

Memorandum



CITY OF DALLAS

DATE February 24, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – December 2022**

Please find attached the December Budget Accountability Report (BAR) based on information through December 31, 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

[Attachment]

c: T.C. Broadnax, City Manager
Tammy Palomino, Interim 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
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

BUDGET ACCOUNTABILITY REPORT

As of December 31, 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	5% over budget	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	6% under budget	6% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	8% over budget	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 22
On Target

! 4
Near Target

✗ 9
Not on Target

Year-End Forecast

✓ 35
On Target

! 0
Near Target

✗ 0
Not on Target

Budget Initiative Tracker

● 1
Complete

! 0
At Risk

✓ 34
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through December 31, 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 December 31, 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	864,163,223	1,708,427,712	1,613,525
Expenditures	1,706,814,187	1,706,814,187	409,347,914	1,714,723,741	7,909,552
Ending Fund Balance	\$308,405,349	\$308,405,349		\$302,109,320	(\$6,296,028)

Fund Balance. As of December 31, 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 December 31, 2022, General Fund revenues are projected to be \$1,614,000 over budget primarily due to increased revenue in charges for service and miscellaneous revenue.

Expenditures. Through December 31, 2022, General Fund expenditures are projected to be \$7,910,000 over budget primarily due to Dallas Fire Rescue (DFR) uniform overtime expenses, temporary staffing costs, and capital expenditures in Park and Recreation (PKR) and Transportation (TRN). These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments.

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	\$698,363,709	\$961,502,880	\$0
2	Sales Tax	417,232,383	417,232,383	102,192,639	417,232,383	0
3	Franchise and Other	127,865,821	127,865,821	26,896,862	127,865,821	0
4	Charges for Services	115,554,550	115,554,550	16,626,696	116,396,903	842,353
5	Fines and Forfeitures	23,776,847	23,776,847	5,650,574	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	1,015,596	13,161,563	0
8	Miscellaneous	7,967,394	7,967,394	2,255,588	8,301,947	334,553
9	Licenses and Permits	5,616,913	5,616,913	880,434	5,629,413	12,500
10	Interest	5,950,000	5,950,000	1,029,814	5,950,049	49
	Total Revenue	\$1,706,814,187	\$1,706,814,187	\$854,911,912	\$1,708,427,712	\$1,613,525

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.

4 Charges for Services. Charges for Services are projected to be \$842,000 overbudget primarily due to higher-than-expected revenue collection for right-of-way permits.

8 Miscellaneous. Miscellaneous revenues are projected to be \$335,000 overbudget due to increased collection from Dallas Auto Pound (DAP) sales.

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	\$60,095,411	\$276,714,542	(\$8,453,747)
	Non-uniform Overtime	8,144,953	8,144,753	3,807,609	11,199,395	3,045,342
	Non-uniform Pension	40,352,092	40,344,739	8,574,356	40,174,362	(170,377)
	Uniform Pay	527,979,958	527,979,959	109,844,253	502,745,933	(25,234,026)
	Uniform Overtime	39,791,958	50,791,958	21,516,409	83,041,766	32,249,808
	Uniform Pension	182,727,572	182,727,571	38,037,100	182,320,397	(407,174)
	Health Benefits	79,837,068	79,837,068	12,276,511	79,834,065	0
	Workers Comp	11,152,531	11,152,531	11,152,531	11,152,531	0
	Other Personnel Services	13,091,916	13,088,992	2,852,516	13,352,071	284,579
1	Total Personnel Services	\$1,188,305,887	\$1,199,230,224	\$268,156,696	\$1,200,535,062	\$1,314,404
2	Supplies	84,389,204	82,946,644	22,807,601	83,051,667	313,497
3	Contractual Services	507,274,125	508,791,198	109,620,068	510,619,707	3,486,476
4	Capital Outlay	16,465,953	16,465,953	10,118,379	21,845,825	3,503,863
5	Reimbursements	(89,620,981)	(100,619,832)	(1,354,830)	(101,328,520)	(708,688)
	Total Expenditures	\$1,706,814,187	\$1,706,814,187	\$409,347,914	\$1,714,723,741	7,909,552

VARIANCE NOTES

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

1 Personnel Services. Personnel services are projected to be \$1,314,000 over budget primarily due to uniform overtime expenses in Dallas Fire-Rescue (\$18,044,000) and Dallas Police Department (\$14,206,000) and non-uniform overtime expenses which are primarily offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments. DPD overtime expenses are due in part to elevated attrition in FY 2021-22, consistent demand for police services (P1 call volume), focused support for 911 (\$2.0 million) and the speeding/racing initiative (\$1.8 million), as well as increased response/deployment to “hot spots”. DPD uniform overtime expenses are partially offset by a budgeted American Rescue Plan Act (ARPA) reimbursement. DFR uniform overtime expenses are due to higher than anticipated attrition requiring backfill to meet minimum staffing requirements.

4 Capital Outlay. Capital outlay is projected to be \$3,504,000 over budget primarily due to PKR expenses related to unbudgeted preventive security and safety measures at recreational facilities, parks, and trails (\$3,170,000) and TRN expenses related to traffic signal systems and the Bike Plan Supplemental Agreement (\$440,000).

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	\$896,600	\$4,277,919	\$0
2	Building Services	30,390,891	30,390,891	9,556,273	30,390,891	0
3	City Attorney's Office	20,971,242	20,971,242	4,696,616	21,191,917	220,675
4	City Auditor's Office	3,163,255	3,163,255	675,798	3,115,001	(48,254)
5	City Controller's Office	8,567,559	8,567,559	2,231,399	8,842,170	274,611
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,205,072	686,002	3,205,072	0
8	City Secretary's Office	3,141,520	3,141,520	803,030	3,190,955	49,435
9	Elections	2,022,829	2,022,829	(129,927)	2,022,829	0
10	Civil Service	3,064,698	3,064,698	621,443	2,952,778	(111,920)
11	Code Compliance	41,342,433	41,342,433	10,314,949	41,342,433	0
12	Court & Detention Services	26,923,902	26,923,902	6,211,836	26,467,947	(455,955)
13	Jail Contract	8,344,443	8,344,443	1,390,741	8,344,443	0
14	Dallas Animal Services	17,725,448	17,725,448	4,366,602	17,674,572	(50,876)
15	Dallas Fire-Rescue	369,069,665	369,069,665	90,575,640	377,263,740	8,194,075
16	Dallas Police Department	611,908,283	611,908,283	141,997,794	611,908,283	0
17	Data Analytics & Business Intelligence	5,281,114	5,281,114	801,720	5,193,403	(87,711)
18	Housing & Neighborhood Revitalization	4,639,881	4,639,881	962,018	4,639,881	0
19	Human Resources	8,140,152	8,140,152	2,364,020	8,140,152	0
20	Judiciary	4,273,646	4,273,646	986,732	4,273,646	0
21	Library	37,544,060	37,544,060	8,074,324	37,246,243	(297,817)
	Management Services					
22	311 Customer Service Center	5,850,487	5,850,487	1,916,311	5,489,966	(360,521)
23	Communications, Outreach, & Marketing	3,699,446	3,699,446	561,698	3,681,868	(17,578)
24	Office of Community Care	9,365,486	9,365,486	1,169,070	9,365,486	0
25	Office of Community Police Oversight	811,382	811,382	116,898	811,382	0
26	Office of Emergency Management	1,344,664	1,344,664	322,023	1,344,664	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,898,850	3,199,064	6,369,583	(529,267)
28	Office of Equity & Inclusion	3,809,929	3,809,929	495,876	3,644,156	(165,773)
29	Office of Government Affairs	956,162	956,162	239,819	985,910	29,748
30	Office of Historic Preservation	1,341,076	1,341,076	160,431	1,341,076	0
31	Office of Homeless Solutions	15,197,632	15,197,632	6,872,377	15,197,632	0
32	Office of Integrated Public Safety Solutions	5,630,099	5,630,099	622,785	5,665,651	35,552
33	Small Business Center	3,746,673	3,746,673	589,998	3,724,638	(22,035)
34	Mayor & City Council	6,645,643	6,645,643	1,270,289	6,767,562	121,919
35	Non-Departmental	135,306,683	135,306,683	6,279,740	134,382,851	(923,832)
36	Office of Arts & Culture	22,496,061	22,496,061	15,678,113	22,489,266	(6,795)
37	Office of Economic Development	3,918,798	3,918,798	1,132,906	3,918,798	0
38	Park & Recreation	106,863,878	106,863,878	35,757,691	109,061,046	2,197,168
39	Planning & Urban Design	5,150,852	5,150,852	1,346,836	5,015,555	(135,297)
40	Procurement Services	3,014,089	3,014,089	614,086	3,014,089	0
41	Public Works	89,209,383	89,209,383	31,080,536	89,209,383	0
42	Transportation	51,984,903	51,984,903	11,837,757	51,984,903	0
	Total Departments	\$1,697,995,188	\$1,697,995,188	\$409,347,914	\$1,705,904,742	\$7,909,552
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	\$409,347,914	\$1,714,723,741	\$7,909,552

VARIANCE NOTES

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

3 City Attorney's Office. ATT is projected to be \$221,000 over budget primarily due to termination payouts for retiring employees, partially offset by salary savings associated with 22 vacant positions.

5 City Controller's Office. CCO is projected to be \$275,000 over budget primarily due to temporary staffing costs and overtime expenses, partially offset by salary savings associated with 13 vacant positions.

8 City Secretary Office. SEC is projected to be \$49,000 over budget primarily due to a City Council approved equity adjustment.

15 Dallas Fire-Rescue. DFR is projected to be \$8,194,000 over budget primarily due to uniform overtime expenses (\$18,044,000 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.

22 311 Customer Service Center. 311 is projected to be \$361,000 under budget primarily due to salary savings associated with vacant positions.

27 Office of Environmental Quality & Sustainability. OEQS is projected to be \$529,000 under budget primarily due to salary savings associated with 20 vacant positions, partially offset by reduced reimbursements from Water Utilities and Storm Drainage Management.

29 Office of Government Affairs. OGA is projected to be \$30,000 over budget primarily due to temporary staffing costs of an executive assistant.

32 Office of Integrated Public Safety Solutions. OIPSS is projected to be \$36,000 over budget primarily due to vehicle rentals for the RIGHT Care Team while awaiting the arrival of purchased vehicles, partially offset by salary savings associated with 11 vacant positions.

34 Mayor & City Council. MCC is projected to be \$122,000 over budget primarily due to personnel costs associated with 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 \$924,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns.

38 Park & Recreation. PKR is projected to be \$2,197,000 over budget primarily due to unbudgeted preventive security and safety measures at recreational facilities and trails including cameras, lighting, and staff (\$1,500,000); high inflationary costs for supplies and services affecting park maintenance, repair, and cleanup (\$1,000,000); deferred maintenance (\$1,500,000); overtime and temporary staffing (\$2,249,000); and other costs (\$100,000). These costs are partially offset by salary savings associated with vacant positions (\$4,152,000).

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	47,858,511	158,542,590	0
Total Expenditures	163,476,405	163,476,405	37,518,861	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	22,920,280	115,005,793	2,182,446
Total Expenditures	113,231,392	113,231,392	29,693,662	115,005,793	2,182,446
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	8,656,293	35,380,339	39,399
Total Expenditures	43,830,455	48,830,455	11,932,187	48,472,433	(358,022)
Ending Fund Balance	\$36,886,299	\$31,886,299		\$32,283,720	\$397,421

4 MUNICIPAL RADIO

Beginning Fund Balance	\$745,490	\$745,490		\$745,490	\$0
Total Revenues	1,003,095	1,003,095	326,105	1,051,275	48,180
Total Expenditures	1,003,095	1,003,095	512,220	995,306	(7,789)
Ending Fund Balance	\$745,490	\$745,490		\$801,460	\$55,970

5 SANITATION SERVICES

Beginning Fund Balance	\$19,328,242	\$19,328,242		\$19,328,242	\$0
Total Revenues	145,369,518	145,369,518	36,014,340	143,785,140	(1,584,378)
Total Expenditures	143,785,140	143,785,140	25,005,993	143,785,140	0
Ending Fund Balance	\$20,912,620	\$20,912,620		\$19,328,242	(\$1,584,378)

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	18,429,390	72,433,742	0
Total Expenditures	72,433,742	72,433,742	7,453,932	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	195,273,216	755,001,253	(224,907)
Total Expenditures	761,226,160	761,226,160	156,615,888	761,226,160	0
Ending Fund Balance	\$127,050,983	\$127,050,983		\$126,826,077	(\$224,906)

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	2,478,987	21,711,686	(1,375,460)
Total Expenditures	23,087,146	23,087,146	3,731,968	21,697,572	(1,389,574)
Ending Fund Balance	(\$14,768)	(\$14,768)		(\$654)	\$14,114

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	5,416,327	66,529,923	520,357
Total Expenditures	66,600,148	66,600,148	11,656,643	67,218,948	618,800
Ending Fund Balance	\$10,192,802	\$10,192,802		\$10,094,360	(\$98,442)

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	453,256	2,801,411	207,621
Total Expenditures	2,361,983	2,361,983	530,373	2,361,983	0
Ending Fund Balance	\$5,916,624	\$5,916,624		\$6,124,245	\$207,621

11 INFORMATION TECHNOLOGY

Beginning Fund Balance	\$9,119,837	\$9,119,837		\$9,119,837	\$0
Total Revenues	108,985,933	108,985,933	25,802,364	108,985,933	0
Total Expenditures	110,191,357	110,191,357	49,957,963	110,119,344	(72,013)
Ending Fund Balance	\$7,914,413	\$7,914,413		\$7,986,426	\$72,013

12 RADIO SERVICES

Beginning Fund Balance	\$1,139,315	\$1,139,315		\$1,139,315	\$0
Total Revenues	16,863,428	16,863,428	3,672,473	16,863,428	0
Total Expenditures	16,867,557	16,867,557	4,534,982	16,772,593	(94,964)
Ending Fund Balance	\$1,135,186	\$1,135,186		\$1,230,150	\$94,964

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		\$6,626,869	\$2,446,600
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		\$4,445,570	\$2,460,599

14 DEBT SERVICE

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$69,564,897	\$2,697,200
Total Revenues	408,298,161	408,298,161	263,998,515	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		\$65,548,189	\$2,697,200

15 EMPLOYEE BENEFITS

City Contributions	\$108,965,789	\$108,965,789	\$22,178,767	\$109,342,574	\$376,785
Employee Contributions	44,675,798	44,675,798	10,748,014	44,978,798	303,000
Retiree	26,927,732	26,927,732	(18)	26,928,732	1,000
Other	0	0	86,495	86,495	86,495
Total Revenues	180,569,319	180,569,319	28,774,103	181,336,599	767,280
Total Expenditures	\$189,583,785	\$189,583,785	\$755,187	\$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	\$15,991,645	\$14,085,135	\$0
Third Party Liability	10,033,670	10,033,670	10,849,118	11,688,742	0
Purchased Insurance	13,445,548	13,445,548	13,447,476	11,096,779	0
Interest and Other	0	0	203,756	121,238	121,238
Total Revenues	39,520,219	39,520,219	40,491,995	36,991,894	121,238
Total Expenditures	\$57,449,878	\$57,449,878	\$13,206,968	\$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 \$2,182,000 over budget due to higher number of events than budgeted. CCT expenses are projected to be \$2,182,000 over budget 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. OCA revenues are expected to be \$48,000 over budget due to higher than budgeted reimbursements from KERA.

5 Sanitation Services. SAN revenues are projecting to be \$1,584,000 under budget due to a decline in the landfill business volume caused by the economic downturn.

8 Bond & Construction Management. BCM revenues are expected to be \$1,375,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$1,390,000 under budget primarily due to salary savings associated with 48 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

9 Equipment and Fleet Management. EFM revenues are projected to be \$520,000 over budget due to additional maintenance performed on SAN vehicles to address minimum trucks required for their daily routes. EFM expenses are projected to be \$619,000 over budget primarily due to contracted labor and temporary staffing used to offset 49 vacancies.

10 Express Business Center. Express Business Center revenues are projected to be \$208,000 over budget due to an increase in auto pound sales.

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	\$225,679,129	\$135,239,980	\$173,061,891
B	Park and Recreation Facilities	261,807,000	261,291,060	168,207,997	11,585,994	81,497,069
C	Fair Park	50,000,000	50,000,000	30,474,969	3,053,607	16,471,424
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	11,716,863	12,483,836	24,549,161
E	Library Facilities	15,589,000	15,589,000	14,865,298	229,265	494,437
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	12,383,172	858,799	993,028
G	Public Safety Facilities	32,081,000	32,081,000	25,958,225	321,539	5,801,237
H	City Facilities	18,157,000	18,157,000	2,378,013	83,955	15,695,032
I	Economic Development	55,400,000	55,400,000	19,647,678	10,129,938	25,622,385
J	Homeless Assistance Facilities	20,000,000	20,000,000	14,992,711	1,232,251	3,775,038
Total		\$1,050,000,000	\$1,049,484,060	\$526,304,054	\$175,219,165	\$347,960,701

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	\$256,673,581	\$6,644,809	\$3,620,497
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	\$535,383,547	\$68,723,979	\$44,206,361

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	\$393,396,922	\$8,610,973	\$4,482,659
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	297,392,078	15,389,937	29,975,151
3	Park and Recreation Facilities	343,230,000	353,343,060	347,414,023	1,628,290	4,300,747
4	Library Facilities	46,200,000	48,318,600	47,669,994	10,521	638,084
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	32,071,605	488,009	3,656,863
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	4,737	745,196
Total		\$1,353,520,000	\$1,401,388,107	\$1,316,240,425	\$27,293,040	\$57,854,641

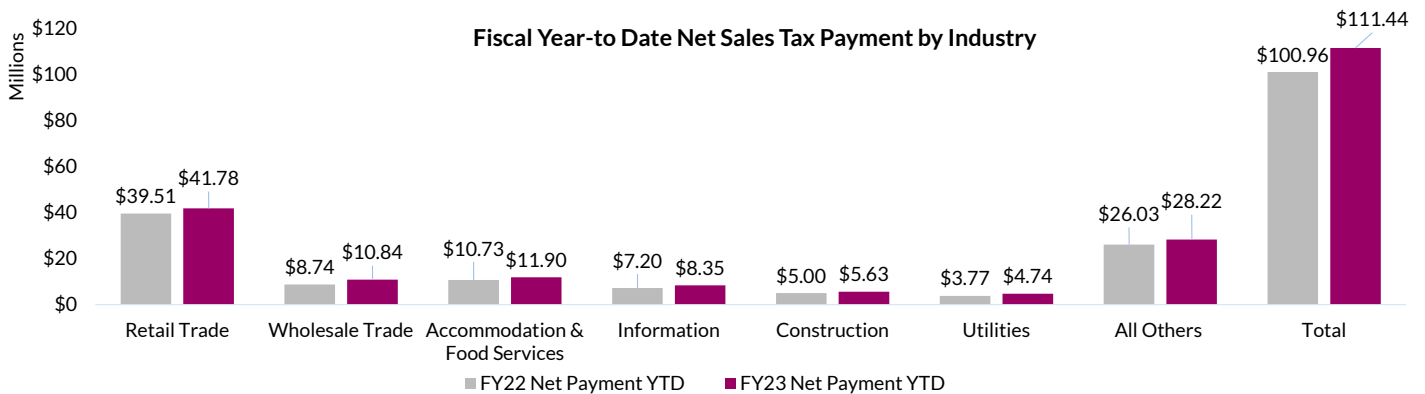
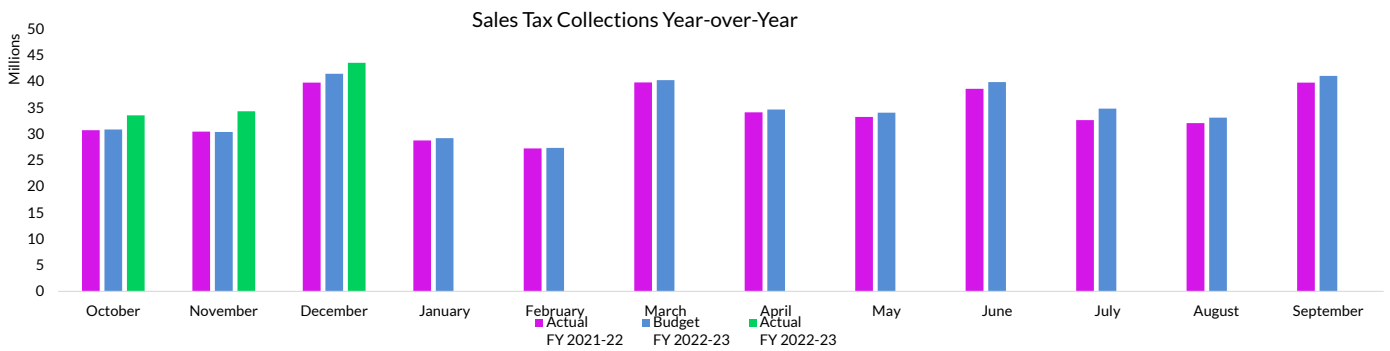
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

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. The FY 2022-23 Sales Tax Budget is \$417,232,383. As of December 31, 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	December FY23 over December FY22	FYTD23 over FYTD22
Retail Trade	3%	6%
Wholesale Trade	21%	24%
Accommodation and Food Services	11%	11%
Information	21%	16%
Construction	7%	13%
Utilities	42%	26%
All Others	7%	8%
Total Collections	10%	10%

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.

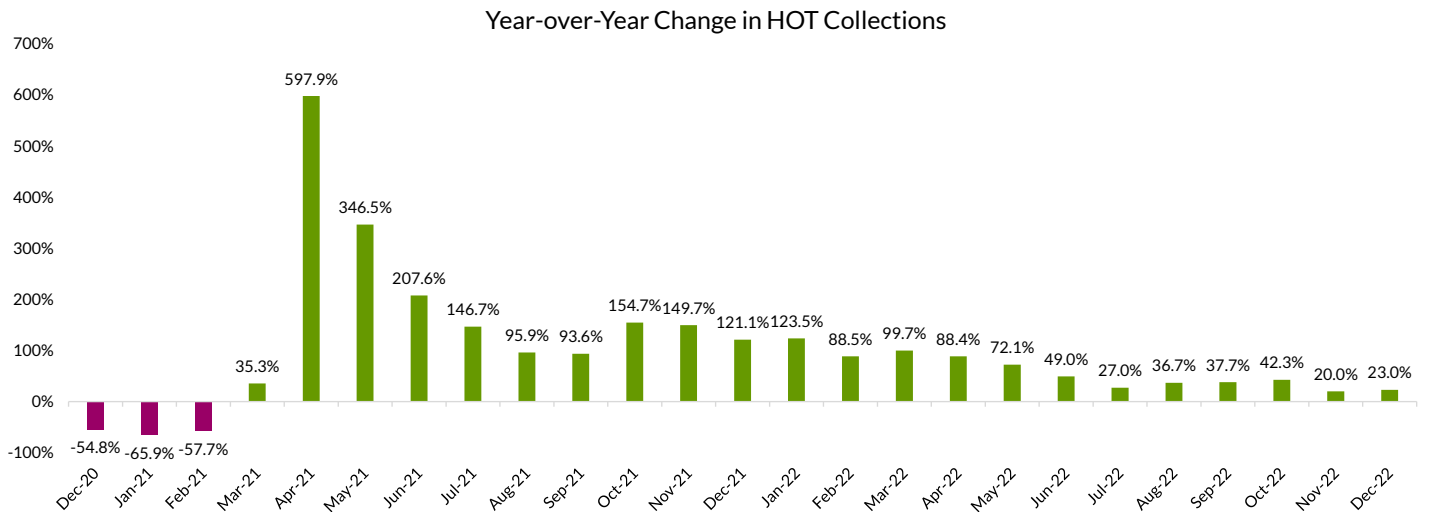
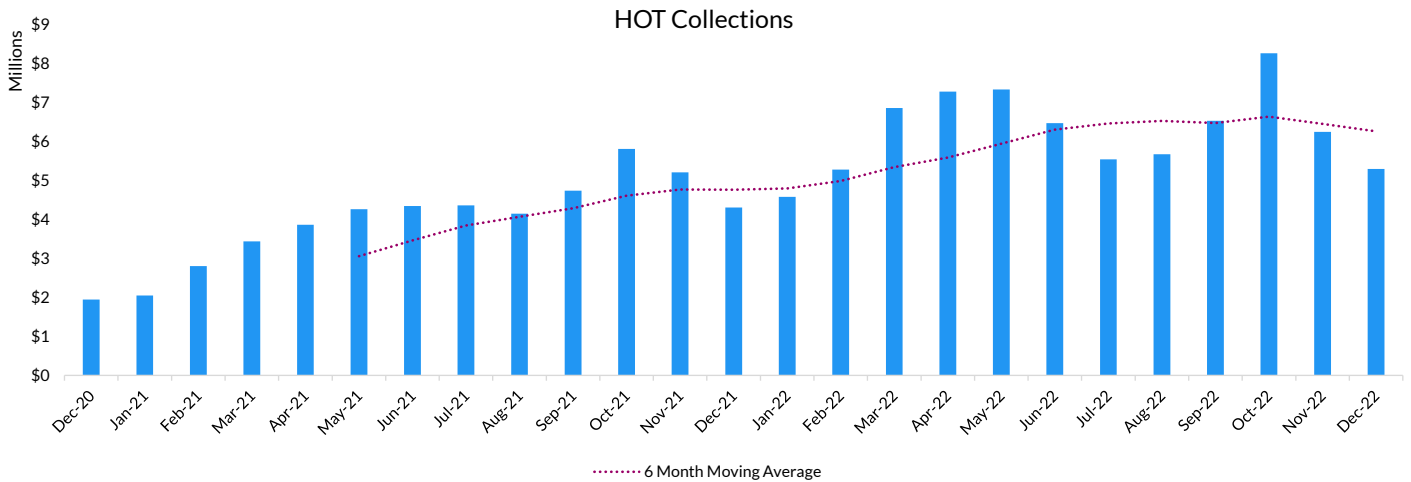
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

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

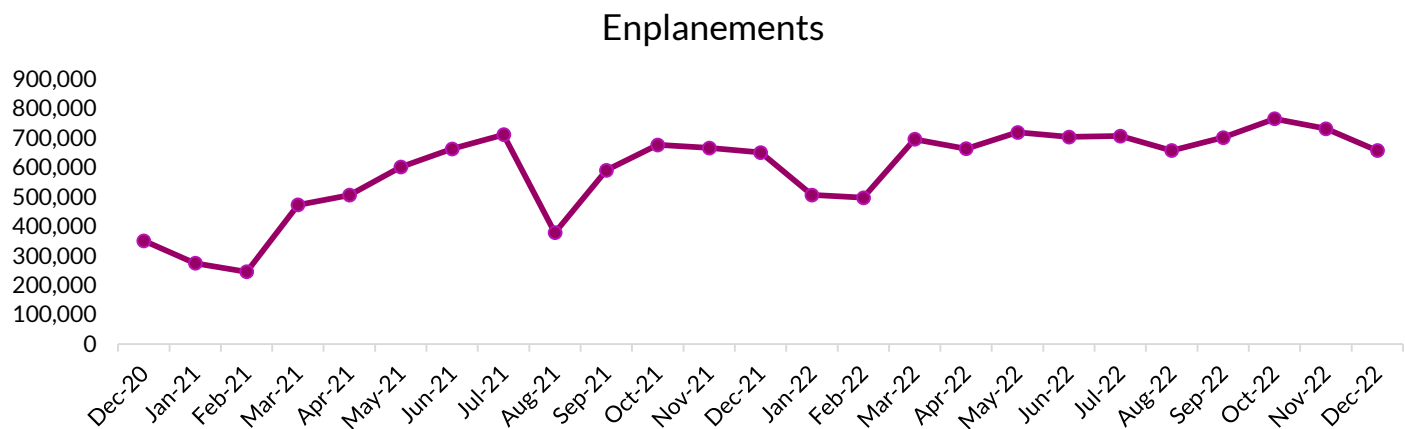
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY21 Actual	FY22 Actual	FY23 Planned	FY23 Actual/Forecast*
October	3	6	10	10
November	1	5	2	2
December	2	9	11	12
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	89

* Due to shifts in cancellations and rescheduling, FY23 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.



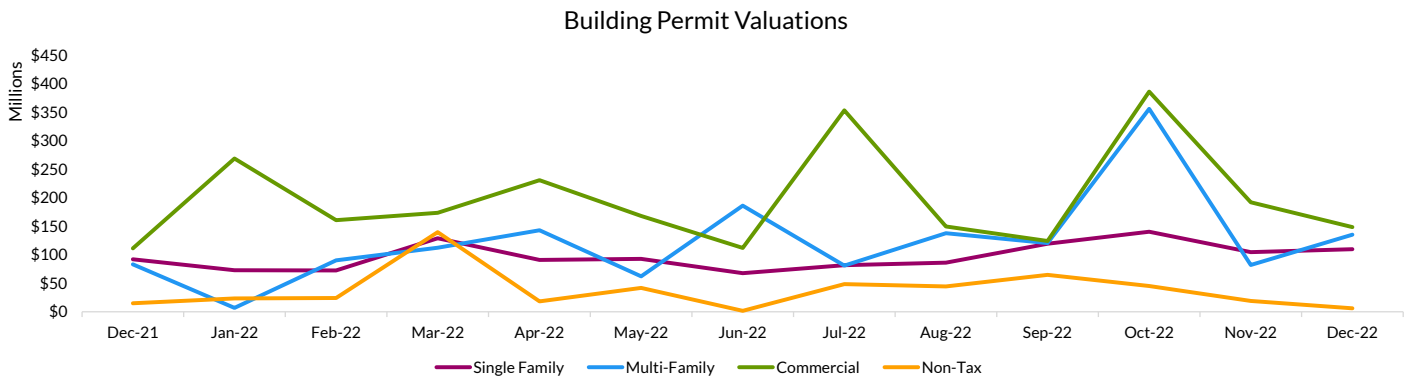
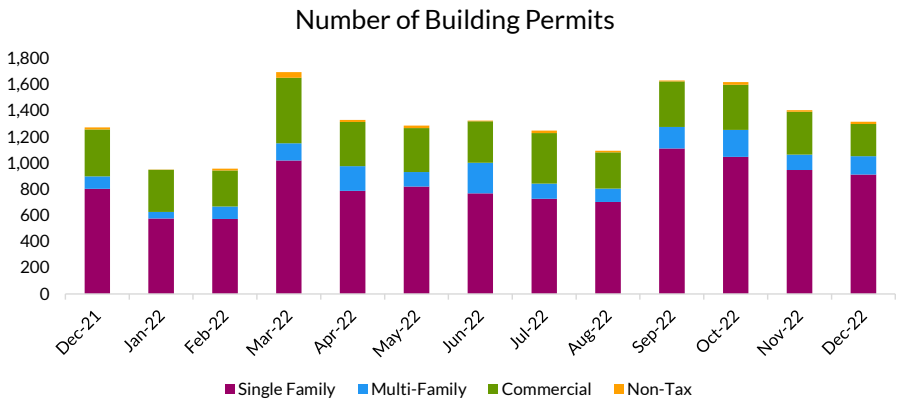
FY 2022-23 Financial Forecast Report

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, 2023.

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



#	Measure	FY 2021-22 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	1.7	5.0	5.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	98.0%	98.0%	98.0%
3	Percentage spent with local businesses (Small Business Center)	36.7%	53.0%	52.7%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	62.0%	61.7%	70.0%	70.0%
Environment & Sustainability						
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	54.6%	54.6%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	100.0%	100.0%	95.0%	95.0%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	18.0%	18.0%	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 2021-22 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%	89.0%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	91.0%	91.0%	90.0%	90.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	72.0%	60.0%	60.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	20.5%	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%	142.5%	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%	90.4%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302.0	2,000.0	2,127.0	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%	98.2%	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%	54.8%	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 2021-22 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%	-4.6%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	75.0%	76.3%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	99.0%	93.0%	98.0%	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%	28.8%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,437	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	31.0%	80.0%	80.0%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	71.0%	73.4%	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%	91.8%	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%	152.0%	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.

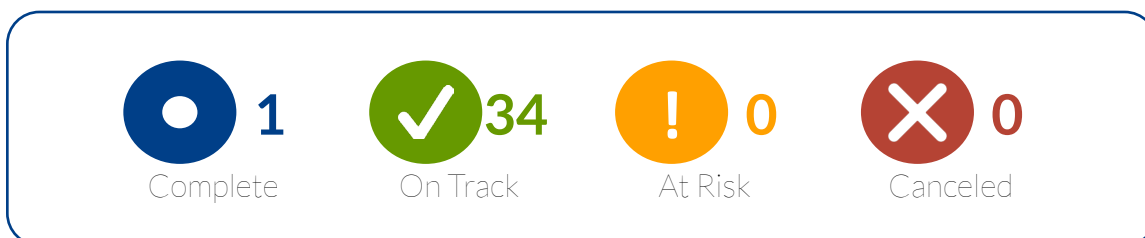
FY 2022-23 Dallas 365

VARIANCE NOTES

- 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 percent, that figure is now over 60 percent. 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.
- 17** Overall violent crime has decreased by 5.55 percent for December 2022. With the focus on interrupting and disrupting violent people and places, the department strives to continue to see a reduction in crimes against persons. With the Domestic Violence Task Force in place, the department remains committed to decreasing Family Violence. There has been a decrease of 3.49 percent in Family Violence Aggravated Assault offenses and a 49 percent decrease in Family Violence Sexual Assault offenses.
- 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.
- 21** In December 2022, IPS launched an overnight team to operate 24/7, resulting in 54.8 percent of crisis intervention calls handled by the RIGHT Care team. As the overnight team continues to operate, IPS anticipates achieving the 80 percent response rate this fiscal year.
- 23** DAS has increased its canine fosters FYTD but has seen a decrease in kittens in need of foster, which represented a large portion of prior fiscal year foster cases and represents the decrease thus far. As we enter kitten season, we anticipate welcoming in more foster families to the DAS facility and meeting our projected performance goal.
- 28** Late Night Teen participation is down due to the reduced number of offerings each month during the school year. The program is offered the first Friday of each month vs. every Friday of each month as it was offered in FY2021-22. PKR staff are taking steps to address the reduced attendance by offering additional teen related programs throughout the department that will draw in additional participation to the late night program. PKR anticipates meeting the stated goal during the summer.
- 30** Fifty (50.8) lane miles have been completed out of 11,770 miles. 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

The Office of Homeless Solutions aims to prevent and reduce homelessness through a Four-Track strategy designed to address every facet of homelessness. The Four-Track strategy concurrently meets the immediate needs of the homeless population through connection to services and shelter, while developing the infrastructure for sustainability by partnering with other departments and agencies to increase the supply of affordable housing. Through the Dallas R.E.A.L. Time Rapid Rehousing (DRTRR), OHS partners with Housing Forward and the larger Continuum of Care to employ housing navigation services, landlord incentives, rental subsidies, move-in kits, and case management to reduce and prevent homelessness, which is being implemented over three years. OHS also partners with homeless service providers on inclement weather sheltering, providing over 5,000 bed nights, across 20 days of inclement weather in 2022 alone. The Landlord Subsidized Leasing Program provided rental assistance of \$1.3 million through an agreement with City Square, assisting an average of 27 households annually. OHS also partners with Housing Forward to carry out encampment decommissionings as a part of the DRTRR. This element of the larger program offers individuals in established encampments housing solutions, by working with them where they are to sustainably close encampments through housing. This intervention expedites the improvement of unsafe encampments in need of immediate resolution through housing, based on Federally-supported best practices.



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 Two positions are currently undergoing interviews and the remaining two are being posted, with the goal of hiring all four positions by the end of February.

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 Implementation of the Auto Pound Management contract is underway. ITS is finalizing the first data extract for the transfer of current inventory to the new platform. OKTA/AutoReturn log in connectivity testing will occur on January 27. Capital Improvements at the Ledbetter location are complete. Goodnight Ln. location fencing is 90 percent complete but DPD is waiting on permits before completing other capital improvements.

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 to put together the water supply plan was awarded in fall 2022. A kick-off meeting will be held in February 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. The PKR staff Arborist will continue special assignment assessing and mapping ash trees on park properties. As of December the Arborist has surveyed about 300 parks and inventoried approximately 900 ash trees in the maintained portions of park properties. The Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team. PKR will interview candidates for the Sr. Environmental Coordinator position in February 2023 with an anticipated hire date by spring 2023. The seven positions to be hired by PBW have been posted. Four positions have been filled, one position is in the onboarding process with an expected start date of February 20, and two 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. OEQ 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 An RFP solicitation for a \$1M (\$500K Solar PV + \$500K Battery) Solar Photovoltaic and Battery Energy Storage System at the Bachman Recreation Center was opened on January 18th and closes on February 24th. BSD is currently auditing the 8 resiliency centers, specifically focusing on ways to weatherize and increase energy efficiency, to determine the best use of the remaining \$500K.

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 OEQ, 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 first batch of monitors have been calibrated and deployed. The first three of eight are in the field and transmitting data from West Dallas and Dixon Circle. Staff are working with affected communities, Environmental Commission, and Council Members to schedule implementation of the remaining monitors in Joppa, Floral Farms, and Dixon Circle. Procurement of additional monitors are 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 Human Resources is currently finalizing the job description for the Environmental Coordinator position. 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 DFR Fleet Maintenance Division has ordered one engine through General Fund appropriations (budget amendment) and is now in the process of finalizing purchase agreements for the remainder of the order. EFM has ordered 188 units totaling \$29.1 million. Departments include CCS (18 units), CTS (3), AVI (1), DFD (9), DPD (101), DWU (3), EFM (1), OEM (1), PBW (13), PKR (4), SAN (33), and SEC (1).

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 1,545 individuals since its onset in October 2021 through December 2022. Of those individuals housed, 48% percent are from households consisting of adults with children and 52% 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 December 2022, the three organizations contracted by OHS have provided services for 474 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 IPS position was filled and became operational in December; PBW has onboarded the supervisor position, the Crew Leader position has been filled and will start in January, four Street Maintenance Worker positions have been filled with January and February starts, and the remaining Street Maintenance Worker position has interviews scheduled for the end of January; PKR will be attending job fairs in January and February, is in the process of posting positions, and anticipates filling positions in mid-April; CTS launched two teams in December with two existing Deputy Marshals, one new Deputy has been hired and is currently in the six-month training program, and the Marshal's Office is currently conducting interviews for the remaining positions. DAS positions were filled with current employees to move the HART initiative forward and they are using already procured vehicles while DAS works with EFM to purchase the vehicles allotted to DAS for HART. CCS has filled and onboarded four of their eight positions and plans to continue hiring efforts. While waiting on heavy equipment procurement, CCS' 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. DPD was authorized to end FY 2021-22 at 3,155 officers; however, they ended the year at 3,077 officers, a shortfall of 71 officers. The additional 71 officers hired by the end of FY 2022-23 will allow DPD to stay on track to hire 3,155 officers by the end of the fiscal year.

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 project is scheduled to begin in February 2023 with the mobile radio upgrade to occur simultaneously. The new Taser 7 deployment is currently in the planning phase with a team of DPD and ITS personnel meeting weekly. DPD is currently assessing station infrastructure to ensure acceptable building conditions for charging stations.

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 operations and dispatch. 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.

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.

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 CTS is continually receiving quotes and proposals for lighting, fencing, access controls and camera systems. As of December, CTS has encumbered \$3.0 million and expensed \$1.2 million of the department's total \$6.4 million ARPA allocation.

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 Staff are being hired and onboarded for a January completion. Orientation and expected launch of all new staff are projected to begin early January.

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 The Library successfully filled all additional positions added in FY022-23 to expand hours at 15 locations. The extended hours begin January 17, 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 As of December, PBW has spent \$350,400 of its General Fund appropriations to complete three sidewalk projects and 1.89 lane miles of sidewalk improvements to date. PBW anticipates spending \$272,000 to complete 0.77 miles of sidewalk improvements in January, spending \$500,000 to complete 1.00 miles of sidewalk improvement in February, and spending \$700,000 to complete 1.15 miles of sidewalk improvements in March. After March, PBW is on track to complete the remaining 9.44 miles of sidewalk improvements by the end of September.

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 Engineer started with the Planning division in December. Engineer has been working on the Highway Safety Improvement Program (HSIP) traffic signals and assisting with planning a public meeting for 1 of the 5 High Injury Network corridors (Maple Ave).

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 The scheduled start for longline restriping and crosswalks has been pushed from February to April due to the rain and cold conditions. TRN is on track to complete restriping 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 Construction on bridge maintenance began in January with invoices for expenses expected to be submitted in February. Maintenance on three bridges were completed in January, two are planned in February, and the remaining 15 are on track to be completed by September 2023. PBW received City Council authorization in November to spend \$334,250 on emergency repairs for State Highway 356 Bridge and will request authorization in February to spend \$569,500 on emergency repairs to Ron Kirk Pedestrian Bridge.

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 December, 138 flashing beacons have been installed, and \$1.6 million of delivery orders have been issued. TRN expects to complete installation of the remaining 362 school zone flashing beacons 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 No funds have been obligated or expended on FY 2022-23 projects. There have been no lane miles studied, designed, or implemented currently. Due to the needs for many different contracts, the current staff level of the Office of Procurement Services and the current demands of the Field Operations crew, TRN cannot estimate when the funds will be obligated.

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 staff is working with Human Resources to post the job description for the Mentor Protégé Coordinator position. Staff is also working to complete the procurement for the proposed vendor for the Mentor-Protégé Match Making system.

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 plans to post the Public Engagement Coordinator position in January 2023 and anticipates a March start date.

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 is continuing ADA building assessments with 6 buildings scheduled for review between January and February 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. OEI has received 50% of the ADA Department surveys that issued and anticipates the remaining to be completed and returned shortly. Department interviews are anticipated to follow in January 2023. Online ADA training courses are being reviewed and staff will arrange for stakeholder input before the training course is finalized. Online training is anticipated to continue into early 2023.

35 Bridging the Digital Divide 

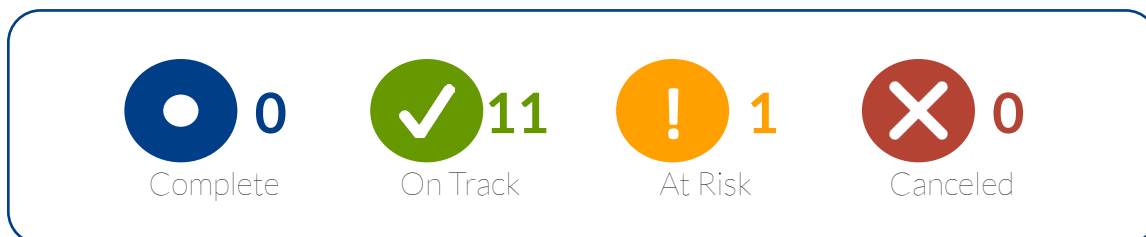

INITIATIVE Expand efforts to bridge the digital divide by allocating \$2.0 million for Digital Navigators to make internet access to individual households affordable, install reliable computer hardware, and enhance digital literacy skills and training. (CMO)

STATUS Staff 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 and OHP is working with the contracted organization on completing the presentation during the FY 2022-23. Prior to being able to do the final presentation to Council, the ordinance regarding demolition delay overlays needs to be amended. This is being addressed currently, but there is not a projected completion date at this time.

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 OEQ 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. OEQ 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 dedicated 2 FTE's for the purpose of supporting the new Lead and Copper Rule Revisions (LCRR). These two positions are developing a Service Line Inventory that will aid in identifying lead services in need of replacement. The official sampling per TCEQ requirements can begin after the lines are inventoried, which will be after October 2024. Water Quality is also developing a Lead and Copper Sampling Program for Schools and Childcare facilities and contacting these facilities to offer educational material and opportunities for free testing of lead and copper ahead of the October 2024 compliance start date of the LCRR. Currently, there are 401 Public and Charter Schools, 93 Private Schools and 458 Childcare and Daycare centers. The Water Quality group continues to offer free lead sampling when requested by any customer.

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.

27 Wi-Fi at Park Facilities 

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

STATUS The cabling installation of the 14 high priority sites was completed in December 2022. PKR is waiting for the vendor's master agreement extension, then cabling and port installation can continue. The estimated delivery time of the network equipment for the remaining 49 WiFi locations is summer 2023.

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.

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. Road blockage calls began a partial transfer on January 3, 2023 with an anticipated full transition on April 1, 2023.

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 46 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 As of December, 9.0 lane miles are under design and 2.8 lane miles are being installed or installation is complete for a total of 11.8 lane miles.

34 Accessibility

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

STATUS OEI, ITS, and the proposed ADA software vendor have confirmed the ADA tracking program is compatible with the City's systems and meets security requirements. A demonstration of the software and testing of a comparative ADA tracking program have been completed. ITS has completed the documentation process and assigned an ITS project manager for the software integration and implementation. The purchasing and procurement process is planned for winter 2023.

35 Water/Wastewater Service

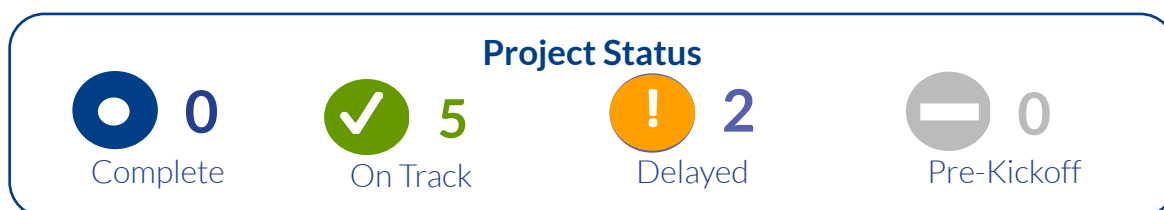
INITIATIVE Accelerate the extension of water and sewer services to all 47 occupied and unserved areas of the City (DWU). In FY 2021-22, DWU will award approximately \$9.5 million for the design of 211,219 feet and construction of 9,960 feet of new pipelines in Mesquite Heights, Killough Blvd & Wasco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

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 the project management schedule. Project manager has been assigned and is being implemented.			
2	DPD Workload Optimization Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan 2022 - TBD	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 (15%)	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. Waiting on action items to track data for next several months to ensure process improvements.			
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 - TBD	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 - March 2023	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.			

PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
7	"Lew Sterrett Officer Turnaround Process" 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: A project schedule will be established and site visits are expected to occur in late February/early March.						

