayed
5	Code Compliance: Asset Management System (Inventory Management System)	The Code Compliance office is seeking an asset management system to manage a number of different assets to include Ballistic vests, uniform items (pants, belts, reflective vests, shirts, jackets) that they issue officers, and other equipment deployed to their staff to perform their duties. This effort gathers requirements to conduct market research and identify potential solutions to meet the business need.	Quality of Life	CCS	12/2022	Delayed
6	Portable Illegal Dumping Camera Tower and Camera Installation	Fixed cameras installed in targeted zones and utilized by Code Compliance and the City Marshal's Illegal Dumping program. Camera tower will be used to provide surveillance at chronic illegal dumping sites for the purposes of recording violators in the process to aid in potential prosecutions.	Quality of Life	CCS	12/2022	Complete

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#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
7	Envision Connect Replacement Project	This project will replace the current Restaurant Inspection System - Envision Connect. Envision Connect is at the end of life for support. The vendor is requesting to move to their newer application for restaurant inspections.	Quality of Life	CCS	2/2023	In Process
8	Vacant Property Registration Salesforce Platform	The Department needs to develop a registration platform and process for identifying and tracking vacant properties. This City-wide process will be managed by Code and allows residents to access an online platform to register and pay for vacant property maintenance.	Quality of Life	CCS	1/2023	In Process
9	Automated Nuisance Abatement Work Order Salesforce System	Streamline Nuisance Abatement work order creation, work order processing, and work order completion to accurately generate invoice for lien processing and to enhance operational efficiency. Implement a process within the current 311/Salesforce system to control.	Quality of Life	CCS	7/2023	In Process
10	Consumer Protection online Salesforce Application/permitting system	This system will allow department to implement online permit process for seven applications (wood vendor, motor vehicle repairs, Credit access, electronic repairs, home repair, scrap tire). Allows business owners to access, complete, submit, and track their business permit applications online.	Quality of Life	CCS	7/2023	In Process
11	Remote Video Streaming	COM is conducting market research for the purchase of equipment to allow live video and audio streaming from offsite locations to the City's control room. This is a frequently requested service by various departments and Council offices and aligns with COM's mission.	Quality of Life	COM	TBD	In Process
12	Closed Captioning System for City Council Meetings	Closed Captioning on the live webstream/cable channel of Council meetings allows the City to remain in compliance with ADA requirements, and our Equity and Inclusion goals.	Quality of Life	COM	6/2023	In Process
13	RFCSM for Court Case Management System	The current Court Case Management System (Tyler Technologies) contract will expire June 2024. CTS wishes to conduct market research and conduct a competitive procurement to ensure the best solution is selected to upgrade and improve court case management.	Public Safety	CTS	12/2023	In Process
14	DAS Inventory Management Tool	Dallas Animal Services manages a large inventory of drugs, supplies and business equipment needed to perform their functions. Currently inventory management is done through a legacy system database (animal software) or on spreadsheets, but are inadequate to provide appropriate controls and functionality.	Quality of Life	DAS	TBD	Delayed

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#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
15	Expand OnBase Content Management to the entire DEV Department	The OnBase content management system was originally implemented for the Building Inspection division within the Development Services Department (DEV). Purpose of this project is to implement the content management system to all divisions in DEV.	Economic Development	DEV	5/2022	In Process
16	Development Services Training Simulator	The building permitting and inspection process involves a number of different components operating independently on separate software platforms. The purpose of this project is to develop a training simulator that allows for cross-collaboration across city divisions to improve quality and efficiency of processes.	Economic Development	DEV	3/2023	In Process
17	Development Services Customer Queue Management Automation	Customers walking into the permit center need to be able to "sign in" and set appointments remotely. DEV needs to offer this service to customers to better track data associated with customer experiences; volume, wait times, types of service...etc. Project will identify, procure, and implement a customer queue management solution for DEV.	Economic Development	DEV	7/2023	In Process
18	Land Management System POSSE replacement project	The city's current permitting system has reached end of life, cannot interact with the new geospatial technology standards, and is difficult to change to support new business requirements, and workflows. This project will deploy a new system to replace the existing system and to add efficiencies in the permitting process.	Infrastructure	DEV	12/2022	Delayed
19	Relocate Development Services to New Facility	In September 2022, the City of Dallas purchased a new facility at 7800 N. Stemmons Freeway to serve as the offices and storefront for the Development Services Department (DEV). This project will provide all new IT infrastructure including cabling, network, workstations, printers, radio equipment, etc. in line with the facility opening.	Infrastructure	DEV	01/2023	In Process
20	Telestaff Workforce Management for Public Safety	Telestaff Workforce Management is a web-based solution designed for the unique challenges of Public Safety Workforce 24-hour staffing. The application assists City of Dallas Public Safety workers manage their complex and dynamic shifts.	Public Safety	DFD	9/2022	On Hold

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#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
21	Station Alerting System	Dallas Fire Rescue dispatches resources from 58 fire stations strategically deployed throughout the City. To avoid response delays, DFR relies on a station Alerting System that integrates with our Computer Aided Dispatch (CAD) system to alerts firefighter/paramedics of assistance calls. The current station alerting system is end-of-life, difficult to maintain, and lacks the full range of functionality more modern solutions provide. This project will conduct market research into, procure, and implement a new, modern station alerting system for Dallas Fire Rescue.	Public Safety	DFD	9/2023	In Process
22	Smart Device/Technology Behavioral Health App for DFR members	This project will provide a Peer Support Contact App for Dallas Fire-Rescue (DFR) personnel. At Dallas Fire-Rescue (DFR), the City is promoting whole-person wellness. This new application will supplement existing mental health support services available to the City's DFR members.	Public Safety	DFD	2/2023	In Process
23	IT Infrastructures For New Fire Stations 19, 21, 36, 41, 46, 58 & 59	Eight new Fire Stations are being constructed: #46, #36, #59, #41 Temporary, #41 Primary, #19, #21 and #58. All new IT infrastructures including cabling, network, workstations, printers, radio equipment, etc. will be activated in line with facility openings.	Public Safety	DFD	2/2023	Ongoing
24	Unmanned Aerial Systems (Drones)	The City of Dallas currently has Unmanned Aerial Systems (UAS) units that are deployed during critical emergency response incidents. UAS provides a real-time video that offers crucial information to incident command and executive staff. This information allows for improved incident management	Public Safety	DFD	9/2023	In Process
25	Mobile Surveillance Platform Vehicles (Formerly known as Bait Car)	The Dallas Police Department ("DPD") currently operates a fleet of 25 Mobile Surveillance Platform vehicles. These vehicles are deployed throughout the City and serve as "bait cars". These vehicles are outfitted with covert cameras, microphones, GPS, and other capabilities.	Public Safety	DPD	12/2022	Ongoing
26	Flock Safety-New fixed ALPR Cameras	The City of Dallas currently has fixed Automated License Plate Readers (ALPR) cameras throughout the city of Dallas. The contract for the current vendor has ended and this project will procure a new vendor and expand the number of cameras in use throughout the city.	Public Safety	DPD	1/2023	In Process

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#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
27	P25 Compliant Radio Project	The city's current public safety radio network is 40 years old and not compliant with new standards (P25) for these networks. This project installs all-new infrastructure for a fully P25 compliant radio communications system that will be used by multiple departments within the City and County of Dallas. This system is intended and designed to host external governmental agencies throughout the region.	Public Safety	DPD	02/2023	In Process
28	County CAD Collaboration	Upgrade and expand the city's Computer-aided Dispatch (CAD), extending it to the County to improve collaborate on emergency 911 call center responses. This project is also required to fully implement the upgrade of the 911 call center's telecommunications infrastructure.	Public Safety	DPD	1/2023	In Process
29	DPD WEB-RMS Case Management System	This project will migrate DPD's current law enforcement Records Management System (RMS) case management system from the current onsite solution to an upgraded Web-based system. The upgraded RMS will give the department needed functionality that is not available to the department currently in the on-premise solution. Current limitations require process workarounds creating potential errors and inefficiencies which are resolved with the upgrade.	Public Safety	DPD	2/2023	In Process
30	Axon Air (Drones)	The City of Dallas currently has Unmanned Aerial Systems (UAS) that are deployed during critical incidents. The UAS provide real time video remotely captured that provide critical information to officers and commanders to make the best decisions possible.	Public Safety	DPD	2/2023	In Process
31	911 Telecommunications Network Upgrade -- ESInet	This project will upgrade the City's current 911 telecommunications network to a Next-Generation 911 built on a modern broadband infrastructure. The new infrastructure allows the transmission of photos, videos, and other broadband data between a 911 Caller, 911 Center, and Responder in the field to offer a higher level of service and support to public safety personnel.	Public Safety	DPD	2/2023	Complete
32	Real Time Crime Center (RTCC) Video Integration (Previously Starlight)	Builds upon prior initiative to provide an analytics-driven video monitoring platform, capable of alerting the Dallas Police Department's Real Time Crime Center (RTCC) of criminal behavior indicators and activity occurring at local businesses.	Public Safety	DPD	2/2023	In Process

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#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
33	Surveillance Cameras and Real Time Crime Center	This project will provide a "Real Time Crime Center" capability within Jack Evans Police Headquarters. It will include 1) building a new command center video room (Real Time Crime Center), 2) building camera installations, 3) video camera software, video storage and surveillance camera installations at intersections, and 4) Trailer camera installations.	Public Safety	DPD	12/2024	In Process
34	Ricoh-Fortis Document Management System Replacement	The DPD Fortis document management system is at end-of-life and no longer supported. This project will replace and upgrade the DPD document management system.	Public Safety	DPD	3/2023	In Process
35	COBWEBS Social Media Investigation Software	This project will implement social media investigative software for the Police Department (DPD). This software will provide an efficient tool for investigating social media post from potential suspects to aid in investigations.	Public Safety	DPD	4/2023	In Process
36	Non-City Business Live Surveillance (Fusus)	The Fūsus product suite will provide a video and data collaboration platform to expedite intelligence gathering and efficiency of response to situations as they unfold throughout the community. Further, providing a tool for identifying the location of cameras in proximity that may provide valuable information to aid in the response and/or subsequent investigation.	Public Safety	DPD	9/2023	In Process
37	Early Warning System	This project provides the Dallas Police Department a data-driven, decision-making support application that helps Police leadership systematically identify officers who are showing signs that they are at risk to citizens or of executing law enforcement objectively. The platform utilizes data from a multitude of sources to assess and score risk and provide information to DPD leadership for potential interventions.	Public Safety	DPD	10/2023	In Process
38	DPD - Auto Pound Online Payment System	This project provides a public portal to allow for citizens to pay fines and fees online to the auto pound in order to recover their vehicle. The information from the payment system allows for better management of the DPD Auto Pound.	Public Safety	DPD	12/2023	In Process
39	In Car Video - Body Worn Camera - Interview Room Installation	Implement a holistic solution that integrates all the three components: (1) in-car video, (2) interview rooms, and (3) body-worn cameras into a single hosted solution. The solution needs to be a consolidated and cohesive system rather than disparate components.	Public Safety	DPD	12/2024	Ongoing

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#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
40	Use of Force - Police Strategies LLC	This project will provide a data analytics platform which produces analytic dashboards which provide comparative analyses by extracting data from incident reports & officer narratives, analyzes the data using established algorithms, and produces written summary reports used by DPD leadership in focusing resources.	Public Safety	DPD	7/2023	In Process
41	Enterprise Capital Project Management System (ECPMS) Phase 2	Phase 2 Implementation of the Enterprise Capital Project Management System (ECPMS), IBM Tririga, to support the DWU Capital Projects division. Also, includes the delivery of reporting enhancements and efficiencies to the Phase 1 implementation.	Infrastructure	DWU	TBD	In Process
42	DWU Billing CIS and Customer Portal Replacement	DWU's current Customer Information System (CIS) will no longer be supported as of 2025. This project will perform market research, procure, and implement a new CIS and Customer Portal that needs minimal customization (95% out of the box functionality) for billing Water, Wastewater, Sanitation, and Stormwater utilities.	Infrastructure	DWU	7/2023	In Process
43	Enterprise Work Order and Asset Management (EWAMS) Phase 2	Implementation of an Enterprise Work Order and Asset Management System (EWAMS), that can be utilized as the standard for the City of Dallas. The Phase 2 effort of this Enterprise platform implementation will manage Work Orders and Maintenance.	Infrastructure	DWU	9/2023	In Process
44	Enterprise Work Order and Asset Management (EWAMS) Phase 3	This professional service contract allows for continuous consultant services for the expansion of the Enterprise Work Order and Asset Management System (EWAMS). Phase 3 will oversee the implementation of Dallas Water Utilities (DWU) Meter Services division.	Infrastructure	DWU	5/2028	In Process
45	Payment Vendor (SAP Users - DWU)	This project is to migrate DWU and other user departments of online (Biller Direct) and IVR payments to a new payment platform which provides real-time information for payments and reconciliation.	Infrastructure	DWU	12/2023	In Process

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#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
46	HUD Income Limits Eligibility Survey - HOU Website	Updates and enhancements to the Housing & Neighborhood Revitalization Department's (HOU) website to help reduce uncertainty or confusion amongst City of Dallas residents when determining their income eligibility for the various programs based on the Housing and Urban Development (HUD) Income Limits.	Economic Development	HOU	2/2023	In Process
47	Unsupported Software Remediation	Identify Servers running unsupported Software, DBs running unsupported versions of software, and Applications that will require modifications to bring up to supported software levels. Develop a plan to upgrade, in a sequenced fashion.	Infrastructure	ITS	6/2023	Ongoing
48	Network Unified Communications (UC) Upgrade	The City's current collaboration suite is at end of life and requires an update to maintain functionality and reduce risk. This project will upgrade the Unified Communications Management (UCM) to the latest version available.	Infrastructure	ITS	12/2022	In Process
49	Apptio IT Financial Transparency SaaS	This project is for a cloud-based solution for the Department of Information and Technology Services (ITS) to gain detailed insight into information technology (IT) expenses, cloud infrastructure / software usage and other IT related costs.	GPFM	ITS	3/2023	In Process
50	DocuSign Use Case Review	Reassess business needs for an e-Notary and X.509 compliant digital signature solution for the City Secretary's Office (SEC), City Attorney's Office (ATT) and the Real Estate Division of Public Works (PBW).	GPFM	ITS	12/2022	Cancelled
51	ServiceNow Phase 2	ServiceNow Phase 2 comprises 4 major tasks or subprojects - "IT Software and Hardware Asset Management", "ServiceNow Stabilization and Workflow Improvement", "ServiceNow Fedramp Cloud Migration", and "ServiceNow Version Upgrade to San Diego Q1 2022".	Infrastructure	ITS	6/2023	FEDRAMP portion of project completed. Phase 1 now In Process.
52	IT Project and Portfolio Management Tool	This project will implement a new Project and Portfolio Platform (PPM) tool suite to provide a centralized and automated project management portfolio, assist with project intake, and improve the tracking and management of IT projects.	GPFM	ITS	4/2024	In Process
53	Visualization Engineering Services	Purchase of Visualization Engineering services will provide an authoritative representation of our Technology Current State and Future State - an effort critical to data center improvements and technical debt reduction.	Infrastructure	ITS	4/2023	In Process

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#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
54	Data Center Improvement Program	This program provides a comprehensive review, assessment, and cleanup of the City Hall Data Center and all other locations which hold primary and ancillary equipment used for IT operations in the City.	Infrastructure	ITS	4/2024	Ongoing
55	Digital Equity Infrastructure	This project seeks to meet the City's vision of ensuring that all Dallas households will have high-speed, reliable internet and access to devices in their homes by seeking commercial telecommunication service providers to develop and implement digital equity infrastructure which addresses established gaps in targeted communities.	Infrastructure	ITS	12/2023	In Process
56	Infrastructure Upgrade of Dallas LIB system (formerly called E-Rate)	This project will refresh existing, and add new components, to LIB Network Infrastructure. The upgraded infrastructure will dramatically improve the delivery of digital services to LIB patrons.	Quality of Life	LIB	9/2023	In Process
57	Library Website update	The library's website needs to be updated to meet the current and future needs of the library including being able to support additional online content, programs, and education.	Quality of Life	LIB	3/2023	In Process
58	Neighborly Expansion - Fair Housing	The purpose of the software is to complete the Fair Housing assessment of housing projects. This ensures we affirmatively further fair housing in the City as required by the Fair Housing Act and HUD.	Quality of Life	OEI	3/2023	In Process
59	ADA Software Tracking System	This request acquires a software system to track identified ADA Compliance issues, track barrier removal costs, and to provide public interface to show City's progress toward removing barriers. Public reporting of barrier removal is a federal requirement.	Quality of Life	OEI	3/2023	In Process
60	Stormwater Compliance Information Management System	OEQ staff currently manage mission-critical and legally sensitive environmental management consent decree (EMCD) /permit-required tasks through a 20-year-old "homemade" information system built on MS Access 2002 and InfoPath. This project will procure and implement a new, modern system which provides timely information through dashboards and reports.	Infrastructure	OEQ	3/2023	In Process
61	Implement Workday Prism	The Workday Prism Project will aggregate historical data from the City's prior payroll system and make it available with new payroll data in Workday.	GPFM	PER	5/2022	Delayed
62	IT Infrastructure for Parks and Recreation Sites Phase 2	This project includes the acquisition and installation of IT infrastructure and services for new PKR facilities. New IT Infrastructures include local and metro network, internet, PCs, printers, security systems, point of sale systems, telephones, etc.	Quality of Life	PKR	12/2022	Ongoing

#	Project Name	Description	Strategic Priority	Dept.	Estimated Completion Date	Project Status
63	IT Infrastructure for Bachman Aquatic Center	Park and Recreation Department is building a new Aquatic Center at 2750 Bachman Drive which requires full IT infrastructure implementation.	Quality of Life	PKR	6/2023	On Hold
64	PKR Recreational Management System	Dallas Park and Recreation Department is looking for a recreation management system to manage recreation activities and programs of its 43 recreation centers, 107 pavilions, 19 aquatic facilities and over 200 athletic fields.	Quality of Life	PKR	12/2023	In Process
65	Electronic Document Management - EDMS	Project Provides Electronic Document Management and Document Archive System for City Secretary's Office.	GPFM	SEC	12/2022	In Process
66	SEC Records Inventory Management Solution	Replace the current obsolete unsupported FoxPro database with a state-of-the-art software application (preferably SaaS) that provides full functionality for operating a records center. Replacing this application will improve the management of official city records.	GPFM	SEC	11/2022	In Process
67	Boards and Commissions Management Solution	The business objective for this project is to assist and upgrade the City Council's Boards and Commission appointment process in key areas: New Boards and Commission Application Portal and an Upgraded Boards and Commission Tracking/Reporting Solution.	GPFM	SEC	12/2022	In Process
68	Build an Ethics Financial Reporting Solution	The purpose of this system is to promote and support ethical financial compliance.	GPFM	SEC	2/2023	In Process
69	Advanced Traffic Management System (ATMS)	The objective of this project is to transition from the City of Dallas 25+ year old analog traffic management system to a new Advanced Traffic Management System (ATMS). The transition includes a new GUI (Graphical User Interface) and Central Traffic Management system.	Infrastructure	TRN	10/2022	Delayed

****LEGEND:**

Cancelled: The project has not finished, and work on the project will not continue.

Completed: Work on the project has finished, and all deliverables/tasks have been completed.

Delayed: The project is still active, but we have passed the initial estimated completion date.

In Process: The project is currently being worked on by the project team.

On Hold: The project has not finished, and work on the project has been suspended.

Ongoing: The project consists of multiple phases or is an operational project. Some portions have been completed, but the project has not fully reached fruition.

NOTES

- 1 Enterprise Contact Center (ECC) Solution.** Project is still in process, but we do not anticipate completion during the month of December. We anticipate approximately 4 months more work to implement Single Sign On (Multi-Factor Authentication), final delivery of the Lab (test portion) of the project, and potential re-evaluation of Salesforce integration.
- 2 Core Financial System Upgrade.** The contract requirements and project timeline have been finalized and the contract action is proposed for February 22, 2023, Council agenda.
- 3 Code Compliance Management System (CCMS) Phase 2.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS, working with Code Compliance and the system vendor, have submitted PCI Compliance Remediation paperwork and have performed system and user testing. New implementation date of January 2023.
- 4 Consumer Health Payment Portal for Code Compliance.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system. New implementation date of February 2023.
- 6 Portable Illegal Dumping Camera Tower and Camera Installation.** Project work is complete and this project is moving to closure. This project will be removed from the TAR next month.
- 7 Envision Connect Replacement Project.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system. New implementation date of February 2023.
- 8 Vacant Property Registration Salesforce Platform.** Project delayed due to issues related to Payment Card Industry (PCI) compliance issues. ITS is working with Code Compliance and the system vendor to complete compliance and fully implement the new system. New implementation date of February 2023.
- 11 Remote Video Streaming.** Project plan/schedule is being developed. New date will be provided when available.
- 14 DAS Inventory Management Tool.** Multiple departments have requested an asset/inventory management tool to assist with performing their job functions. ITS is consolidating requirements across departments to perform market research to determine whether an option for a city-wide can be met. Project date will be updated after this project has completed the procurement process.

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18 Land Management System POSSE replacement project. ITS, DEV and Vendor have aligned on the SOW. Project should go to Council for approval in late February or early March 2023. Based on proposed high-level schedule of approximately 25 months, new end date, proposed for 09/2025, will show on January TAR.

19 Relocate Development Services to New Facility. ITS has conducted multiple building surveys of new site and is working with vendors on the ordering of new equipment and installation of circuits.

20 Telestaff Workforce Management for Public Safety. Project On Hold awaiting new contract with Accenture for integration support.

25 Mobile Surveillance Platform Vehicles (Formerly known as Bait Car). DPD has recently identified/received grant funds. Contract must now be put into place.

26 Flock Safety – New Fixed ALPR Cameras. ITS is working with DPD and the vendor to resolve a potential security risk posed by the implementation to the City's network. A solution which remediates the risk has been identified and the program is progressing toward implementation.

27 P25 Compliant Radio Project. Effective with August 2022, the new P25 Public Safety Radio system was live, operational, and performing as designed. Non Public Safety departments have already been migrated to the new system. DPD, DFR and other Public Safety departments are undergoing final testing and training and will begin migrating to the new system after the State Fair of Texas in November 2022. Final migration of all City of Dallas Departments expected for completion by February 2023.

29 DPD WEB-RMS Case Management System. Vendor is updating SOW for items to be provided in the upgrade. Anticipate project work to commence in Feb 2023.

32 Real-Time Crime Center (RTCC) Video Integration. A vendor has been identified to provide the platform which integrates camera feeds from non-City businesses into the RTCC. The Technology Request (TR) for the purchase was approved by the ITGB on September 15, 2022 and a purchasing request (PR) has been submitted for approval. This item will required Council approval.

33 Surveillance Cameras and Real-Time Crime Center (RTCC). This project will provide This project will provide a "Real Time Crime Center" capability within Jack Evans police station. It is being added to the "Major Projects" portion of this document due to the magnitude of the project and its impact on the city. It is in progress and has an expected completion date of December 2024.

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40 Use of Force – Police Strategies, LLC. Vendor services have been procured and ITS and DPD have worked to provide the vendor with data needed to create the initial set of dashboards and provide them to the City in January 2023.

41 Enterprise Capital Project Management System (ECPMS) Phase 2. This project completion date will be extended based on a pending Project Change Request (PCR) for updated requirements/deliverables regarding GIS capabilities.

49 Aptio IT Financial Transparency Software. Project is progressing; working on minor item fixes before it is ready. New estimated completion date March 2023.

50 DocuSign Use Case Review. ITS Business Analyst worked with the departments and determined that the original business cases for this software are no longer valid. This project is being cancelled and will not be on next month's TAR.

51 ServiceNow Phase 2. This project is being implemented in an “Agile” fashion – ie rolling out in numerous phases. Migration to the FEDRAMP was completed in Dec 2022. Estimated completion of next phase estimated June 2023.

52 IT Project and Portfolio Management Tool. Project schedule adjusted in anticipation of Council approval in February or March 2023.

61 Workday Prism. Project On Hold awaiting new contract with Accenture for integration support.

63 IT Infrastructure for Bachman Aquatic Center. This project has been placed on hold due to construction delays. Projected resumption of project in Spring/Summer 2023, with expected completion date of June 2023.

65 Electronic Document Management - EDMS. The EDMS project is part of a group of projects relying on the Hyland software system, which are going to be developed serially. We are currently re-working the schedule and should have a more accurate end date shortly.

69 Advanced Traffic Management System (ATMS). The vendor has substantially completed the required work for this project per the scope of the contract. There are several remaining functions for which ITS and TRN are working with the vendor to establish a go-forward plan to include in subsequent releases or phases of the project.

C. Changes to Major Project Status List

1. Projects Implemented since last report
 - a. ESINet – Implementation complete. Project will be removed next month.
 - b. Portable Illegal Dumping Camera Tower and Camera Installation – Implementation complete. This project will be removed next month.
 - c. The FEDRAMP portion of ServiceNow Phase 2 was completed. This project’s next completion date is projected June 2023.
 - d. DPD Command Staff Conference AV upgrade was completed. Although not on the Major Projects List, this project will be removed from next month.

2. Projects Removed
 - a. No projects were removed from December TAR.
 - b. The DocuSign project’s requirements analysis has determined that this project is no longer necessary. It is being cancelled and will be removed from the Major Projects list next month.

3. New Projects added to the project Pipeline
 - a. Ethics Financial Reportion Solution was added to support the City Attorney Office.
 - b. TAC Form Automation project was added to support ITS. This is a no-cost project, so it will not show in the Major Projects list.

D. Other Project Related Topics

1. Project Cost Estimation
 - a. Project cost estimates are derived from numerous sources. Initial cost estimates are made by the Business (project requestor), working with ITS, to make initial guesstimate. That number is then refined through development of a Statement of Work, Contract Development, or other research. These estimates include, but are not limited to cost of Software, Hardware, Licenses, Annual Maintenance, Documentation and Training. Cost estimates for licenses, maintenance and documentation is projected through years 2 – 6.

Section 2: IT Operations

A. Outage Report

1. Monthly Help Desk Report

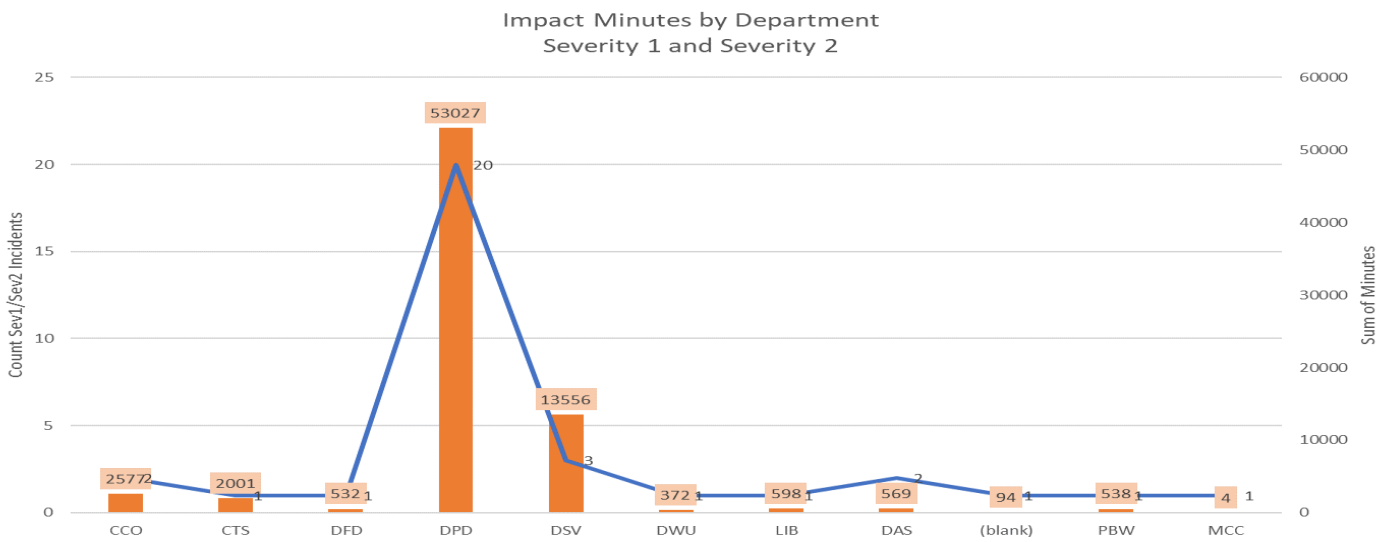
Category	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Total Calls	7502	7546	8006	7252	7616	7151	7222
Answered	7136	7138	7763	7017	6921	6132	6222
Abandoned	366	408	243	235	695	1019	1000
Abandoned (<10sec)	166	172	115	93	273	408	380
Abandoned %(<10sec)	2.3	2.4	1.5	1.3	3.9	6	5

Metric	Current Month	Trend								
Average Speed to Answer – Voice	0:01:01									
Password Related Incidents	15%	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Oct</td><td>15.8%</td></tr> <tr><td>Nov</td><td>14.5%</td></tr> <tr><td>Dec</td><td>14.7%</td></tr> </table>	Month	Value	Oct	15.8%	Nov	14.5%	Dec	14.7%
Month	Value									
Oct	15.8%									
Nov	14.5%									
Dec	14.7%									
First Contact Resolution - Incident	81.23%	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Oct</td><td>71%</td></tr> <tr><td>Nov</td><td>81%</td></tr> <tr><td>Dec</td><td>81%</td></tr> </table>	Month	Value	Oct	71%	Nov	81%	Dec	81%
Month	Value									
Oct	71%									
Nov	81%									
Dec	81%									
Average Duration – Service Desk	1.87 Days	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Oct</td><td>1772</td></tr> <tr><td>Nov</td><td>822</td></tr> <tr><td>Dec</td><td>2715</td></tr> </table>	Month	Value	Oct	1772	Nov	822	Dec	2715
Month	Value									
Oct	1772									
Nov	822									
Dec	2715									
Average Duration – Field Services	3.37 Days	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Oct</td><td>4115</td></tr> <tr><td>Nov</td><td>3564</td></tr> <tr><td>Dec</td><td>4865</td></tr> </table>	Month	Value	Oct	4115	Nov	3564	Dec	4865
Month	Value									
Oct	4115									
Nov	3564									
Dec	4865									
Average Duration - PD Field Services	6.57	<table border="1"> <tr><th>Month</th><th>Value</th></tr> <tr><td>Oct</td><td>6116</td></tr> <tr><td>Nov</td><td>10025</td></tr> <tr><td>Dec</td><td>9465</td></tr> </table>	Month	Value	Oct	6116	Nov	10025	Dec	9465
Month	Value									
Oct	6116									
Nov	10025									
Dec	9465									

NOTES:

- 1. In December 2022, the IT Helpdesk received 7222 calls for support. This is a slight decrease from November.
- 2. First Contact Resolution for December is 81% a dip from November of 95% and below of goal of 85%.
- 3. Field Services increased the average service duration from 2.4 days in November to 3.37 days in December.
- 4. Field Services for DPD decreased average service duration from 6.9 days in November to 6.57 days in December.

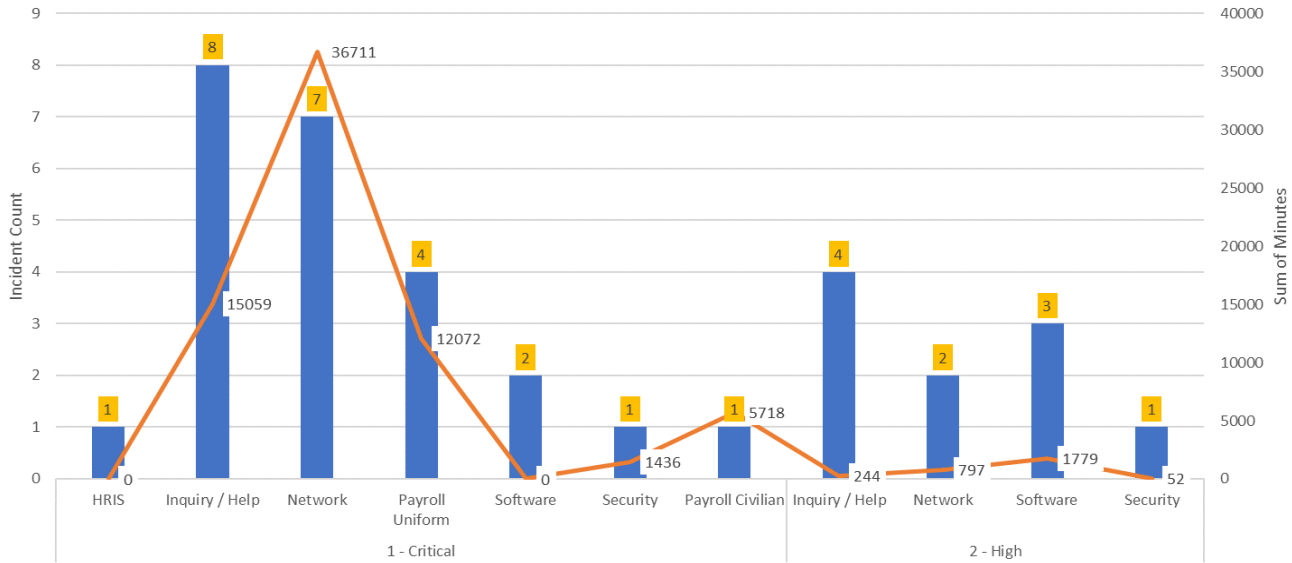
2. Monthly Incident Report (Break/Fix “My Computer doesn’t work”)



NOTES:

- 1. Severity 1 and Severity 2 incidents are the most severe and most likely result in degraded services or outages that impact the ability of City departments to fulfill their missions.
- 2. This chart tracks the number of reported incidents by department, along with the total number minutes the incident(s) potentially impacted them.
- 3. These data points are extracted from ServiceNow based upon input by city IT technicians. Analysis reveals there are incidents which are resolved but have not been timely or appropriately closed out within the ServiceNow platform, resulting in artificially inflated timeframes. ITS is working with IT service delivery managers to improve documented processes to ensure timely updates to ServiceNow in order to accurately reflect the actions for the incident and to provide a more representative experience.

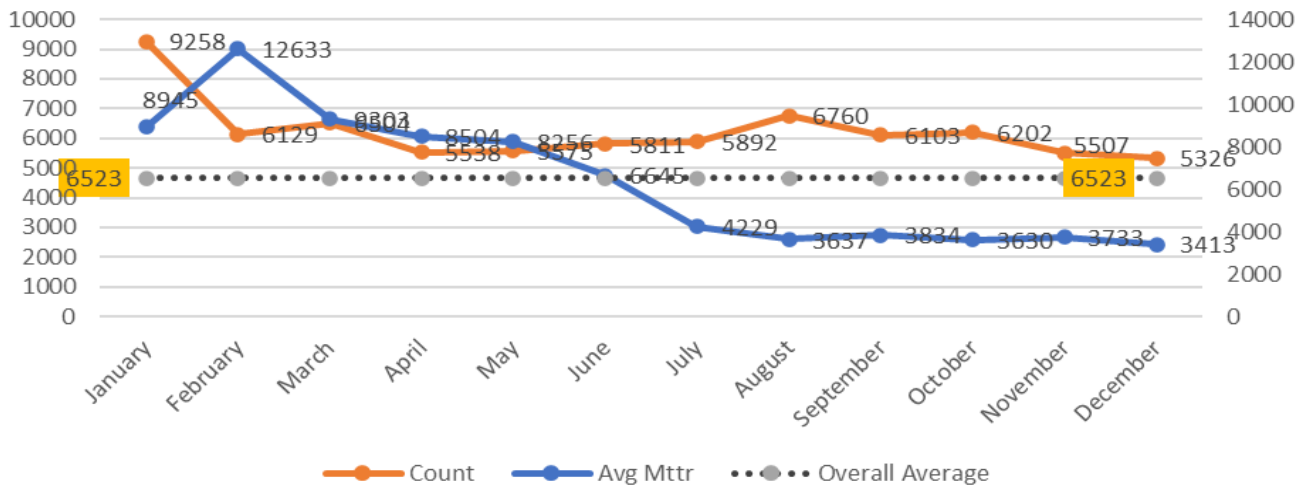
Severity 1 and 2 by Issue Category
Impact in total minutes



NOTES:

1. This chart provides the distribution of incidents and impact minutes over specific services.

Monthly MTTR



NOTES

1. This chart provides the trendline for the average mean time to repair (MTTR), an industry standard for tracking the timeliness of resolution on reported incidents.
2. In December 2022, the trend of reducing average MTTR continued after a slight uptick in November.

3. Monthly Major Outage Report

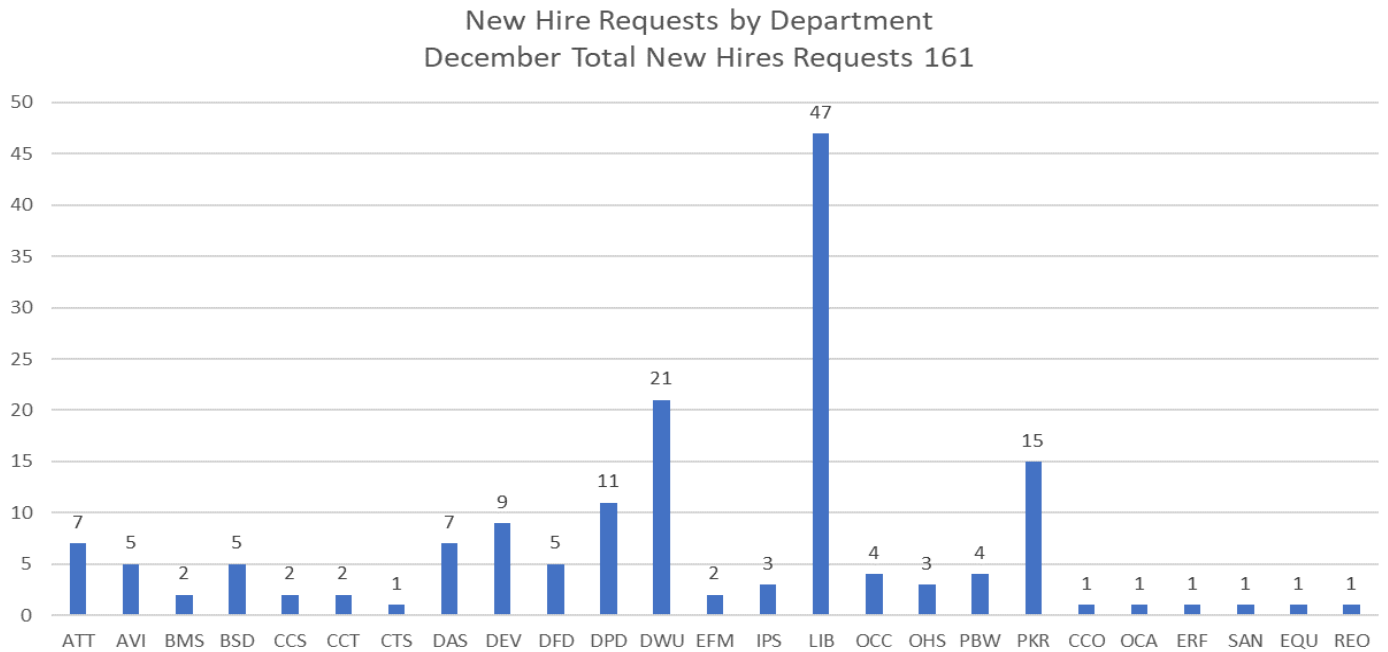
Priority	Description	Department	Primary	Secondary	Assignment Group	Hours
1 - Critical	WHAT: Unable to login / saying the system is down	DPD	Software		ITS CAD and RMS Applications	#VALUE!
1 - Critical	APPLICATION/SERVICE: RMS down for all users • WHAT: RMS program is down • WHERE: Lewt Sterret Jail	DPD	Network	Outage	ITS CAD and RMS Applications	#VALUE!
1 - Critical	Dept: dpd Issue: Jail and other users are reporting rms down	DPD	Inquiry / Help		ITS CAD and RMS Applications	#VALUE!
1 - Critical	WHAT: unable to access network drives K-Drive is unable to load •	DPD	Network		ITS Server Team	576.7
1 - Critical	SQLPDFORTIS application is down. Entire police records unit is unable to access server	DSV	Inquiry / Help	Policy/Procedure	ITS DPD Applications	196.2
1 - Critical	R drive is not allowing entire division to access \\cde-web. Affecting 4 divisions including 75 individuals.	CTS	Inquiry / Help	Escalation/Status	ITS Backup Team	33.4
2 - High	CAD Freezing and Unfreezing in 911 and Dispatch	DPD	Software	Troubleshooting	ITS CAD and RMS Applications	11.8
1 - Critical	No library is able to access All files for entire dept Shared Network file drive FSLIB00	LIB	Network	Outage	ITS Server Team	10.0
1 - Critical	DPD intranet home page down Cant reach this page, make sure the web address is correct http://dpd/ All user's affected	DPD	Network	Outage	ITS Web Team	9.9
2 - High	unable to access \\fscty11\pbwdata. No users able to access the folder at the moment	PBW	Software	Missing/Reinstall	ITS Server Team	9.0
2 - High	Locution systems down shows the PC's as "offline" *Station affected so far: station 6, 38, 8	DFD	Software	Troubleshooting	ITS Desktop Team	8.9
1 - Critical	Dallas Fusion Center Description of Issue: All internet is down in the Dallas Fusion Center.	DPD	Inquiry / Help	Policy/Procedure	ITS Network Connectivity	7.9
2 - High	Chameleon system isn't communicating with SalesForce. Error : Calls are not closing in Sales Force	DAS	Network	Outage	ITS Posse Apps	7.1
2 - High	The network switch down affecting six to eight people in the building	DWU	Network	Outage	ITS Network Connectivity	6.2
1 - Critical	if user calls 214 670 1234 number it is not going thru it will end after 5 sec	DSV	Inquiry / Help	Escalation/Status	ITS Network Operations Center	5.8
1 - Critical	Issue Network: K drive not connecting	DPD	Network	Outage	ITS Server Team	1.9

NOTES

1. Major outages are identified as Severity1 that have significant impact to City services or Department's ability to perform critical functions and last over 4 hours in duration. As we mature the process this definition will be better scoped around impact and less around duration.
2. Outages with #value are incidents that had over 4 hours of impact, however, are incomplete of details to identify full impact to departments

B. Service Requests (including new employee onboarding)

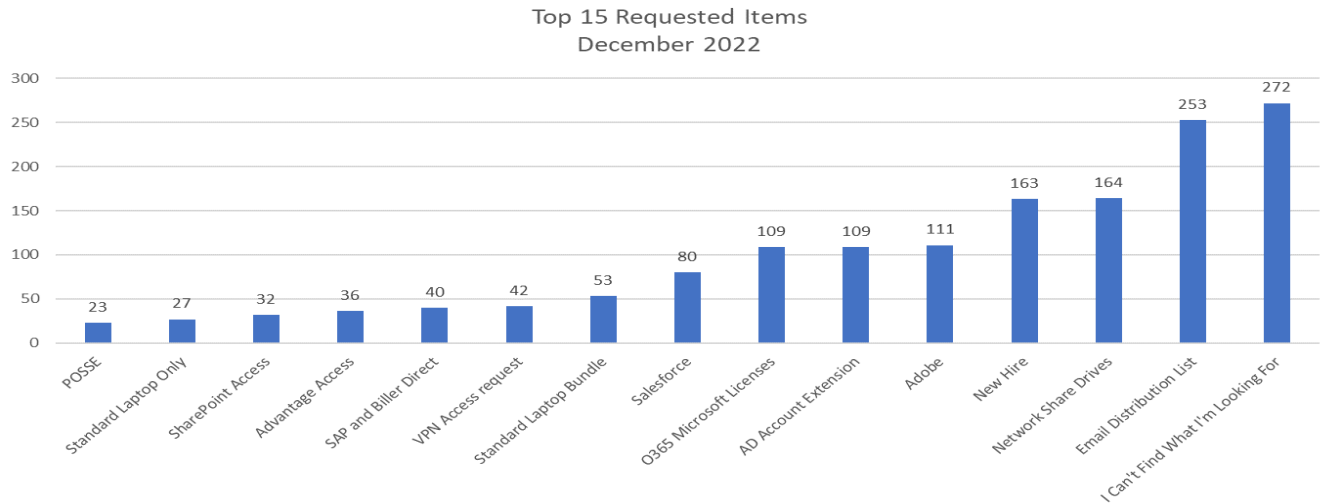
1. New Hire Report



Notes

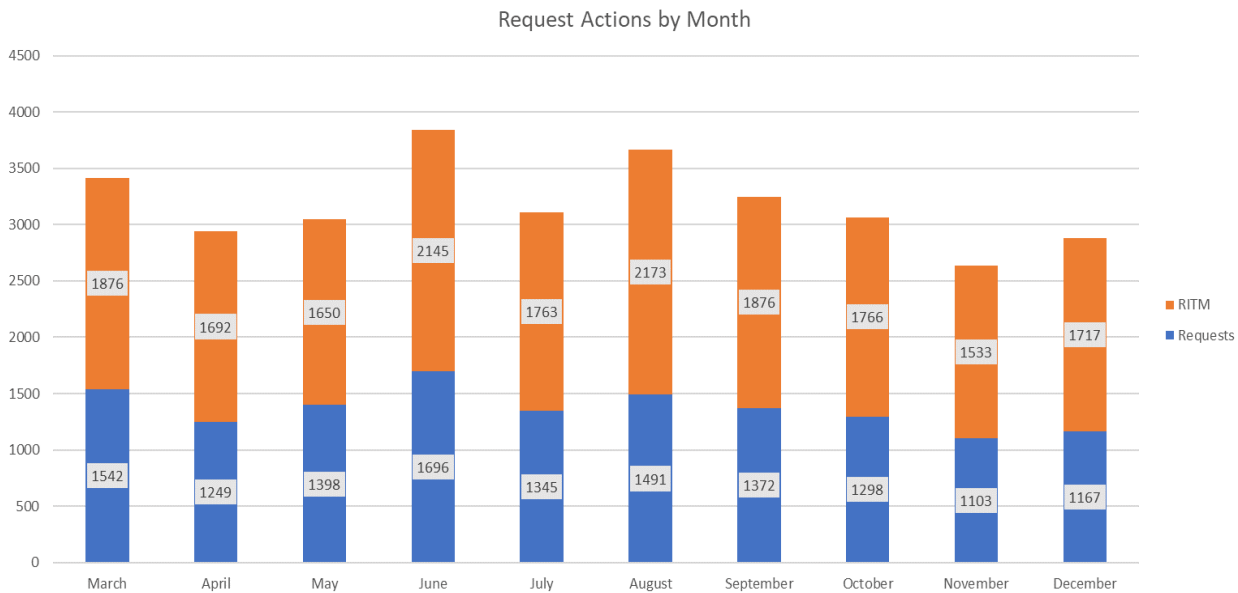
1. In the month of December, a total of 161 requests were opened for new employees.
2. LIB, DWU, and PKR being the top 3 hiring departments. DWU has had 3 consecutive months in the top 3.
3. Blank indicates no department match was available for the requested onboarding at the time the report was generated.

2. Service Request Report (An ask for service – “I need Software Installed”)



Note

1. December Service Request actions totaled 1167 a slight increase over November which totaled 1103. This report depicts the top 15 Request by type that were selected.
2. “I Can’t Find What I’m Looking For” is a category used when a service catalog item does not exist for what the user is asking.



Note

1. This chart illustrates that 1167 Request Tickets, generated 1717 Request Actions. Frequently one Request generates multiple actions to be completed by one or more teams to fulfill the ask.

Section 3: IT Budget Execution

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

A. Contract/Procurement Management

Items Approved on December 14 Council Agenda:

CR 22-1783 Ricoh USA, Inc. – Migration of DPD documents from legacy, unsupported Fortis vendor to DocuWare document management system.

- Five-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount \$217,632.50
- Directly supports DPD document management

CR 22-1780 Motorola Solutions, Inc. – Purchasing agreement for handheld radios and subscription services

- Three-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount \$30,294,793.06
- Supports public safety
- Compatible and operable with P25 Radio Communication System

CR 22-1782 Carahsoft Technology Corp – Purchasing agreement for web-based recruitment tool subscription for Civil Service Department

- Five-year agreement via Texas DIR cooperative agreement
- Contract amount \$567,762.50
- Neogov modules

As of 12/31/22

CR 22-1784 Axon Enterprise, Inc – Purchasing agreement for licenses that provide use of body-worn, in-car, interview room camera systems, electronic control weapons, cloud storage and associated software and hardware for Police department

- Ten-year agreement via Sourcewell cooperative agreement
- Contract amount \$134,756,800.67
- Licenses for body and interview room cameras, Tasers, software, and cloud storage

Items Approved on January 11 Council Agenda:

CR 23-0121 Shelby Communications, LLC – Bridge contract for network cabling

- Two-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount \$7,213,690.00
- Use of network cabling services has increased dramatically over the last several years, necessitating a bridge contract as the city prepares a longer-term RFCSP

CR 23-0128 Incapsulate, LLC – Exercise the first of three one-year renewal options for maintenance and support and hosting of the City’s customer relationship management software

- One-year agreement for Department of Information and Technology Services
- Contract amount \$412,000.00
- Continuation of the subscription for the 311 module, a managed service delivered on the Salesforce platform

Upcoming Contracts Requiring Council Approval

January 25 Agenda Items:

Microsoft Corporation – Purchasing agreement for Microsoft Unified Enterprise Support Services

- One-year agreement via Texas Department of Information Resources
- Contract amount is \$546,714.00
- Comprehensive set of support services including
 - Proactive services to help improve the health of IT infrastructure and operations
 - Service delivery management to facilitate planning and implementations
 - Prioritized 24x7 problem resolution services to minimize downtime

February 8 Agenda Items:

Teqsys, Inc. - Continuous use of the VERITAS eDiscovery Platform

- Five-year agreement (three years + two one-year renewal options) via Texas Department of Information Resources
- Contract amount is \$794,683.46
- Provides capabilities for ITS and City Attorney's Office to capture, collect and preserve information from the City's information systems

HLP, Inc. – Chameleon Data Management System for Dallas Animal Services (DAS)

- Three-Year Sole Source contract
- Contract amount \$190,560.00
- Directly supports DAS through upgrades and ongoing support of their core operation system

Council Agenda Date TBD:

ePlus Technology – Web Application Firewall (WAF) and Distributed Disruption of Service (DDoS) (contract pending)

- Two-year agreement via TIPS co-op
- Contract amount \$514,784.43
- Supports the City Website Redesign Project

TriTech – Supplemental Agreement No. 16 for continued maintenance and support for the existing computer aided dispatch system and disaster recovery synchronization (contract pending)

- Two-year agreement via The Interlocal Purchasing System (TIPS) cooperative agreement
- Contract amount \$514,784.43
- Directly supports the Public Safety mission by support of the City's computer-aided dispatch (CAD) system

As of 12/31/22

Dell Marketing, L.P - agreement for the purchase of licenses and installation/configuration and professional services of Planview Project and Portfolio Management Professional software.

- 3-year agreement via Texas Department of Information Resources (DIR) cooperative agreement
- Contract amount \$ 287,852.85
- Provides support for IT project and portfolio management

B. Budget Performance & Execution

Fund 0191-9-1-1 System Operations as of 11/30/22

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	643,798	643,798	88,926	632,786	(11,012)
Overtime Pay	-	-	-	-	-
Pension	91,413	91,413	13,053	89,859	(1,554)
Health Benefits	63,870	63,870	5,357	54,481	-
Worker's Compensation	1,658	1,658	-	1,658	-
Other Personnel Services	4,873	4,873	4,899	12,829	1,433)
Total Personnel Services	805,612	805,612	112,235	791,613	(13,999)
Supplies	201,465	201,465	369	201,465	-
Contractual Services	13,205,665	13,205,665	3,151,698	13,205,665	-
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	14,212,742	14,212,742	3,264,302	14,198,743	(13,999)

Fund 0197 - Communication Services (Radio Network) as of 11/30/22

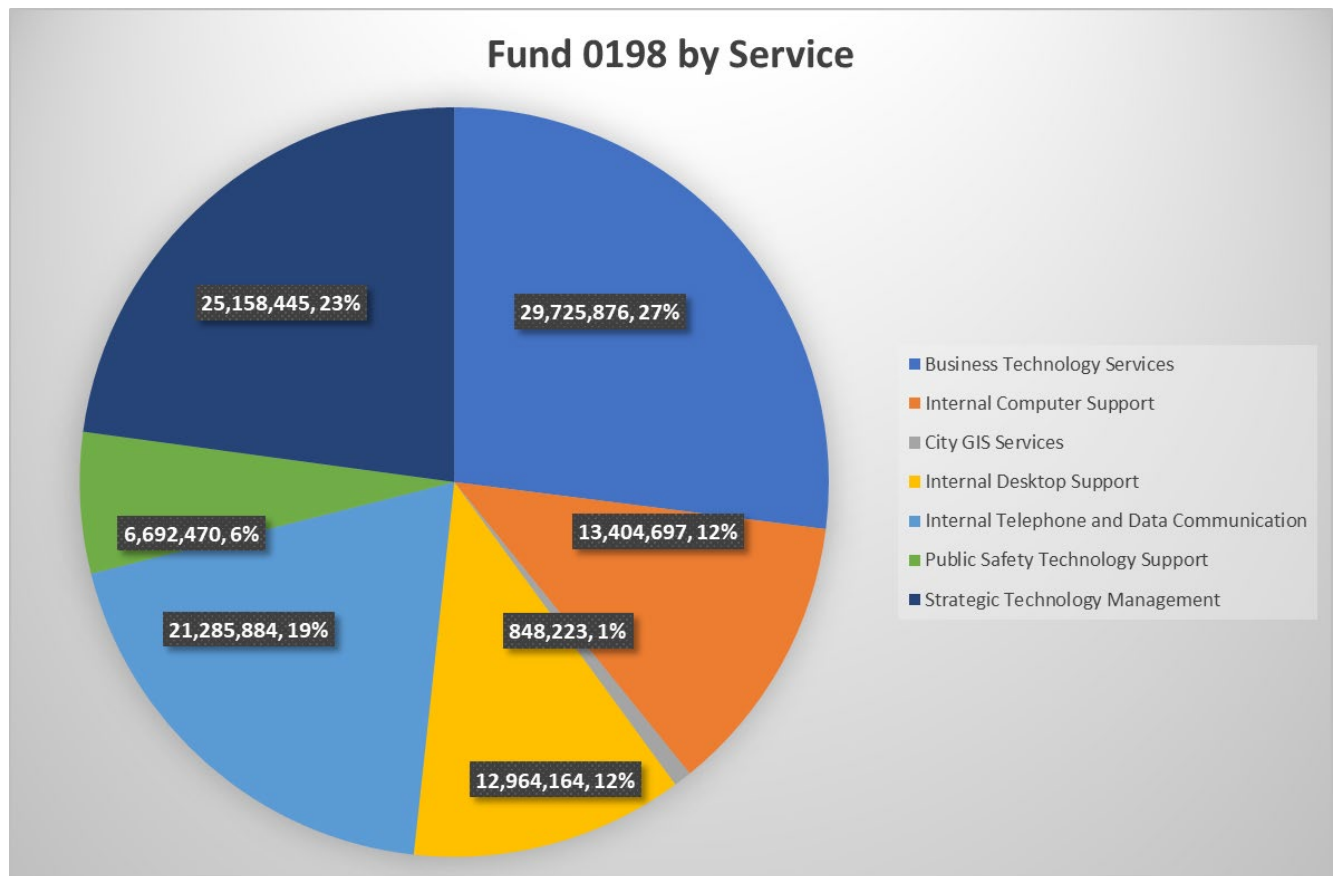
Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	1,995,477	1,995,477	260,363	1,874,364	(121,113)
Overtime Pay	51,320	51,320	35,851	51,320	-
Pension	282,080	282,080	43,011	274,917	(7,163)
Health Benefits	263,086	263,086	19,946	234,423	-
Worker's Compensation	7,197	7,197	-	7,197	-
Other Personnel Services	5,156	5,156	13,023	40,404	6,585
Total Personnel Services	2,604,316	2,604,316	372,194	2,482,625	(121,691)
Supplies	1,156,482	1,156,482	155,498	991,493	(164,989)
Contractual Services	13,106,759	13,106,759	3,686,493	13,272,082	165,323
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	16,867,557	16,867,557	4,214,186	16,746,200	(121,357)

As of 12/31/22

Budget Performance & Execution (continued)

Fund 0198 – Data Services as of 11/30/22

Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	20,152,694	20,152,694	2,488,938	19,496,372	(656,322)
Overtime Pay	41,612	41,612	4,783	41,612	-
Pension	2,858,569	2,858,569	358,004	2,779,597	(78,972)
Health Benefits	1,908,328	1,908,328	126,376	1,609,376	-
Worker's Compensation	49,182	49,182	-	49,182	-
Other Personnel Services	737,996	737,996	90,713	1,026,563	(10,385)
Total Personnel Services	25,748,381	25,748,381	3,068,814	25,002,702	(745,679)
Supplies	759,552	759,552	44,975	773,177	13,625
Contractual Services	83,683,424	83,683,424	28,618,413	84,303,880	620,456
Capital Outlay	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenditures	110,191,357	110,191,357	31,732,202	110,079,759	(111,598)



C. ITS Staffing & Hiring Report

1. ITS Funded Staffing Levels

IT Fund	FY 20	FY 21	FY 22	FY 23	FY 24 Plan
Fund 0191 - 9-1-1 Technology Support	7.0	7.0	7.0	7.0	7.0
Fund 0197 - Radio Communications	28.2	28.5	30.1	30	30.00
Fund 0198 - Data Services	204.0	190.1	204.0	219.0	219.0
Total	239.2	225.6	241.1	256.0	256.0

2. Vacancies and Hiring Activities

- As of December 31, 2022, ITS had 61 vacancies out of the available 256 positions.
- As of December 31, 2022, of the 61 vacancies the disposition was:
 - 2 positions are actively posted
 - 18 had been previously posted and are undergoing review
 - 8 are at the interview stage
 - 6 are undergoing reclassification to re-align within the ITS department
 - 33 are awaiting posting

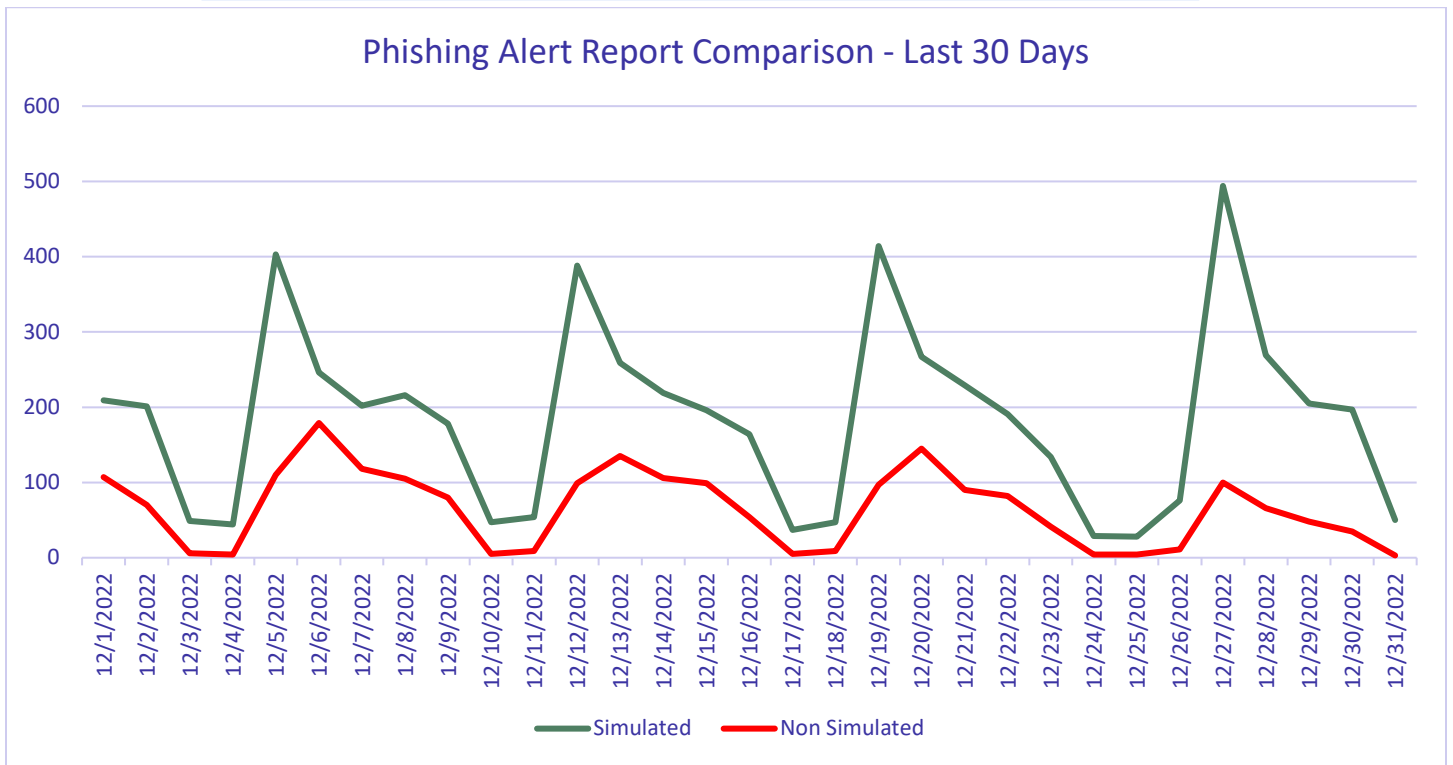
Section 4: Cybersecurity Programs

A. Awareness Training

Security Awareness training is measured on an annual basis. Over the past 12 months ITS has witnessed a steady decline in risk scoring for Employee’s annual training. Beginning with each new fiscal year the City will undergo a new set of security awareness courses to meet not only the best practices, but State of Texas House Bill 3834 requirements for all government employees. The information below illustrates the enrollment and completion efforts of employee training over the course of the year. FY 2021-22 the City completed 99% of 18 training campaigns covering HIPAA, PCI, and Cybersecurity.

- Note employees with less than 25% of job function on technology are not required to complete cybersecurity training.

In addition, ITS continuously applies best practices to the employees around phishing and their ability to recognize and appropriately handle phishing incidents. Campaigns designed given real world scenarios, typically taken from recent events are sent out to the employee population to test their ability to distinguish and act. This provides feedback to the employees as well has increased the actual amount of true phishing reported. As well, a “Report phishing” button added to user’s Outlook has increased both the numbers of test phish and actual phishing emails.



B. Situational Awareness

Annually ITS assess the overall Security posture of the organization based upon the NIST Cybersecurity Framework (CSF). Each category within the NIST CSF is evaluated for the current level of maturity and expectant maturity level. This process uses current and projected technologies and documented standards and procedures to complete the process. ITS utilizes both internal and external resources to conduct assessments. The results of the assessments are used by ITS to develop security strategy for cybersecurity and privacy. The below figure outlines the maturity model for the CSF. While the TAR does not provide our scores from our self-assessment, ITS can provide this information to Council members and discuss the assessments in depth as requested.

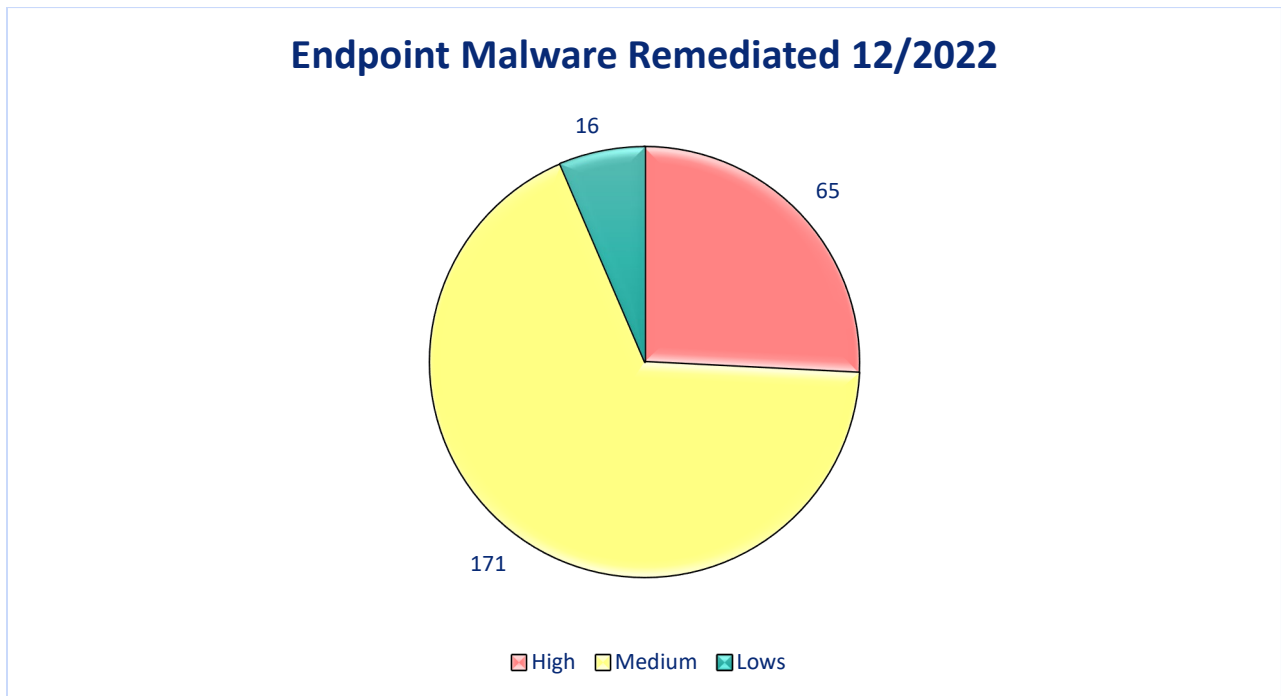
		Capability Maturity Model Levels				
		Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimized
NIST Cybersecurity Framework Functions	Identify	Little to no cybersecurity risk identification.	Process for cybersecurity risk identification exists, but it is immature.	Risks to IT assets are identified and managed in a standard, well defined process.	Risks to the business environment are identified and proactively monitored on a periodic basis.	Cybersecurity risks are continuously monitored and incorporated into business decisions.
	Protect	Asset protection is reactive and ad hoc.	Data protection mechanisms are implemented across the environment.	Data is formally defined and protected in accordance with its classification.	The environment is proactively monitored via protective technologies.	Protection standards are operationalized through automation and advanced technologies.
	Detect	Anomalies or events are not detected or not detected in a timely manner.	Anomaly detection is established through detection tools and monitoring procedures.	A baseline of "normal" activity is established and applied against tools/procedures to better identify malicious activity.	Continuous monitoring program is established to detect threats in real-time.	Detection and monitoring solutions are continuously learning behaviors and adjusting detection capabilities.
	Respond	The process for responding to incidents is reactive or non-existent.	Analysis capabilities are applied consistently to incidents by Incident Response (IR) roles.	An IR Plan defines steps for incident preparation, analysis, containment, eradication, and post-incident.	Response times and impacts of incidents are monitored and minimized.	The capabilities of all IT personnel, procedures, technologies are regularly tested and updated.
	Recover	The process for recovering from incidents is reactive or non-existent.	Resiliency and recovery capabilities are applied consistently to incidents impacting business operations.	A Continuity & Disaster Recovery Plan defines steps to continue critical functions and recover to normal operations.	Recovery times and impacts of incidents are monitored and minimized.	The capabilities of all IT personnel, procedures, technologies are regularly tested and updated.

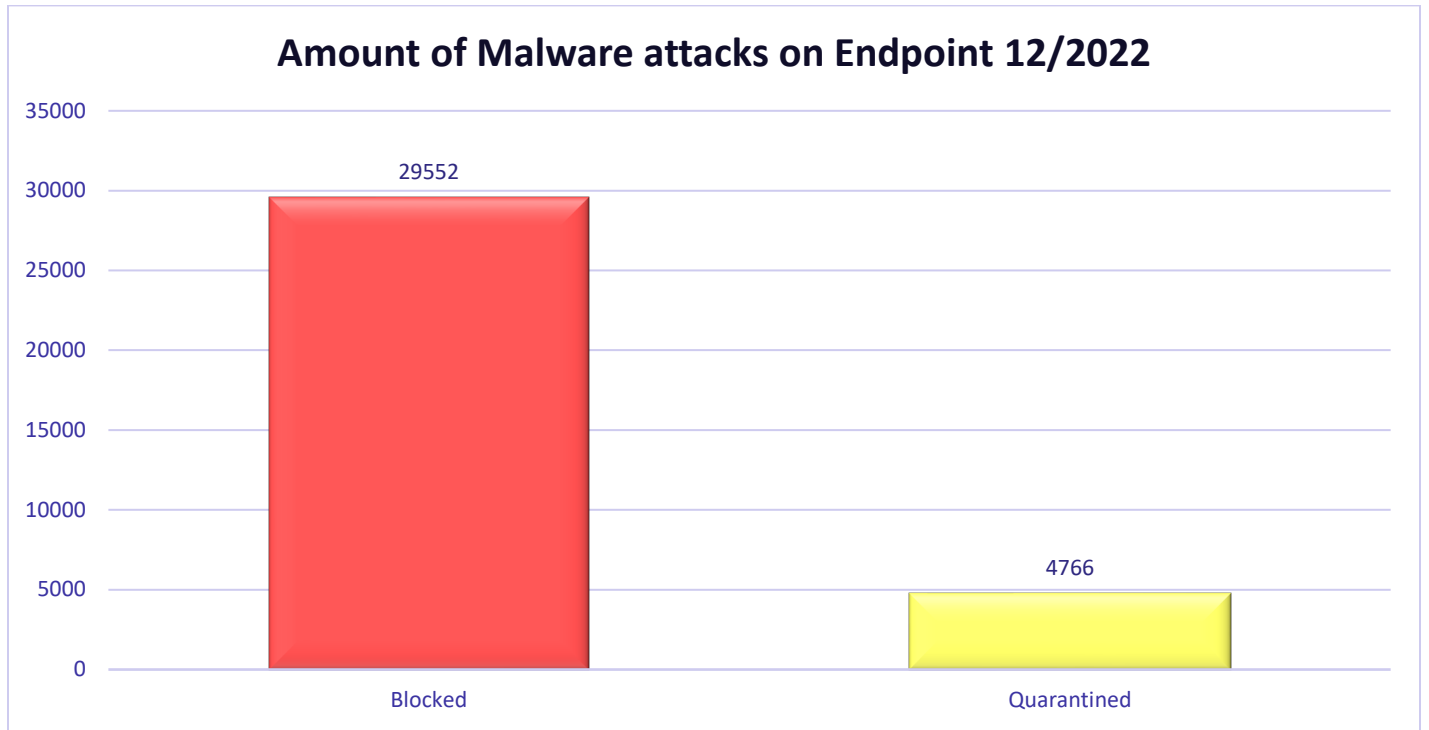
Figure 3: Assessing Cybersecurity Maturity

C. Data Protection & Privacy

1. Endpoint Protection

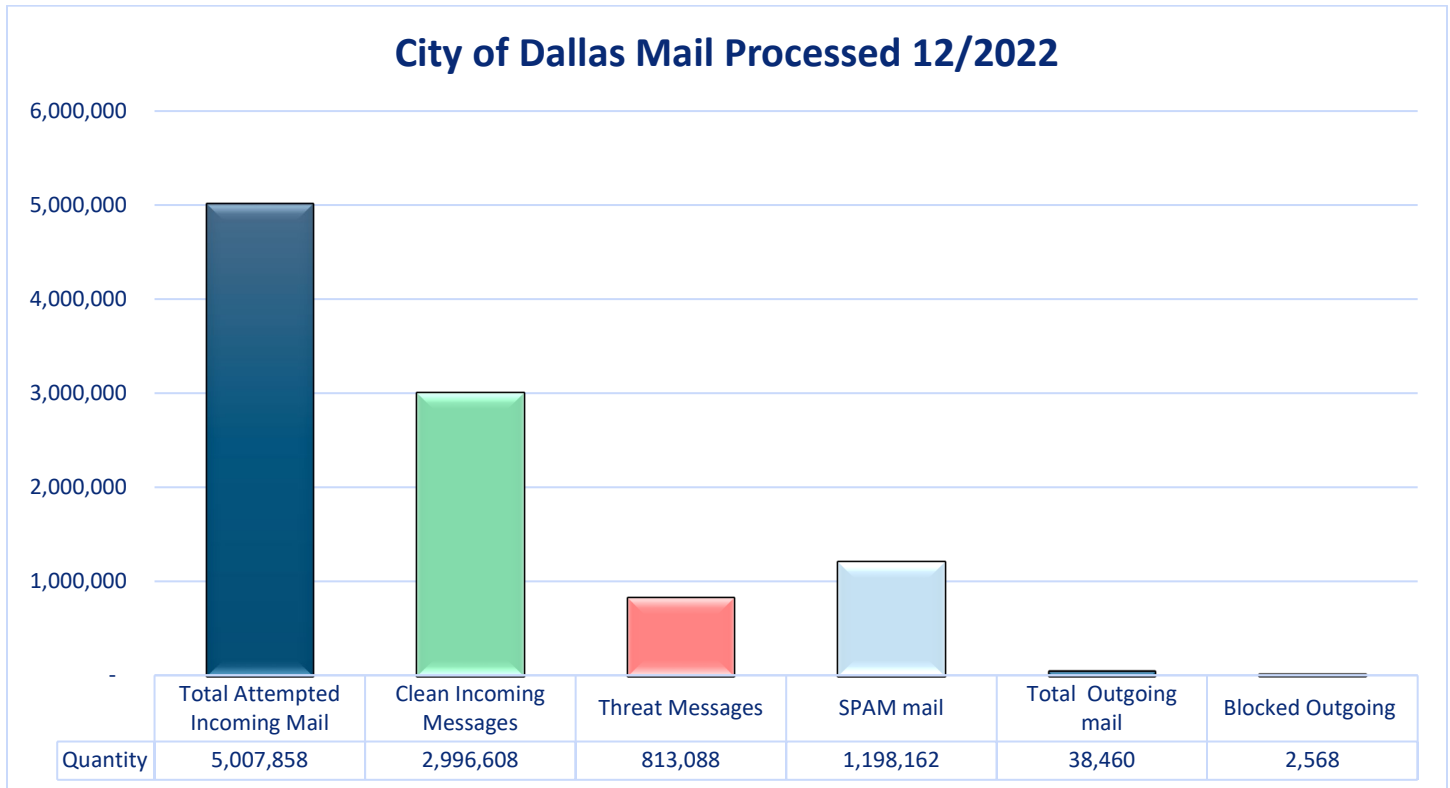
Endpoint protection is one component to the organization's ability to handle daily malware. All devices needing connection to the internet are subject to attacks. Attacks are mitigated through technologies monitoring the systems in real time reacting and responding to those attacks. Technologies like Firewall and Endpoint Detection and Response all are in place to respond to those attacks. Below are the current status for endpoint attack metrics.





2. Email Screening

The City of Dallas receives and send millions of emails a month. Phishing is an attack vector that utilized by bad actors in the form of social engineering, as a means to gain internal access to the network. This can then be used to place malware, ransomware, and other malicious software to affect City services. Below provides a picture of mail messages processed and remediated prior to user reception.



Section 5: IT Infrastructure

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

A. Network and Telecommunications (December 2022 Activities)

- All Park and Recreation locations have completed network circuit upgrade
- All public service teams have been successfully migrated to the new P25 compliant Public Safety Radio System.
- Burn-in testing for Public Safety layer on the P25 system initiated in December 2022. City Hall Security team in Courts migrated to Public Safety layer for testing. Migration of Public Safety users will begin following testing. is in process of being scheduled
- Upgrades to the Emergency Services Internet Protocol Network (ESINet) were completed as an initial phase of the Next Generation 911 system which significantly modernizes capabilities of the City's 911 emergency center.

B. Compute & Storage (December 2022 Activities)

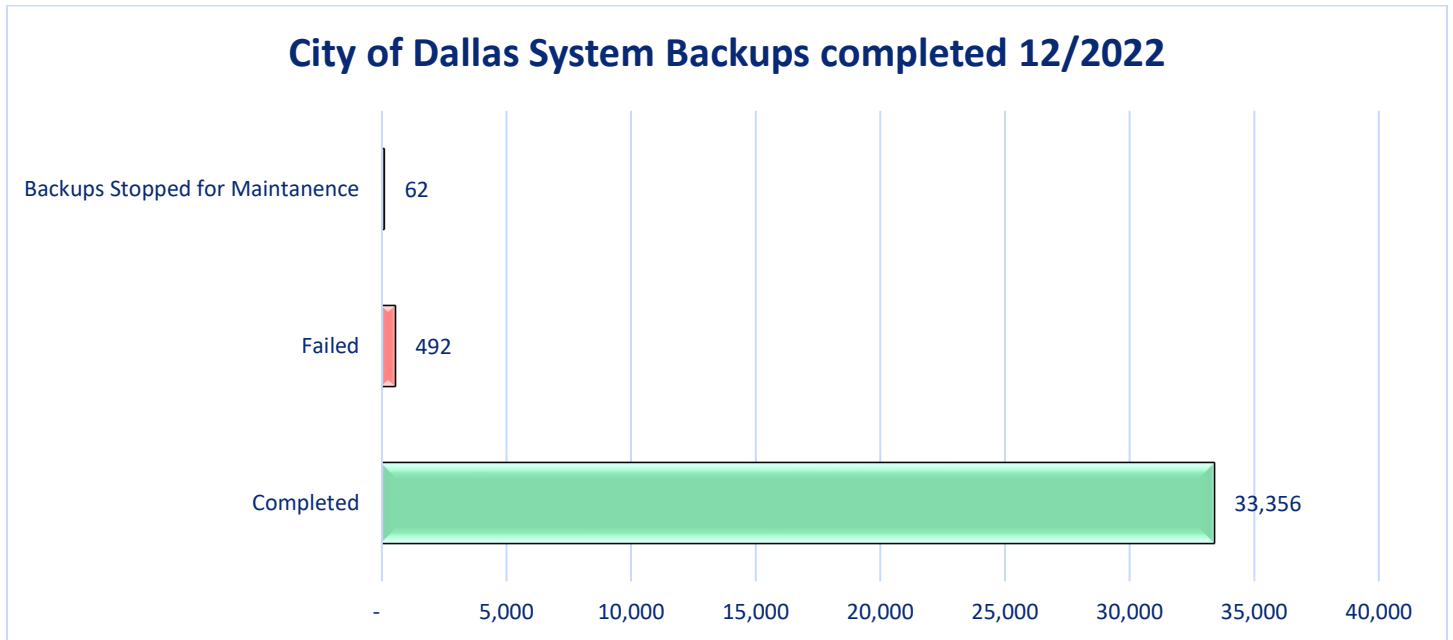
- Completed upgrading the City's virtual environment VCenter ESXi host hardware.
- Continuing the upgrade of end-user devices to latest operating system image to address security vulnerabilities. Less than 500 devices of inventory remaining to upgrade.

C. Data Center Improvements (December 2022 Activities)

- Data center access Standard Operating Procedure developed to improve access control. Criminal Justice Information Services (CJIS) certifications now required for access to City's Data Center.
- Decommissioning of additional hardware on Data Center floor in progress and palettes of decommissioned hardware has been transferred to City Store for disposition.

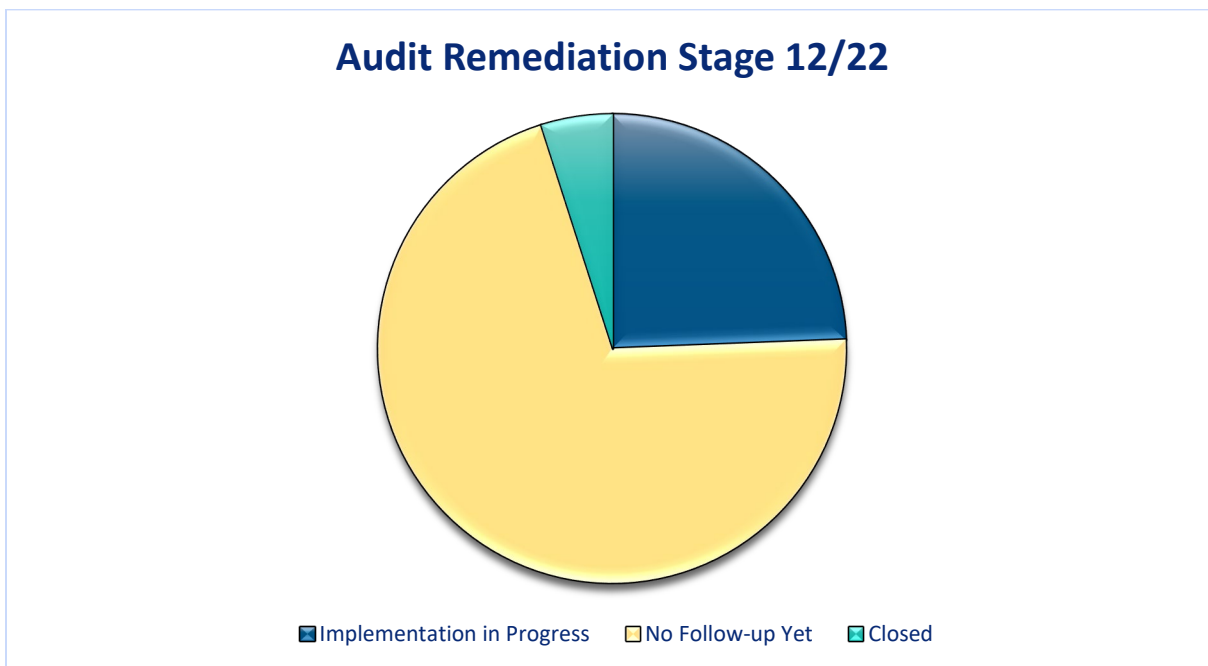
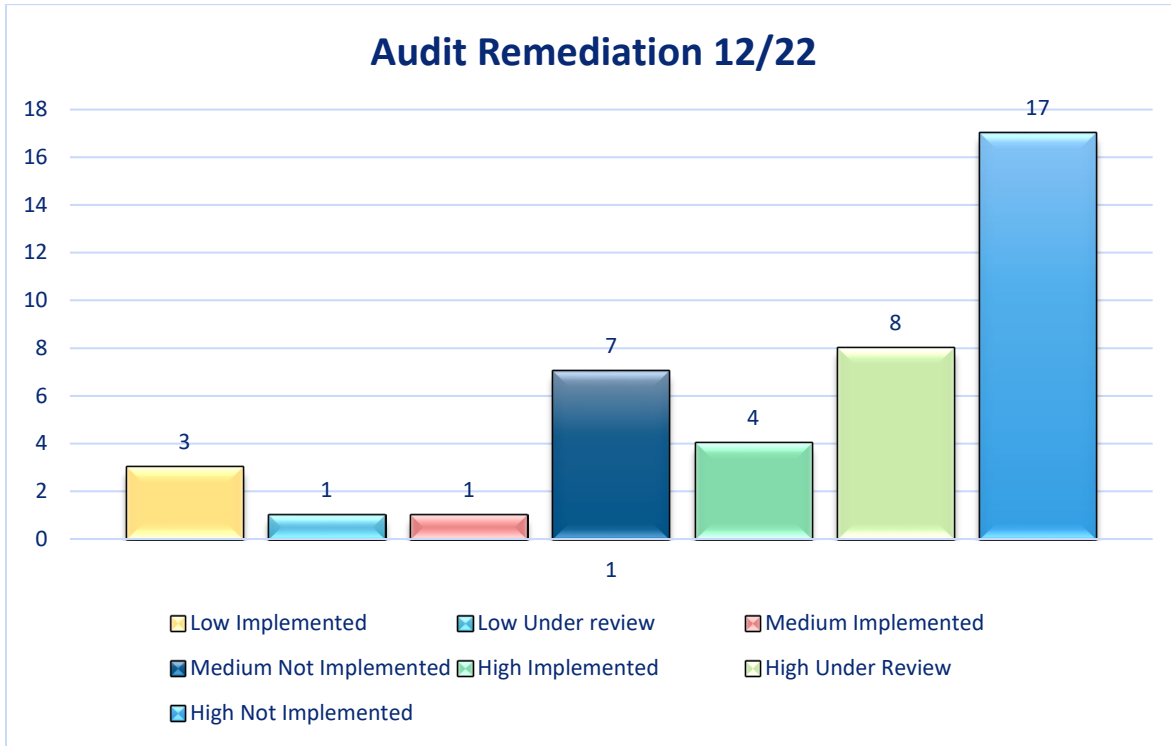
D. Disaster Recovery and Business Continuity

A critical component of Disaster Recovery and Business Continuity practices is backing up critical data, testing data backups, and conducting exercises to ensure that data backups can be successfully utilized to restore business services.



E. Audit

Currently the ITS department is working through several audits that impact technology services. Below representative if the Audit remediation efforts and stages.



Memorandum



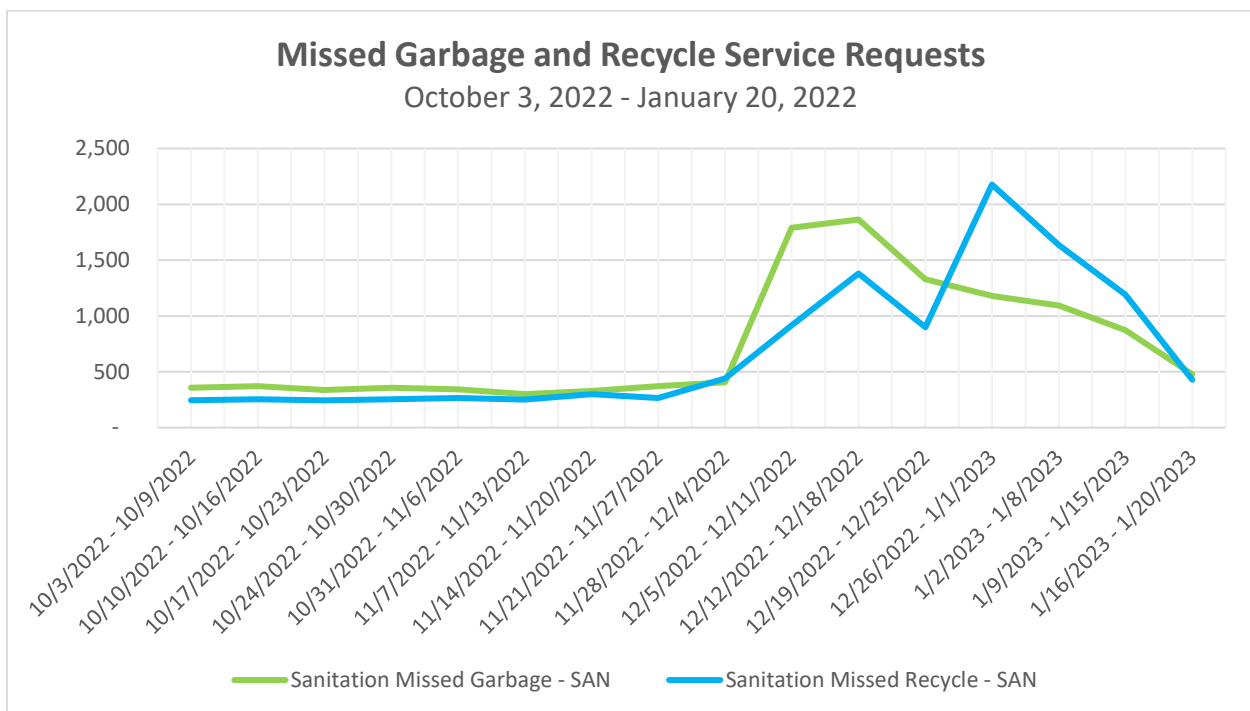
CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Sanitation Collections Update**

This memorandum provides an update on missed garbage and recycle pickups. We are aware some residents experienced collection delays and repeat misses over back-to-back weeks. There are multiple factors that impacted service causing delays. For example, drivers were required to learn new areas and during an unanticipated December cold snap reducing the pace of manual collection routes increasing truck maintenance issues while compounding collection delays in the final week of December. An additional challenge resulted from existing pickup locations with some residents requiring pickup at the curb and others in the alley. Fortunately, reports of missed garbage and recycle pickups in the first weeks of Sanitation's re-route and service day changes continue to decline. Currently, our collection response is within historical normal levels. The following charts illustrate missed garbage and recycle service requests starting from the schedule change date.



DATE January 20, 2023

SUBJECT Sanitation Collections Update- Page 2

Missed Garbage Service Requests by Sanitation District						
Service Week	Southeast	Southwest	Northwest	Northeast	Central	Total
10/3/2022 - 10/9/2022	98	64	59	71	64	356
10/10/2022 - 10/16/2022	100	74	56	83	58	371
10/17/2022 - 10/23/2022	75	75	65	67	55	337
10/24/2022 - 10/30/2022	82	76	54	94	51	357
10/31/2022 - 11/6/2022	84	59	53	90	57	343
11/7/2022 - 11/13/2022	80	57	43	83	37	300
11/14/2022 - 11/20/2022	77	70	50	70	60	327
11/21/2022 - 11/27/2022	106	63	66	92	44	371
11/28/2022 - 12/4/2022	117	78	73	77	62	407
12/5/2022 - 12/11/2022	464	316	536	252	223	1,791
12/12/2022 - 12/18/2022	410	351	598	339	166	1,864
12/19/2022 - 12/25/2022	326	246	325	297	135	1,329
12/26/2022 - 1/1/2023	320	221	248	230	161	1,180
1/2/2023 - 1/8/2023	291	198	239	211	154	1,093
1/9/2023 - 1/15/2023	265	129	228	132	119	873
1/16/2023 - 1/20/2023	117	67	125	104	63	476

Missed Recycle Service Requests by Sanitation District						
Service Week	Southeast	Southwest	Northwest	Northeast	Central	Total
10/3/2022 - 10/9/2022	32	59	51	68	36	246
10/10/2022 - 10/16/2022	41	50	74	70	20	255
10/17/2022 - 10/23/2022	53	56	57	55	23	244
10/24/2022 - 10/30/2022	50	72	45	66	21	254
10/31/2022 - 11/6/2022	73	60	59	54	20	266
11/7/2022 - 11/13/2022	60	59	43	64	26	252
11/14/2022 - 11/20/2022	73	87	61	61	17	299
11/21/2022 - 11/27/2022	62	70	45	55	33	265
11/28/2022 - 12/4/2022	105	174	74	39	47	439
12/5/2022 - 12/11/2022	180	117	423	107	89	916
12/12/2022 - 12/18/2022	229	261	576	142	173	1,381
12/19/2022 - 12/25/2022	117	260	270	113	140	900
12/26/2022 - 1/1/2023	304	724	360	396	393	2,177
1/2/2023 - 1/8/2023	361	520	466	153	134	1,634
1/9/2023 - 1/15/2023	194	181	563	201	52	1,191
1/16/2023 - 1/20/2023	77	118	133	53	47	428

DATE January 20, 2023

SUBJECT Sanitation Collections Update- Page 3

History

Prior to the recent collection re-route, Sanitation provided regular garbage and recycle services four days a week – Monday, Tuesday, Thursday, and Friday -- with crews working 10-12-hour days to complete routes. Working for nearly a year in partnership with RouteSmart Technologies, a consultant specializing in solid waste route optimization, Sanitation implemented new routes on December 5, 2022, providing collection services over five days, Monday-Friday.

Purpose of the Change

Providing availability of equipment, the new routes allow for more efficient use of refuse trucks, shorten the workday for Sanitation crews to 8-9 hours, and allow for maintenance on trucks to begin earlier each day. The benefit to Sanitation employees is of particular importance, as a better work-life balance is crucial for the resiliency of Sanitation's operations. In FY 2021-22, Sanitation experienced a nearly 50% turnover rate among truck drivers, which has been attributed to long rigorous workdays.

Equipment and Maintenance Challenges

Sanitation has 203 standard refuse trucks in the fleet and requires 148 trucks for daily garbage and recycle collections, which amounts to a 37% spare ratio, exceeding the spare ratios of peer agencies. The number of trucks needed daily increased to accommodate the rightsizing of routes along with the additional service day. The increased truck need was known and planned in advance of the re-route, and additional units were added and retained over the course of FY 2021-22 to support this need.

The Department of Equipment and Fleet Management (EFM), which is responsible for Sanitation's fleet maintenance, has experienced challenges in meeting Sanitation's daily requirements. A nationwide part and labor shortage in the automotive industry has affected the City of Dallas across all departments with fleet assets, as it has similarly affected private-sector businesses, public agencies, and consumers. As a result, Sanitation often operates with fewer than the minimum trucks needed daily. A benefit of the new route planning is, when Sanitation is at—or close to—its minimum truck needs each day, it will be able to complete routes much earlier in the day, between 3-4 p.m., and return trucks that need to be serviced into the shop much earlier each day. This is timed with the start of EFM's second shift, when the bulk of maintenance is performed.

Other Opportunities to Increase Efficiencies

Sanitation and EFM are working together to improve equipment availability. An agreement is being expedited through the City Attorney's Office to lease four trucks that are available locally to backfill three trucks lost in a fire at Northwest Service Center, and

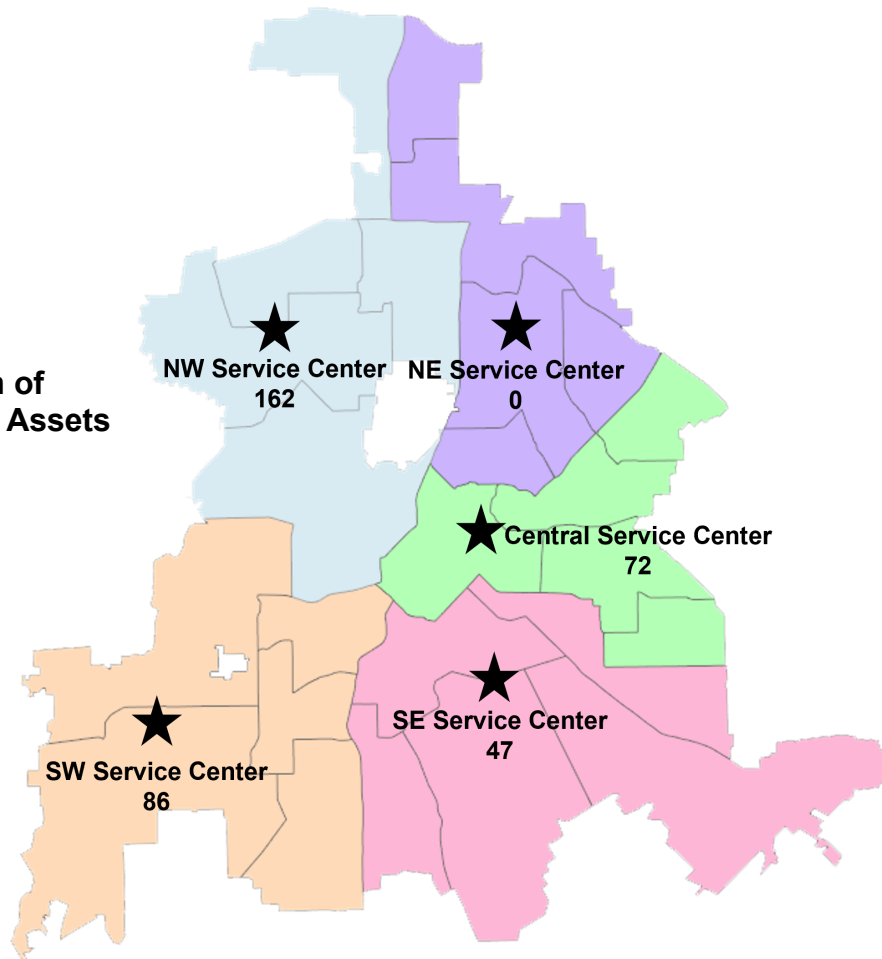
DATE January 20, 2023

SUBJECT Sanitation Collections Update- Page 4

Sanitation is working with vendors to identify more trucks in the region that may become available for lease soon. EFM has also identified two new units available for sale and are searching for any lightly used or refurbished trucks for sale and available for immediate delivery. Before the pandemic, new trucks ordered would be delivered within a year; however, lead times have steadily increased over the last two years. Trucks ordered in the spring of 2021, were set to be delivered in mid-2022, and are now delayed until the end of 2023.

Sanitation is conferring with EFM to consider the feasibility of adding additional overnight shifts at its southeast and southwest service centers to allow for more time each day servicing Sanitation trucks, and other fleet assets. An overnight shift is already in place at the northwest and central service centers.

Distribution of Sanitation Fleet Assets



DATE January 20, 2023
SUBJECT Sanitation Collections Update- Page 5

In addition to Sanitation managers, supervisors, and service agents performing service verifications each day, Code Compliance staff will help by alerting Sanitation management of any locations potentially overlooked while performing their regular duties in residential areas.

Sanitation briefed the Environment and Sustainability Committee on the status of garbage and recycle collections on January 12, 2023. Sanitation will continue to update the City Council on this matter through the ENVIS Committee. Customers are encouraged to sign-up for service advisories from Sanitation that will alert them to collection delays for their specific location. Visit dallascityhall.com/sanitation, or download the Dallas Sanitation app for iPhone or Android to enroll in alerts via email, text message, push notification, or automated phone call.

If you have questions or need additional information, please contact Jay Council, Director of Sanitation Services, at jerome.council@dallas.gov, or by phone at 214-670-4485.



Carl Simpson
Assistant City Manager

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Ticket Track Down**

The Dallas Municipal Court will be conducting its annual Ticket Track Down from Monday, January 23, 2023, through Sunday, February 5, 2023. The purpose of this two-week operation is to encourage anyone with an outstanding Class C Misdemeanor warrant of arrest, issued by the City of Dallas, to respond to their citation. It is very important to note that no one will be arrested when trying to resolve a citation. The courthouse has always been a safe harbor location for those with outstanding City of Dallas Class C misdemeanor warrants.

During this time, anyone interested in having their warrant fee waived may bring in a package of three or more new socks. At the end of the program, the socks will be donated to The Bridge.

We encourage anyone with outstanding citations to respond to their citation by appearing in Walk-In Court Monday through Friday, beginning at 7:30 am. Extended hours are on Tuesdays until 6 pm.

This initiative will extend weekend court in the community. Court will be held at four recreation centers throughout the city. January 28th-29th, court will be held at both Singing Hills Recreation Center and Fireside Recreation Center. The following weekend, February 4th-5th, court will be held at both Mattie Nash Recreation Center and Churchill Recreation Center. Check in will be from 8 am – Noon. We hope that these locations will accommodate those in all quadrants of the city.

Anyone with questions regarding City of Dallas warrants, please instruct them to contact 3-1-1 or (214) 670-0109. Warrants issued from agencies other than the Dallas Police Department or Dallas Marshal's Office must be addressed with that respective law enforcement agency. As a reminder, offenders having outstanding warrants may be arrested anytime by sworn members of the Dallas Marshal's Office and Dallas Police Department.

If you have any questions, you may contact Gloria López Carter, Director of Court & Detention Services at g.carter@dallas.gov.

DATE January 20, 2023
SUBJECT **Ticket Track Down**



Jon Fortune
Deputy City Manager

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizor Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
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Dr. Robert Perez, Assistant City Manager
Carl Simpson, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **S&P Global Ratings Affirms 'AAA' Rating, Stable Outlook on Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A – INFORMATION**

Today, S&P Global Ratings (S&P) affirmed its 'AAA' rating and stable outlook on the upcoming Waterworks and Sewer System Revenue Refunding Bonds, Series 2023A ("Series 2023A") and outstanding City of Dallas Waterworks and Sewer System ("System") bonds. S&P also affirmed the 'A-1+' short-term rating on Dallas Water Utilities' (DWU) Series F and Series G commercial paper programs. The Series 2023A bonds are scheduled to be sold on February 14, 2023.

In their report, S&P notes that the System's autonomous rate-setting process, coupled with operating expense flexibility, "limits the system's exposure to federal revenue and allows us to rate Dallas' debt above the U.S. sovereign rating." As before, the rating is reflective of the System's "proactive long-term planning," "affordable rates, with a demonstrated willingness to regularly adjust them," "all-in debt service coverage" that is "boosted by the wholesale relationships that provide cash flow certainty to overall operating revenues even if weather patterns affect retail sales," "total available reserves typically equivalent to four-to-six months of operating expenses," and strong management practices. Additionally, the System's environmental, social, and governance (ESG) score highlights Dallas' water conservation efforts, long-term planning and supportive City Council, demonstrating "comparably strong environmental stewardship relative to that of 'AAA' peers." The report also presents an "unlikely" downside scenario wherein "costly regulatory mandates or a collapse in operating revenues" could lower the rating, though "neither of which is currently the case for Dallas."

In anticipation of the upcoming bond sale, the affirmed rating is a positive indicator of DWU's continued stability and credit worthiness to the market. Attached is the published S&P report. 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: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billierae Johnson, City Secretary
Preston Robinson, Administrative Judge
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Carl Simpson, Assistant City Manager
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

RatingsDirect®

Summary:

Dallas; CP; Water/Sewer

Primary Credit Analyst:

Edward R McGlade, New York + 1 (212) 438 2061; edward.mcglade@spglobal.com

Secondary Contact:

James M Breeding, New York + 1 (214) 871 1407; james.breeding@spglobal.com

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Credit Highlights

Outlook

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Summary:

Dallas; CP; Water/Sewer

Credit Profile

US\$172.46 mil wtrwks and swr sys rev rfdg bnds ser 2023A due 10/01/2053

Long Term Rating AAA/Stable New

Dallas WS

Long Term Rating AAA/Stable Affirmed

Credit Highlights

- S&P Global Ratings assigned its 'AAA' long-term rating to Dallas, Texas' \$172.46 million series 2023A waterworks and sewer system revenue refunding bonds;
- S&P Global Ratings affirmed its 'AAA' long-term rating and underlying rating (SPUR) on the city's previously issued revenue bonds;
- Total debt outstanding is about \$2.6 billion.
- The city's water and sewer system, doing business as Dallas Water Utilities (DWU), also supports approximately \$1 billion in debt, issued by Tarrant Regional Water District (TRWD), for the city's share of a joint water supply and transmission project.
- The outlook on all ratings is stable.

We also affirmed our 'A-1+' short-term rating on DWU's \$600 million series F and G commercial paper (CP) programs. The short-term rating is based on the 'AAA' rating using the application of our "Methodology For Linking Long-Term And Short-Term Ratings," published April 7, 2017, on RatingsDirect.

Security

The bonds are secured by a first-lien pledge on the net revenues of the city's water and sewer system. Proceeds will be used to convert \$190 million of existing CP notes to long-term debt. A reserve fund in the amount of average annual debt service provides additional liquidity.

The DWU system has a predominantly locally derived revenue base. Local service charges, derived through an autonomous rate-setting process, represent virtually all of both entities' revenue. This, coupled with operating expense flexibility, limits the system's exposure to federal revenue and allows us to rate Dallas' debt above the U.S. sovereign rating.

Credit overview

The 'AAA' rating reflects our view of the city's:

- Proactive long-term planning locking in what will be--when an ongoing project is finished--a 50-year supply;
- Affordable rates, with a demonstrated willingness to regularly adjust them;

- All-in debt service coverage (DSC) typically at or close to 1.4x, boosted by the wholesale relationships that provide cash-flow certainty to overall operating revenues even if weather patterns affect retail sales. All-in DSC is S&P Global Ratings-adjusted DSC metric that includes all use of operating revenues regardless of lien or accounting treatment. DWU is projecting senior-lien DSC of better than 1.8x in fiscal 2023;
- Total available reserves typically equivalent to four-to-six months of operating expenses; and
- Management practices that we consider strong, which indicate best practices across the utility and the city are well embedded, and financial and operational goals are highly aligned.

The DWU system supplies retail water and wastewater service to Dallas, which has a population of about 1.3 million, as well as treated and raw water services to almost all the cities in Dallas County on a wholesale basis, and to the Dallas-Fort Worth International Airport. Because the customer base is sufficiently large and diverse, in our view, DWU has no dependence on any of its principal retail customers for its operating revenues.

The city's capital improvement plan (CIP), beyond the joint-venture project with TRWD, contains no major programs beyond traditional renewals and replacements and largely did not need to be reprioritized due to the pandemic. Management identified about \$1.6 billion in capital commitments from fiscal years 2023-2027, with a target of equal balance between debt financing internally generated revenues.

Environmental, social, and governance

Giving a culture of long term planning and a supportive city council our view of Dallas' environmental, social and governance risks are credit neutral. In addition to enhancing the long-term water supply with the joint project with TRWD, Dallas has proactively engaged in preserving its existing supplies by way of aggressive water-conservation measures--most recently revised in 2019--an update to address the next five years was awarded in November 2022 as part of the long-range water supply plan update--to date, the program includes public education and a number of supporting ordinances and practices aimed primarily at curbing outdoor watering. Based on consumption use patterns in 2001 across all customer classes, DWU management estimates that the water-conservation measures through 2022 have reduce gallons per capita per day by more than 30%, even as the population has increased by 10%. The city reports no regulatory mandates or environmental enforcement actions among its well-prioritized CIP. Because of the complexity--and massive capital investments--required for bringing a new reservoir into commercial operations, we view this as comparably strong environmental stewardship relative to that of 'AAA' peers.

The city is also sensitive to affordability concerns, even as the city council has a long history of as-necessary rate adjustments; DWU raised retail rates 1% in 2021, 1.5% in 2022, and most recently 5% in 2023. We understand that a low-single-digit adjustment could be proposed for consideration for fiscal 2024. DWU does not have a formal bill-pay-customer assistance program, but it does have payment plans and other ancillary services such as in-home leak detection and free repairs of certain fixtures to qualified customers to help them reduce water use and, thereby lower their monthly bill.

Outlook

It is our view that the good overall governance, in which immediate- and long-term operational needs are aligned with

intended financial resources, also lend to our stable outlook. The city has for years used its financial management performance criteria (FMPC) to establish required financial metrics for all of its major operating funds, including DWU. The FMPC speaks to desired DSC, minimum required reserves, and other guidelines that we typically observe in our Financial Management Assessment that we would characterize as strong.

Downside scenario

Although unlikely, we could lower the rating should there be sustained deterioration in the credit fundamentals, primarily measured by total financial capacity. General examples could include costly regulatory mandates or a collapse in operating revenues, neither of which is currently the case for Dallas. The stable outlook is also predicated on the city's representation that any near-term weakness in DSC reflect the purposeful drawdown of designated cash reserves and recessionary effects, and that beyond that revenues will generally be supportive of financial performance that is more in line with historical levels.

Related Research

- Through The ESG Lens 3.0: The Intersection Of ESG Credit Factors And U.S. Public Finance Credit Factors, March 2, 2022

Ratings Detail (As Of January 20, 2023)		
Dallas Wtrwks and Swr Sys Commercial Paper Nts ser G due 07/08/2024		
<i>Short Term Rating</i>	A-1+	Affirmed
Dallas Wtrwks and Swr Sys Commercial Paper Nts ser 2021F-1 due 07/07/2024		
<i>Short Term Rating</i>	A-1+	Affirmed
Dallas Wtrwks and Swr Sys Commercial Paper Nts ser 2021F-2 due 07/08/2024		
<i>Short Term Rating</i>	A-1+	Affirmed
Dallas WS		
<i>Long Term Rating</i>	AAA/Stable	Affirmed
Dallas WS (AGM)		
<i>Unenhanced Rating</i>	AAA(SPUR)/Stable	Affirmed
Tarrant Regl Wtr Dist, Texas		
Dallas, Texas		
Tarrant Regl Wtr Dist (Dallas) wtr		
<i>Long Term Rating</i>	AAA/Stable	Affirmed
Tarrant Regl Wtr Dist (Dallas) wtr		
<i>Long Term Rating</i>	AAA/Stable	Affirmed

Many issues are enhanced by bond insurance.

Certain terms used in this report, particularly certain adjectives used to express our view on rating relevant factors, have specific meanings ascribed to them in our criteria, and should therefore be read in conjunction with such criteria. Please see Ratings Criteria at www.standardandpoors.com for further information. Complete ratings information is available to subscribers of RatingsDirect at www.capitaliq.com. All ratings affected by this rating action can be found on S&P Global Ratings' public website at www.standardandpoors.com. Use the Ratings search box located in the left column.

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Memorandum



CITY OF DALLAS

DATE January 20, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Taking Care of Business – January 19, 2023**

City of Dallas honored for clean air initiatives by North Central Texas Council of Governments

At the Regional Transportation Commission meeting on Thursday, January 13, 2023, the NCTCOG presented the City of Dallas with an award for Outstanding Initiative under participation in the 2022 NCTCOG Air North Texas Program. This award considers efforts by City staff to implement the Community Air Quality network, to implement an event for Clean Air Action Day, to work with the NCTCOG to host the National EV Week Event, and our collective efforts around transitioning fleet and addressing batch plants near neighborhoods. Should you have any questions, please contact Carlos Evans, Director of the Office of Environmental Quality & Sustainability, at carlos.evans@dallas.gov.

City of Dallas tops City Climate Planning List

The January-February issue of the *Harvard Business Review* included a table cited from a study originally developed by the Brookings Institute in September 2022. The Brookings Institute study evaluated comprehensive climate action plans across 50 of the country's largest cities and evaluated each relative to how "do-able the plans were, evaluating each for how well the strategies and actions prepare cities for meaningful, accountable climate action". The report evaluated carbon reduction goals, sector specific goals, ownership of plan implementation funding and finance considerations and equity. We are pleased to report that the City of Dallas scored 24 of 25 points, topping the list. Link: [Not according to plan: Exploring gaps in city climate planning and the need for regional action](https://www.brookings.edu/articles/not-according-to-plan-exploring-gaps-in-city-climate-planning-and-the-need-for-regional-action/) (brookings.edu). Should you have any questions, please contact Carlos Evans, Director of the Office of Environmental Quality & Sustainability, at carlos.evans@dallas.gov.

R.I.G.H.T Care Unit Team Training Event

On Tuesday, January 10, 2022, the Office of Integrated Public Safety hosted an all-hands refresher course training for the R.I.G.H.T. Care Unit. The purpose of this training was to re-orient all team members on program policies, best practices, and city resources. The Unit heard from each partner department's executive leadership, review performance metrics, and participate in team building exercises. As our unit has experienced exponential growth in the last year, the objective for this training was to share best practices and further unit cohesion. The RIGHT Care Unit resumed normal operations on January 10, 2022 at 11:00PM.

DATE January 20, 2023
SUBJECT **Taking Care of Business – January 19, 2023**

Should you have any questions related to the RIGHT Care Unit please contact Kevin Oden, Interim Director, Integrated Public Safety Solutions at kevin.oden@dallas.gov.



Point-In-Time Count

The annual Point-In-Time (PIT) count led by Housing Forward is scheduled for the evening of January 26, 2022. The PIT is an annual census of our unhoused neighbors, that helps communities understand the extent of homelessness, changing trends, and the measure of their success. If you are interested in volunteering, please sign up [here](#). If you have any questions please reach out to Gloria Sandoval, Program Administrator, OHS's Volunteer Services Division, at Gloria.Sandoval@dallas.gov or Christine Crossley, Director of the Office of Homeless Solutions, at Christine.Crossley@dallas.gov.

Convention and Event Services Weekly Event Report

Each week, Convention and Event Services will provide a report featuring two weeks of upcoming events that are either coordinated with the Office of Special Events or hosted at the Kay Bailey Hutchison Convention Center Dallas. The report highlights the dates, location, and Council District for each event, and is attached for your convenience. Should you have any questions or concerns, please contact Rosa Fleming, Director of Convention and Event Services at rosa.fleming@dallascityhall.com

Office of Procurement Services New Opportunities

The Office of Procurement Services (OPS) is excited to announce the following new contract opportunities. More information can be found on the City's [electronic bid portal](#):

Please be advised that once an opportunity is advertised, it is considered an open procurement until the City Council awards the contract. The Code of Ethics prohibits communication between councilmembers and vendors/ suppliers on open procurements. Should you have any questions, please contact Danielle Thompson, Director of Procurement Services.

DATE January 20, 2023
SUBJECT **Taking Care of Business – January 19, 2023**

We are also pleased to share the latest, [Procurement Quarterly](#) listing citywide opportunities for the current quarter (of the fiscal year) and published on the OPS [website](#). The City of Dallas Office of Procurement Services will host [in-person and virtual meetings](#) to engage business and non-profit vendors with technical assistance regarding "Doing Business with the City of Dallas". For more information about the City of Dallas Office of Procurement Services or to schedule an appointment, please contact DeNita Lacking-Quinn, at Denita.quinn@dallas.gov or call 214.670.5542.

Opportunity No.	Opportunity Name
CIZ-DWU-21 437	Dallas Water Utilities Frankford Pump Station, White Rock SCADA, and Abrams Pump Station Improvements, Contract No. 21-437
BJ23-00021108	Animal Bedding and Wood Shavings
BJ23-00021103	Building Materials and Lumber
BJZ23-00021088	Facility Management and Wraparound Services Provider for 4150 Independence
BJ23-00021104	Window Washing Services

OHS Street Outreach Update

The Dallas Real Time Rapid Rehousing (D.R.T.R.R.) team of homeless service providers, co-led by the Office of Homeless Solutions (OHS) and Metro Dallas Homeless Alliance (MDHA), is currently targeting several encampments, which will result in closure through the housing of those unsheltered individuals throughout the year. The team will outreach to these sites and meet with various persons experiencing homelessness to assess their needs in preparation for site closure via housing. During this time, the OHS Street Outreach Team will continue to engage with unsheltered residents through normal street outreach, connecting people with the needed resources, such as: getting IDs, working with Community Courts on expunging eligible tickets and offenses from their records, identifying medical needs, and getting them access to the Coordinated Access System (CAS). The DRTRR Community Dashboard is live and may be found [here](#).

Please see the below schedule for homeless encampment cleaning the week of January 16 through January 20, 2022. Please note that these will be for debris removal and outreach only. All encampment cleaning requests are being resolved as time allows. We appreciate everyone's patience.

DATE January 20, 2023
SUBJECT Taking Care of Business – January 19, 2023

Encampment Resolution (Cleaning) Schedule January 16 – January 20, 2022

LOCATION
Marvin D. Love & Polk St.
668 S. R.L. Thornton Service Rd NB
67 & Polk St.
Colorado & S. R.L. Thornton Service Rd
Forest & 75
Meadow & 75
Walnut Hill & 75
Royal & 75
East Grove
30 & Harwood

OHS continues to urge people who see an encampment to report it via 311 or 311's OurDallas smartphone app to ensure strategic alignment with comprehensive OHS outreach. The OHS Service Request dashboard can be utilized to track the progress of encampment resolution efforts. Please visit the [dashboard](#) and feel free to share this tool with residents. If you have any questions please reach out to Christine Crossley, Director of the Office of Homeless Solutions, at Christine.Crossley@dallas.gov.

Media Inquiries

As of January 2, 2023, the Communications, Outreach, and Marketing (COM) Department has received various media inquiries available to view [here](#). Should you have any questions, please contact Catherine Cuellar, Director of Communication, Outreach, & Marketing.

The following storylines reference the major media inquiries addressed by Dallas Fire-Rescue (DFR) during the period dating from January 10th – 16th. A more detailed account of the department's responses to those inquiries, and others, can be viewed at [this link](#). Should you have any questions or concerns, please contact Fire Chief, Dominique Artis, at dominique.artis@dallasfire.gov.

- One Dead Following Accident in Lake Highlands
- Multiple Residents Displaced After Southeast Dallas Apartment Fire
- Cause of Fire That Burned 4 Sanitation Trucks Remains Undetermined
- DFR Reports Off-Duty Death
- Fire Displaces Twelve from Southeast Dallas Apartments

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Should you have any questions or concerns, please contact Genesis D. Gavino, Chief of Staff.



T.C. Broadnax
City Manager

c: Chris Caso, City Attorney
Mark Swann, City Auditor
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Dr. Robert Perez, Assistant City Manager
Carl Simpson, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors



City of Dallas

**Convention and Event Services
Weekly Events Report
January 20, 2023**

Event Type	Name	Dates	Location	District
Special Event	Deep Ellum Outdoor Market #1	1/21/2023	100 – 199 N. Crowds St.	2
Special Event	Citizens for Life (Mercy Culture)	1/22/2023	1500 Marilla St.	2, 14
Special Event	NADA	1/26/2023	1135 Botham Jean Blvd.	2
Special Event	Frost Bank W Dallas Financial Center Rodeo Chuckwagon Lunch	1/27/2023	2231 Singleton Blvd.	6
Special Event	Frost Bank Redbird Financial Center Rodeo Chuckwagon Lunch	1/27/2023	3704 W. Camp Wisdom Rd.	8
Special Event	Urban Ultra Dallas	1/28/2023	109 Continental Ave.	6
Special Event	Too Cold to Hold-Half Marathon 10k, 5k	1/28/2023	200 N. Buckner Blvd.	9
Special Event	Dallas Open	2/3/2023	5669 N. Central Expwy.	14

KBHCCD Schedule of Events

KBHCC	National Cheerleaders Association (NCA) High School Nationals	1/21/2023	650 S. Akard St.	2
KBHCC	NADA Convention & Expo	1/26/2023	650 S. Akard St.	2
KBHCC	Jazz Pharma	2/2/2023	650 S. Akard St.	2
KBHCC	Texas Fest	2/4/2023	650 S. Akard St.	2
KBHCC	Dallas Cowboys Cheerleaders Nationals	2/4/2023	650 S. Akard St.	2