

Memorandum



CITY OF DALLAS

DATE May 19, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – March 2023**

Please find attached the March Budget Accountability Report (BAR) based on information through March 31, 2023. 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
Tammy Palomino, Interim 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
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 March 31, 2023



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	13% over budget	✓
Convention and Event Services	✓	✓
Development Services	11% over budget	✓
Municipal Radio	✓	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	6% under budget
Equipment and Fleet Management	7% over budget	✓
Express Business Center	41% over budget	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	9% over budget	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 26
On Target

! 2
Near Target

✗ 7
Not on Target

Year-End Forecast

✓ 31
On Target

! 0
Near Target

✗ 4
Not on Target

Budget Initiative Tracker

● 4
Complete

! 2
At Risk

✓ 29
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through March 31, 2023, 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 March 31, 2023.

	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$308,405,349	\$308,405,349		\$322,248,566	\$13,843,217
Revenues	1,706,814,187	\$1,727,562,642	1,250,733,683	1,730,725,453	3,162,811
Expenditures	1,706,814,187	\$1,727,562,642	837,494,783	1,720,711,976	(6,850,666)
Ending Fund Balance	\$308,405,349	\$308,405,349		\$332,262,043	\$23,856,694

Fund Balance. Through September 30, 2022, the audited unassigned ending fund balance for FY 2021-22 is \$329,048,566 and includes FY 2021-22 YE savings. As of March 31, 2023, the beginning fund balance for YE forecast reflects the FY 2021-22 audited unassigned ending fund balance and usage of Contingency Reserve in the amount of \$6,800,000 as approved by the City Council on December 14, 2022. This allocation from Contingency Reserve was used to establish the 2022 Severe Weather and Flooding Fund to facilitate repair of insured city facilities.

Revenues. Through March 31, 2023, General Fund revenues are projected to be \$3,163,000 over budget primarily due to fines and forfeitures and miscellaneous revenue.

Expenditures. Through March 31, 2023, General Fund expenditures are projected to be \$6,851,000 under budget primarily due to salary savings from vacant uniform and non-uniform positions across all General Fund departments and reimbursements from the American Rescue Plan Act (ARPA), partially offset by uniform overtime expenses and temporary staffing costs.

FY 2022-23 Amended Budget. City Council amended the General Fund budget on:

- May 10, 2023, by ordinance #32456 in the amount of \$20,748,455 due to additional sales tax revenue, miscellaneous revenue from auto pound sales, and intergovernmental revenue from DFW Airport city partners. This allocation will be used for the maintenance and operation of various departments and activities.

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	\$944,804,824	\$961,955,999	\$453,119
2	Sales Tax	417,232,383	432,750,269	174,789,694	432,750,269	0
3	Franchise and Other	127,865,821	127,865,821	50,297,571	127,865,821	0
4	Charges for Services	115,554,550	115,554,550	37,185,628	115,020,641	(533,909)
5	Fines and Forfeitures	23,776,847	23,776,847	13,600,303	25,135,158	1,358,311
6	Operating Transfers In	28,185,836	28,185,836	4,490,081	28,185,836	0
7	Intergovernmental	13,161,563	18,003,654	8,201,397	18,248,501	244,847
8	Miscellaneous	7,967,394	8,355,872	8,082,998	9,275,742	919,870
9	Licenses and Permits	5,616,913	5,616,913	2,441,183	6,337,486	720,573
10	Interest	5,950,000	5,950,000	6,840,004	5,950,000	0
	Total Revenue	\$1,706,814,187	\$1,727,562,642	\$1,250,733,683	\$1,730,725,453	\$3,162,811

VARIANCE NOTES

General Fund revenue variance notes are provided below for revenue categories with YE forecast variances of +/- five percent and revenue with an amended budget.

2 Sales Tax. City Council increased the sales tax budget to be \$432,750,269 on May 10 as part of the mid-year appropriations adjustment process, due to actual collections five months into the fiscal year.

5 Fines and Forfeitures. Fines and Forfeitures revenue is projected to be \$1,358,000 over budget primarily due to incoming revenue from bankruptcy settlements and the close-out of the SafeLight Auto Red Light Running fund (\$1,532,000) and increased wrecker fee collections at the Dallas Auto Pound (\$1,127,000), partially offset by declines in citations filled with the court (\$1,100,000).

7 Intergovernmental. City Council increased Intergovernmental revenue by \$4,842,000 on May 10 as part of the mid-year appropriations adjustment process, due to higher than budgeted payments through the DFW Airport revenue-sharing agreements.

8 Miscellaneous. City Council increased Miscellaneous revenue by \$388,000 on May 10 as part of the mid-year appropriations adjustment process. Miscellaneous revenue is projected to be \$920,000 over budget primarily due to increased collections from Dallas Auto Pound auction sales.

9 Licenses and Permits. Licenses and permits revenue is projected to be \$721,000 over budget primarily due to higher than budgeted Real Estate license fee collection.

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	\$288,015,819	\$118,865,713	\$271,178,714	(\$16,837,105)
	Non-uniform Overtime	8,144,953	8,154,053	7,678,609	11,939,208	3,785,155
	Non-uniform Pension	40,352,092	40,344,739	17,612,108	39,106,547	(1,238,192)
	Uniform Pay	527,979,958	527,979,959	242,912,621	500,359,178	(27,620,781)
	Uniform Overtime	39,791,958	54,236,690	44,984,049	87,060,147	25,012,082
	Uniform Pension	182,727,572	182,727,571	84,187,626	182,261,942	(465,629)
	Health Benefits	79,837,068	79,834,065	41,567,141	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	13,216,312	6,006,503	13,457,805	241,493
1	Total Personnel Services	\$1,188,305,887	\$1,205,661,739	\$574,966,900	\$1,196,350,137	(\$17,122,977)
2	Supplies	84,389,204	83,061,244	42,700,999	85,243,357	2,182,113
3	Contractual Services	507,274,125	514,069,613	221,415,040	522,302,188	8,232,575
4	Capital Outlay	16,465,953	25,625,778	12,933,568	25,822,149	196,371
5	Reimbursements	(89,620,981)	(100,855,732)	(14,521,725)	(109,005,855)	(338,748)
	Total Expenditures	\$1,706,814,187	\$1,727,562,642	\$837,494,783	\$1,720,711,976	(\$6,850,666)

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 \$17,123,000 under budget primarily due to salary savings associated with vacant uniform and non-uniform positions across General Fund departments, partially offset by uniform overtime expenses in Dallas Fire-Rescue (\$8,080,000), Dallas Police Department (\$16,932,000), and non-uniform overtime expenses. 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 standards, offset by American Rescue Plan Act (ARPA) reimbursement.

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	\$4,289,014	\$1,951,965	\$4,173,639	(\$115,375)
2	Building Services	30,390,891	33,797,107	15,463,687	33,634,929	(162,178)
3	City Attorney's Office	20,971,242	21,033,650	9,869,119	21,019,994	(13,656)
4	City Auditor's Office	3,163,255	3,167,416	1,277,571	2,974,658	(192,758)
5	City Controller's Office	8,567,559	8,594,256	4,486,728	8,594,256	0
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,114,911	1,462,430	3,114,911	0
8	City Secretary's Office	3,141,520	3,258,784	1,514,300	3,243,520	(15,264)
9	Elections	2,022,829	2,201,129	939,463	2,201,129	0
10	Civil Service	3,064,698	3,076,486	1,195,170	2,808,978	(267,508)
11	Code Compliance	41,342,433	41,565,021	19,691,267	40,995,392	(569,629)
12	Court & Detention Services	26,923,902	27,033,462	12,597,802	26,421,330	(612,132)
13	Jail Contract	8,344,443	8,344,443	3,476,851	8,344,443	0
14	Dallas Animal Services	17,725,448	17,812,125	8,985,972	17,511,053	(301,072)
15	Dallas Fire-Rescue	369,069,665	372,901,392	191,234,910	372,901,392	0
16	Dallas Police Department	611,908,283	612,748,297	298,365,349	612,333,878	0
17	Data Analytics & Business Intelligence	5,281,114	5,294,289	1,698,674	4,883,817	(410,472)
18	Housing & Neighborhood Revitalization	4,639,881	4,651,669	1,739,803	4,355,190	(296,479)
19	Human Resources	8,140,152	8,365,826	4,770,865	8,336,702	(29,124)
20	Judiciary	4,273,646	4,282,660	2,028,042	4,063,800	(218,860)
21	Library	37,544,060	37,751,393	16,632,785	37,175,786	(575,607)
	Management Services					
22	311 Customer Service Center	5,850,487	5,912,201	2,853,607	5,617,973	(294,228)
23	Communications, Outreach, & Marketing	3,699,446	3,464,435	1,332,976	3,336,504	(127,931)
24	Office of Community Care	9,365,486	9,392,529	2,974,611	9,355,369	(37,160)
25	Office of Community Police Oversight	811,382	812,769	247,086	522,927	(289,842)
26	Office of Emergency Management	1,344,664	1,347,438	655,944	1,347,438	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,951,897	5,134,963	6,484,540	(467,357)
28	Office of Equity & Inclusion	3,809,929	3,818,250	1,152,621	3,424,802	(393,448)
29	Office of Government Affairs	956,162	974,559	528,603	980,662	6,103
30	Office of Historic Preservation	1,341,076	1,362,424	304,837	1,179,778	(182,646)
31	Office of Homeless Solutions	15,197,632	16,851,704	9,104,162	16,832,982	(18,722)
32	Office of Integrated Public Safety Solutions	5,630,099	5,649,515	1,359,138	5,392,155	(257,360)
33	Small Business Center	3,746,673	3,752,914	1,099,072	3,514,664	(238,250)
34	Mayor & City Council	6,645,643	6,940,550	2,674,349	6,555,065	(385,485)
35	Non-Departmental	135,306,683	142,306,683	28,290,579	141,339,491	(967,192)
36	Office of Arts & Culture	22,496,061	22,524,491	19,501,532	22,485,896	(38,595)
37	Office of Economic Development	3,918,798	4,019,415	2,348,625	3,899,248	(120,167)
38	Park & Recreation	106,863,878	111,301,421	62,818,796	111,301,421	0
39	Planning & Urban Design	5,150,852	5,177,895	2,724,950	4,716,384	(461,511)
40	Procurement Services	3,014,089	3,138,877	1,331,607	3,138,877	0
41	Public Works	89,209,383	89,445,468	64,167,265	89,445,468	0
42	Transportation	51,984,903	52,086,778	27,506,706	53,290,017	1,203,239
	Total Departments	\$1,697,995,188	\$1,721,270,543	\$837,494,783	\$1,714,419,877	(\$6,850,666)
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	2,790,100	0	2,790,100	0
	Total Expenditures	\$1,706,814,187	\$1,727,562,642	\$837,494,783	\$1,720,711,976	(\$6,850,666)

VARIANCE NOTES

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

1 Budget & Management Services. City Council increased BMS's budget by \$11,000 on May 10 by ordinance #32456 for one-time incentive payments.

2 Building Services. City Council increased BSD's budget by \$3,406,000 on May 10 by ordinance #32456 for one-time incentive payments and HVAC and heating costs at City Hall.

3 City Attorney's Office. City Council increased CAO's budget by \$62,000 on May 10 by ordinance #32456 for one-time incentive payments.

4 City Auditor's Office. City Council increased AUD's budget by \$4,000 on May 10 by ordinance #32456 for one-time incentive payments. AUD is projected to be \$193,000 under budget primarily due to salary savings associated with four vacant positions.

5 City Controller's Office. City Council increased CCO's budget by \$27,000 on May 10 by ordinance #32456 for one-time incentive payments.

7 City Manager's Office. City Council decreased CMO's budget by \$90,000 on May 10 by ordinance #32456 to reallocate existing resources between various City Departments, partially offset by an increase for one-time incentive payments.

8 City Secretary's Office. City Council increased SEC's budget by \$117,000 on May 10 by ordinance #32456 for one-time incentive payments and various equity adjustments.

9 Elections. City Council increased Election's budget by \$178,000 on May 10 by ordinance #32456 to pay a contract expense with the Dallas County Elections Department for the June 5, 2021 Joint Runoff Election and advertising (\$382,000), partially offset by a refund from the May 1, 2021 Joint Election (\$203,000) due to final costs being less than the City's deposit.

10 Civil Service. City Council increased CVS's budget by \$12,000 on May 10 by ordinance #32456 for one-time incentive payments. CVS is projected to be \$268,000 under budget primarily due to salary savings associated with five vacant positions.

11 Code Compliance. City Council increased CCS's budget by \$223,000 on May 10 by ordinance #32456 for one-time incentive payments. CCS is projected to be \$570,000 under budget primarily due to salary savings associated with 66 vacant positions.

12 Court & Detention Services. City Council increased CTS's budget by \$110,000 on May 10 by ordinance #32456 for one-time incentive payments. CTS is projected to be \$612,000 under budget primarily due to salary savings associated with 81 vacant positions.

14 Dallas Animal Services. City Council increased DAS's budget by \$87,000 on May 10 by ordinance #32456 for one-time incentive payments.

15 Dallas Fire-Rescue. City Council increased DFR's budget by \$3,832,000 on May 10 by ordinance #32456 for one-time incentive payments, uniform overtime expenses, and the increase in fuel prices. DFR uniform expenses offset by an ARPA reimbursement in the amount of \$10,311,000.

16 Dallas Police Department. City Council increased DPD's budget by \$840,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, equity adjustments for Open Records staff, and the increase in fuel prices.

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.

17 Data Analytics & Business Intelligence. City Council increased DBI's budget by \$13,000 on May 10 by ordinance #32456 for one-time incentive payments. DBI is projected to be \$411,000 under budget primarily due to salary savings associated with 18 vacant positions.

18 Housing & Neighborhood Revitalization. City Council increased HOU's budget by \$12,000 on May 10 by ordinance #32456 for one-time incentive payments. HOU is projected to be \$296,000 under budget primarily due to salary savings associated with four vacant positions.

19 Human Resources. City Council increased HR's budget by \$226,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments.

20 Judiciary. City Council increased CTJ's budget by \$9,000 on May 10 by ordinance #32456 for one-time incentive payments. CTJ is projected to be \$219,000 under budget primarily due to salary savings associated with 13 vacant positions.

21 Library. City Council increased LIB's budget by \$207,000 on May 10 by ordinance #32456 for one-time incentive payments. LIB is projected to be \$576,000 under budget primarily due to salary savings associated with 19 vacant positions.

22 311 Customer Service Center. City Council increased 311's budget by \$62,000 on May 10 by ordinance #32456 for one-time incentive payments. 311 is projected to be \$294,000 under budget primarily due to salary savings associated with 25 vacant positions, partially offset by capital improvement costs for an office reconfiguration.

23 Communications, Outreach, & Marketing. City Council decreased COM's budget by \$235,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments.

24 Office of Community Care. City Council increased OCC's budget by \$27,000 on May 10 by ordinance #32456 for one-time incentive payments.

25 Office of Community Police Oversight. City Council increased OCPO's budget by \$1,000 on May 10 by ordinance #32456 for one-time incentive payments. OCPO is projected to be \$290,000 under budget primarily due to salary savings associated with four vacant positions.

26 Office of Emergency Management. City Council increased OEM's budget by \$3,000 on May 10 by ordinance #32456 for one-time incentive payments.

27 Office of Environmental Quality & Sustainability. City Council increased OEQS's budget by \$53,000 on May 10 by ordinance #32456 for one-time incentive payments. OEQS is projected to be \$467,000 under budget primarily due to salary savings and reduced forecasts for supplies and personnel development costs associated with 19 vacant positions.

28 Office of Equity & Inclusion. City Council increased OEI's budget by \$8,000 on May 10 by ordinance #32456 for one-time incentive payments. OEI is projected to be \$393,000 under budget primarily due to salary savings associated with seven vacant positions.

VARIANCE NOTES

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

29 Office of Government Affairs. City Council increased OGA's budget by \$18,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments. OGA is projected to be \$6,000 over budget primarily due to temporary staffing costs and other costs associated with the Texas State Legislature session.

30 Office of Historic Preservation. City Council increased OHP's budget by \$21,000 on May 10 by ordinance #32456 for one-time incentive payments and other equity adjustments. OHP is projected to be \$183,000 under budget primarily due to salary savings associated with four vacant positions.

31 Office of Homeless Solutions. City Council increased OHS's budget by \$1,654,000 on May 10 by ordinance #32456 for one-time incentive payments and an emergency procurement for temporary housing of 94 individuals from an encampment decommissioned by the DRTRR in January. The expense includes up to 90 days of lodging, food, and hygiene products for the clients (\$923,000); security services (\$216,000); and staff to monitor the shelter (\$497,000).

32 Office of Integrated Public Safety Solutions. City Council increased IPSS's budget by \$19,000 on May 10 by ordinance #32456 for one-time incentive payments. IPSS is projected to be \$257,000 under budget primarily due to salary savings associated with 15 vacant positions and program savings related to the Metrocare services contract.

33 Small Business Center. City Council increased SBC's budget by \$6,000 on May 10 by ordinance #32456 for one-time incentive payments. SBC is projected to be \$238,000 under budget primarily due to salary savings associated with five vacant positions.

34 Mayor & City Council. City Council increased MCC's budget by \$295,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, and other equity adjustments. MCC is projected to be \$385,000 under budget primarily due to salary savings associated with 10 vacant positions.

35 Non-Departmental. City Council increased Non-D's budget by \$7,000,000 on May 10 by ordinance #32456 for a transfer to the Economic Development Corporation (EDC). Non-D is projected to be \$967,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns.

36 Office of Arts & Culture. City Council increased OAC's budget by \$28,000 on May 10 by ordinance #32456 for one-time incentive payments.

37 Office of Economic Development. City Council increased ECO's budget by \$101,000 on May 10 by ordinance #32456 for one-time incentive payments and to reallocate existing resources between various City departments.

38 Park & Recreation. City Council increased PKR's budget by \$4,438,000 on May 10 by ordinance #32456 for one-time incentive payments, security and safety measures, park maintenance, temporary staffing, and the increase in fuel prices.

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.

39 Planning & Urban Design. City Council increased PUD's budget by \$27,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, and for professional planning and zoning services to assist with the workload of processing and reviewing zoning applications (to be reimbursed by DEV). PUD is projected to be \$462,000 under budget primarily due to salary savings associated with 18 vacant positions.

40 Procurement Services. City Council increased POM's budget by \$125,000 on May 10 by ordinance #32456 for one-time incentive payments and temporary staffing costs related to informal bid solicitation review.

41 Public Works. City Council increased PBW's budget by \$236,000 on May 10 by ordinance #32456 for one-time incentive payments, to reallocate existing resources between various City departments, and the increase in fuel prices.

42 Transportation. City Council increased TRN's budget by \$102,000 on May 10 by ordinance #32456 for one-time incentive payments and the increase in fuel prices. TRN is projected to be \$1,203,000 over budget primarily due to unbudgeted costs to replace parking meters (\$810,000); expenses related to Grant Matches and the Bike Plan Supplemental Agreement originally budgeted in FY 2021-22 (\$270,000); overages in materials and supplies for street lighting and signal systems (\$407,000); expenses for cell phone actuals, event supplies, and disposal services (\$10,000); ReadyKey and Safety Skills Subscriptions (\$92,000); partially offset by salary savings associated with 59 vacant positions (\$767,000) and savings in rental costs due to not moving Parking Enforcement offices this fiscal year (\$120,000). FY 2021-22 \$1.2 million expenses were rolled into FY 2022-23 budget due to electricity overages for streetlights.

45 Salary & Benefit Stabilization. The FY 2022-23 Ordinance authorizes the City Manager to transfer appropriations from S&B to any department as allowed by City Charter Chapter XI (Sec. 3), of which, \$2,424,000 was transferred to all General Fund departments for one-time incentive payments (\$2,424,000) and various equity adjustments in SEC (\$103,000).

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		\$75,205,004	\$21,977,045
Total Revenues	158,542,590	158,542,590	88,912,483	178,412,450	19,869,860
Total Expenditures	163,476,405	163,476,405	70,607,504	162,100,287	(1,376,118)
Ending Fund Balance	\$48,294,144	\$48,294,144		\$91,517,166	\$43,223,022

2 CONVENTION & EVENT SERVICES

Beginning Fund Balance	\$43,463,338	\$43,463,338		\$56,656,767	\$13,193,429
Total Revenues	113,230,392	115,690,184	46,202,802	117,153,072	1,462,888
Total Expenditures	113,231,392	115,690,184	52,514,003	117,153,072	1,462,888
Ending Fund Balance	\$43,462,338	\$43,463,338		\$56,656,767	\$13,193,429

3 DEVELOPMENT SERVICES

Beginning Fund Balance	\$45,375,814	\$45,375,814		\$38,036,071	(\$7,339,743)
Total Revenues	35,340,940	35,340,940	17,709,287	39,112,011	3,771,071
Total Expenditures	43,830,455	54,659,486	27,287,284	55,884,836	1,225,349
Ending Fund Balance	\$36,886,299	\$26,057,268		\$21,263,247	(\$4,794,021)

4 MUNICIPAL RADIO

Beginning Fund Balance	\$745,490	\$745,490		\$572,451	(\$173,039)
Total Revenues	1,003,095	1,100,931	326,593	1,100,931	0
Total Expenditures	1,003,095	1,100,931	791,981	1,100,931	0
Ending Fund Balance	\$745,490	\$745,490		\$572,541	(\$173,039)

5 SANITATION SERVICES

Beginning Fund Balance	\$19,328,242	\$19,328,242		\$19,627,964	\$299,722
Total Revenues	145,369,518	145,369,518	71,336,815	144,528,749	(840,769)
Total Expenditures	143,785,140	143,785,140	52,215,784	143,785,140	0
Ending Fund Balance	\$20,912,620	\$20,912,620		\$20,371,573	(\$541,047)

6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES

Beginning Fund Balance	\$15,732,597	\$15,732,597		\$19,962,402	\$4,229,805
Total Revenues	72,433,742	72,433,742	38,047,519	72,433,742	0
Total Expenditures	72,433,742	82,433,742	18,294,448	82,433,742	0
Ending Fund Balance	\$15,732,597	\$5,732,597		\$9,962,402	\$4,229,805

7 WATER UTILITIES

Beginning Fund Balance	\$133,050,983	\$133,050,983		\$168,023,058	\$34,972,075
Total Revenues	755,226,160	755,226,160	375,077,813	755,226,160	0
Total Expenditures	761,226,160	834,226,160	318,521,568	834,226,160	0
Ending Fund Balance	\$127,050,983	\$54,050,983		\$89,023,058	\$34,972,075

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)		(\$1,400,504)	(\$1,385,736)
Total Revenues	23,087,146	23,087,146	2,829,537	23,178,947	91,801
Total Expenditures	23,087,146	23,087,146	8,032,156	21,778,062	(1,309,084)
Ending Fund Balance	(\$14,768)	(\$14,768)		\$381	\$15,149

9 EQUIPMENT & FLEET MANAGEMENT

Beginning Fund Balance	\$10,783,384	\$10,783,384		\$11,008,909	\$225,525
Total Revenues	61,259,566	64,190,485	16,073,140	68,597,822	4,407,337
Total Expenditures	66,600,148	69,531,067	28,288,984	72,631,996	3,100,929
Ending Fund Balance	\$5,442,802	\$5,442,802		\$6,974,736	\$1,531,933

10 EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$5,684,817	\$5,684,817		\$5,940,355	\$255,538
Total Revenues	2,593,790	2,593,790	1,518,818	3,656,455	1,062,665
Total Expenditures	2,361,983	2,361,983	786,280	2,323,271	(38,712)
Ending Fund Balance	\$5,916,624	\$5,916,624		\$7,273,539	\$1,356,915

11 INFORMATION TECHNOLOGY

Beginning Fund Balance	\$9,119,837	\$9,119,837		\$20,013,158	\$10,893,321
Total Revenues	108,985,933	108,985,933	53,984,666	109,270,030	284,097
Total Expenditures	110,191,357	110,191,357	66,563,916	108,437,559	(1,753,798)
Ending Fund Balance	\$7,914,413	\$7,914,413		\$20,845,629	\$12,931,216

12 RADIO SERVICES

Beginning Fund Balance	\$1,139,315	\$1,139,315		\$2,712,126	\$1,572,811
Total Revenues	16,863,428	16,863,428	7,533,541	16,920,730	57,302
Total Expenditures	16,867,557	16,867,557	5,540,101	16,867,557	0
Ending Fund Balance	\$1,135,186	\$1,135,186		\$2,765,299	\$1,630,113

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	6,299,552	13,103,535	1,086,091
Total Expenditures	14,212,742	14,212,742	6,077,411	14,030,988	(181,754)
Ending Fund Balance	\$1,984,971	\$1,984,971		\$5,699,416	\$3,714,445

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	362,924,657	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	\$59,784,366	\$109,353,954	\$388,165
Employee Contributions	44,675,798	44,675,798	22,048,723	45,403,470	727,672
Retiree	26,927,732	26,927,732	4,075,609	25,212,693	(1,715,039)
Other	0	0	96,241	96,241	96,241
Total Revenues	180,569,319	180,569,319	86,004,940	180,066,358	(502,961)
Total Expenditures	\$189,583,785	\$189,583,785	\$64,652,187	\$195,636,756	\$6,052,971

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	\$16,038,120	\$16,041,001	\$0
Third Party Liability	10,033,670	10,033,670	10,868,871	10,033,670	0
Purchased Insurance	13,445,548	13,445,548	13,447,522	13,445,548	0
Interest and Other	0	0	368,782	368,782	368,782
Total Revenues	39,520,219	39,520,219	40,723,295	39,889,001	368,782
Total Expenditures	\$57,449,878	\$57,449,878	\$19,675,472	\$46,386,104	(\$11,063,774)

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 March 31, 2023, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2021-22 audited ending fund balance and includes FY 2021-22 YE savings. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

1 Aviation. AVI revenues are projected to be \$19,870,000 over budget due to greater-than-expected revenues from garage parking, concessions, and NTTA fees. AVI expenses are projected to be \$1,376,000 under budget due to salary savings associated with vacant positions.

2 Convention and Event Services. City Council increased CCT's expense budget by \$2,459,000 on May 10 by ordinance #32456 for new positions for the internal master planning team. CCT revenues are projected to be over budget \$1,463,000 due to higher number of events than budgeted. CCT expenses are projected to be over budget \$1,463,000 due to an increase in capital transfer. Excess revenue will be transferred to the CCT capital fund.

3 Development Services. City Council increased DEV's expense budget by \$5,000,000 on November 9 by resolution 22-1676 for construction services at 7800 N Stemmons; by \$5,700,508 on February 22 by resolution 23-0317 for a service contract with Accela, Inc. for the purchase of initial licenses and implementation, maintenance, and support of a building permitting and land management solution; and by \$129,000 on May 10 by ordinance #32456 to reimburse planning and zoning services in Planning & Urban Design (PUD). DEV revenues are projected to be over budget by \$3,771,000 due to an increase in permits. DEV expenses are projected to be \$1,225,000 over budget due to Engineering contractual services.

4 Municipal Radio. City Council increased Municipal Radio's expense budget by \$98,000 on May 10 by ordinance #32456 for the Nielsen contract buyout.

5 Sanitation Services. SAN revenues are \$841,000 under budget to lower than anticipated commercial customer volume at the City's landfill and volatile disposal market. Recycling revenues are also projected to be lower than budget due to the commodity market downturn.

6 Storm Drainage Management. City Council increased SDM's expense budget by \$10,000,000 on May 10 by ordinance #32456 for a transfer to capital construction.

7 Water Utilities. City Council increased DWU's expense budget by \$73,000,000 on May 10 by ordinance #32456 for a transfer to capital construction.

8 Bond & Construction Management. BCM revenues are expected to be \$92,000 over budget due to the reimbursement of prior year projects that were not expensed before the end of FY 2021-22. BCM expenses are projected to be \$1,309,000 under budget primarily due to salary savings associated with 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. The FY 2022-23 Adopted Budget reflects planned use of fund balance. EFM's expense budget by \$2,931,000 on May 10 by ordinance for increased fuel costs. EFM revenues are projected to be \$4,407,000 over budget due to additional charge-backs to cover maintenance costs as a result of extended life repairs for SAN, DWU, PBW, and TRN equipment; increase in vehicle parts prices; extending the maintenance schedules for Sanitation from four to five days; and higher fuel costs. EFM expenses are projected to be \$3,101,000 over budget primarily due to contracted labor and temporary staffing needed to address maintenance.

VARIANCE NOTES

10 Express Business Center. Express Business Center revenues are projected to be \$1,063,000 over budget due to an increase in auto pound sales.

11 Information Technology. Information Technology revenues are projected to be over budget \$284,000 primarily due to an increase in interest earnings. Information Technology expenses are projected to be \$1,754,000 under budget due to salary savings associated with vacant positions.

13 9-1-1 System Operations. 911 System Operations revenues are projected to be \$1,086,000 over budget due to an increase in 911 fee collections for both wireless and wireline phones based on year-to-date receipts.

15 Employee Benefits. Employee Benefits expenses are projected to be \$6,053,000 over budget primarily due to the increased cost of inpatient and outpatient medical and pharmacy claims, which have increased 10 percent on a per-enrollee basis compared to the historical cost increase of seven percent.

16 Risk Management. ORM expenses are projected to be \$11,064,000 under budget primarily due to a delay in anticipated claims expenses from FY 2022-23 to FY 2023-24.

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	\$240,830,999	\$174,769,077	\$118,380,925
B	Park and Recreation Facilities	261,807,000	261,807,000	170,911,463	11,399,859	79,495,678
C	Fair Park	50,000,000	50,000,000	31,333,000	6,762,613	11,904,386
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	14,002,671	11,741,808	23,005,522
E	Library Facilities	15,589,000	15,589,000	14,866,288	218,721	503,991
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	13,012,454	447,437	775,110
G	Public Safety Facilities	32,081,000	32,081,000	26,357,251	218,965	5,504,784
H	City Facilities	18,157,000	18,157,000	2,411,826	38,015	15,707,159
I	Economic Development	55,400,000	55,400,000	20,044,893	9,265,754	26,089,353
J	Homeless Assistance Facilities	20,000,000	20,000,000	15,451,941	1,786,467	2,761,592
Total		\$1,050,000,000	\$1,050,000,000	\$549,222,785	\$216,648,716	\$284,128,499

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	\$257,766,287	\$5,280,241	\$3,892,360
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	244,773,936	56,525,149	25,075,915
3	Economic Development	55,000,000	55,000,000	37,827,528	4,557,010	12,615,462
Total		\$642,000,000	\$648,313,887	\$540,367,751	\$66,362,400	\$41,583,736

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	\$393,629,773	\$8,256,091	\$4,604,689
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	299,648,876	14,022,633	29,085,657
3	Park and Recreation Facilities	343,230,000	353,343,060	347,780,924	1,347,015	4,215,121
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	0	669,959
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	32,260,813	313,184	3,642,481
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	42,735,357	922,500	1,402,196
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	0	349,741
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,591,924	237,544	10,897,983
11	Court Facilities	7,945,000	8,146,606	7,869,762	0	276,844
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,362,255	4,737	705,946
Total		\$1,353,520,000	\$1,401,388,107	\$1,319,759,350	\$25,114,225	\$56,514,532

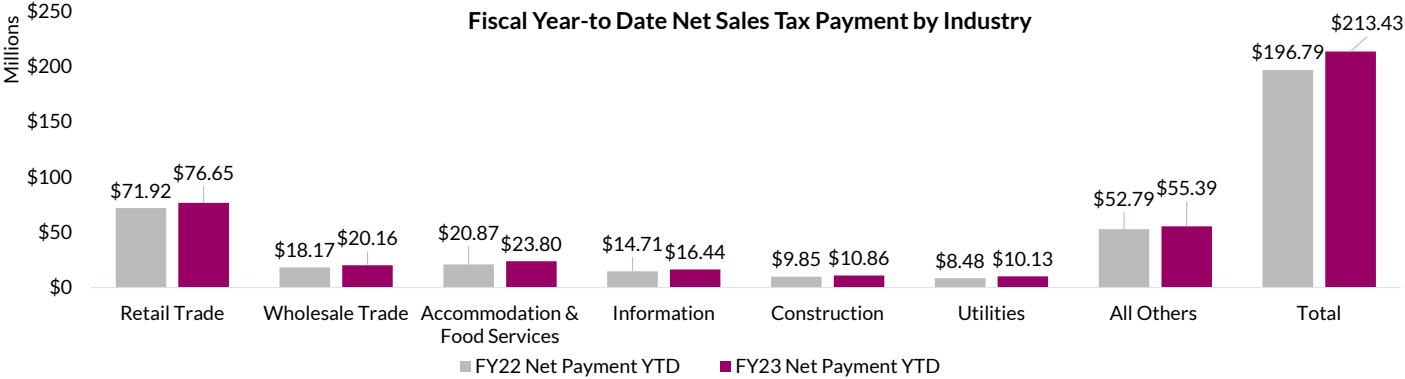
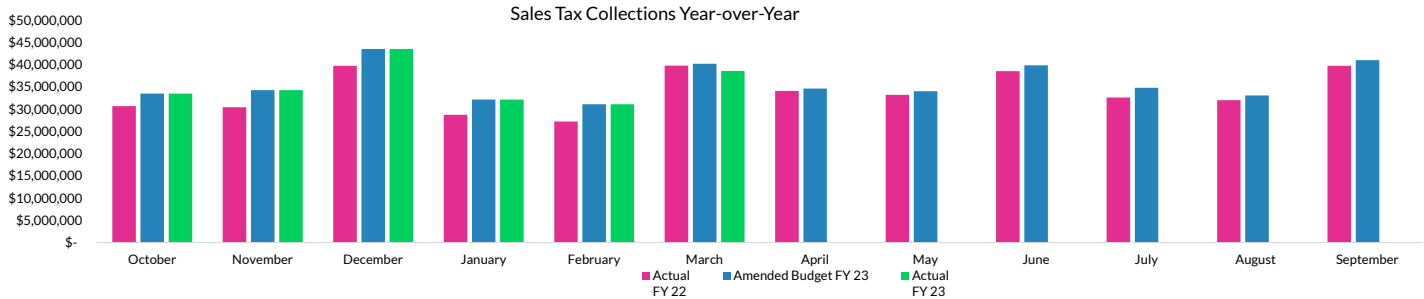
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

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 was \$417,232,383, which was increased to \$432,750,269 by the mid-year ordinance #32456 approved by City Council on May 10, 2023. 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	March FY23 over March FY22	FYTD23 over FYTD22
Retail Trade	-2%	7%
Wholesale Trade	-9%	11%
Accommodation and Food Services	7%	14%
Information	6%	12%
Construction	-6%	10%
Utilities	9%	19%
All Others	-10%	5%
Total Collections	-3%	8%

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.

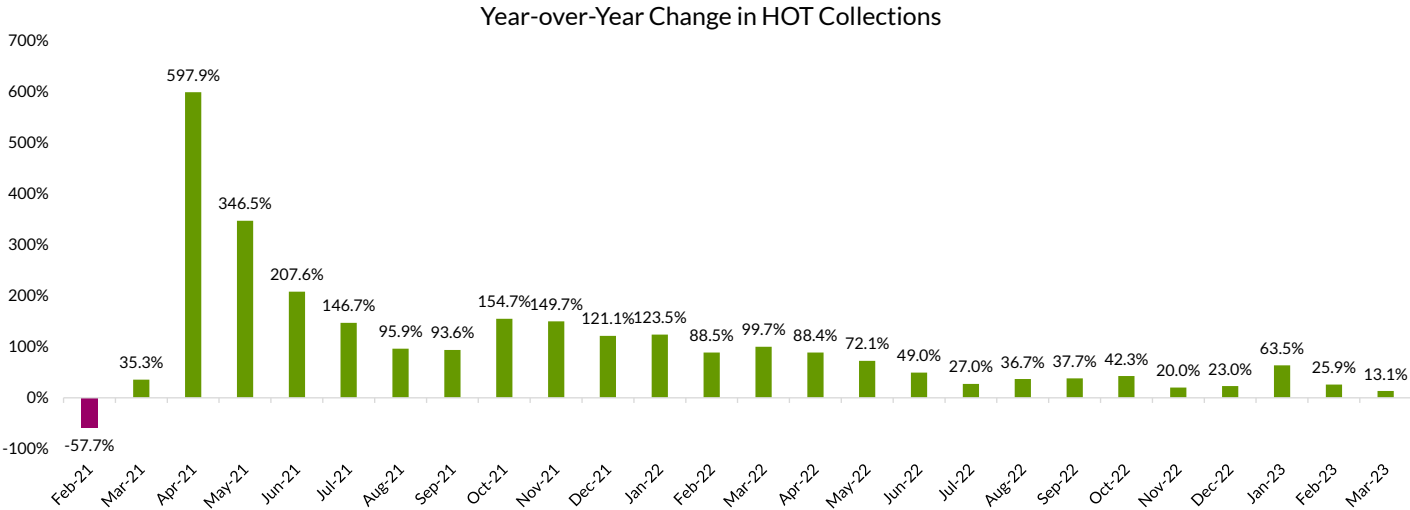
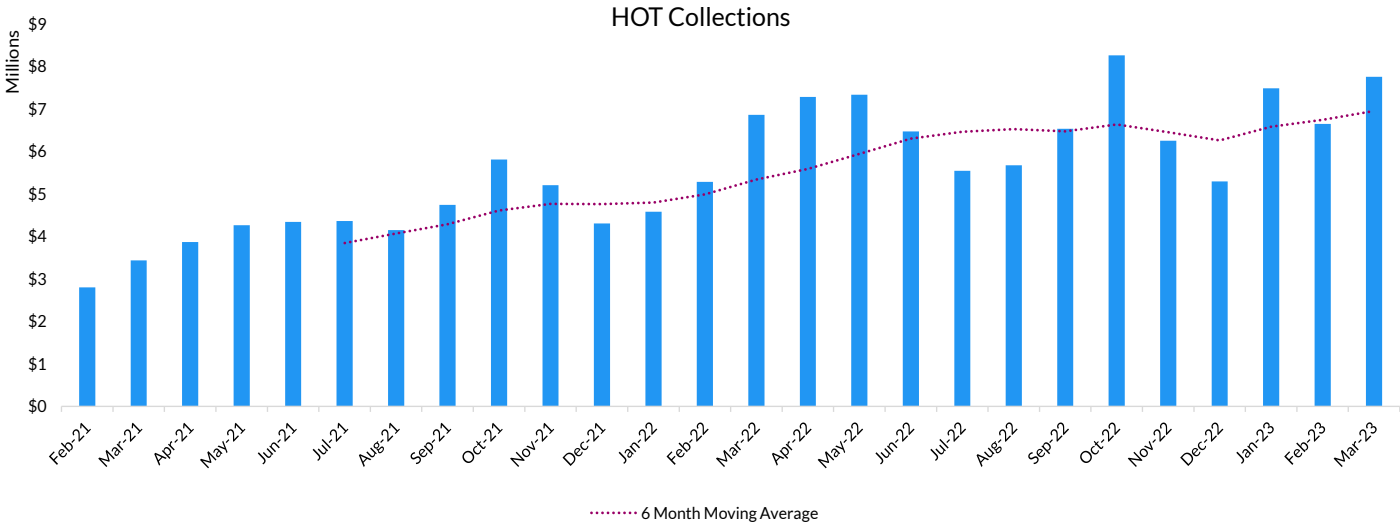
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

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

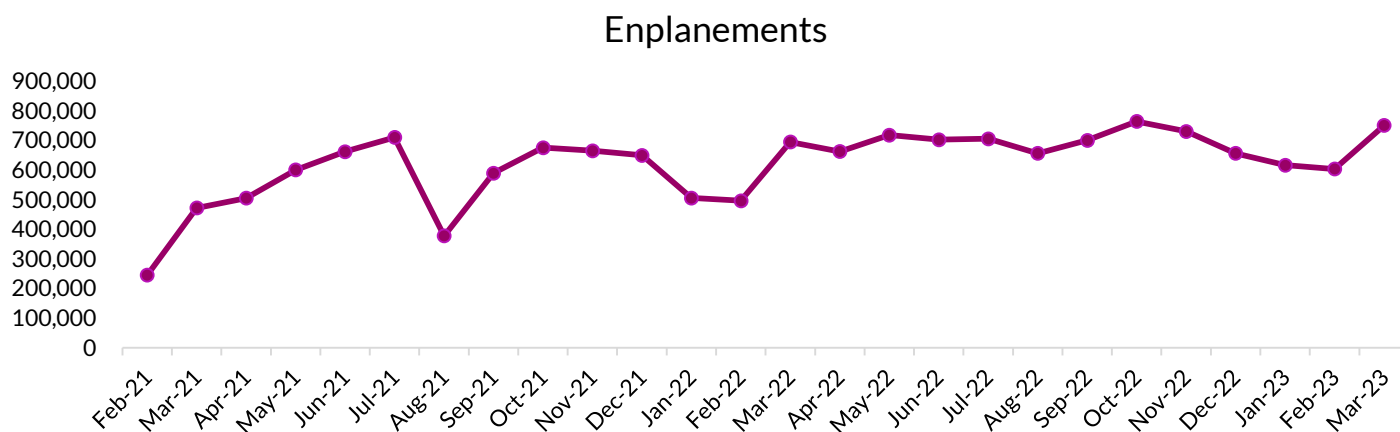
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	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	5
February	0	10	9	14
March	2	13	7	10
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	95

* 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.

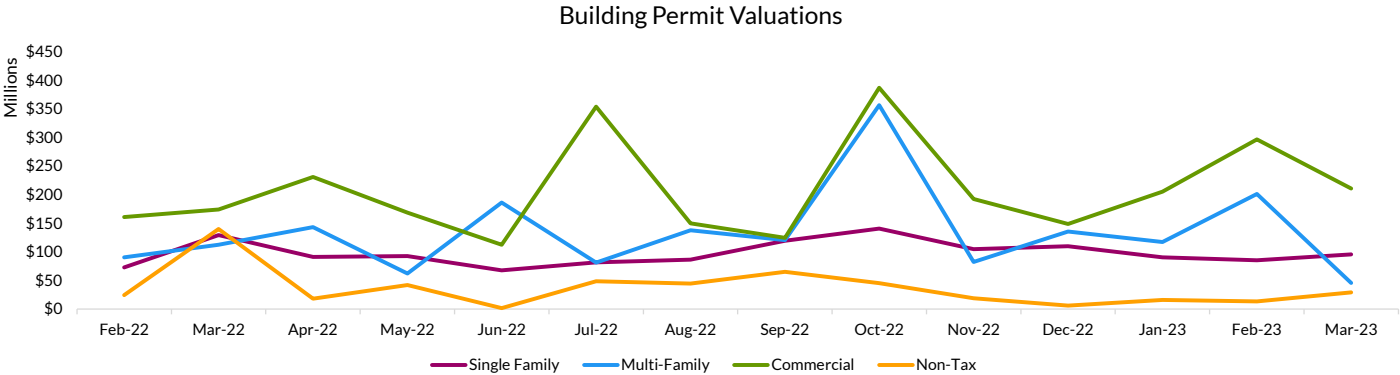
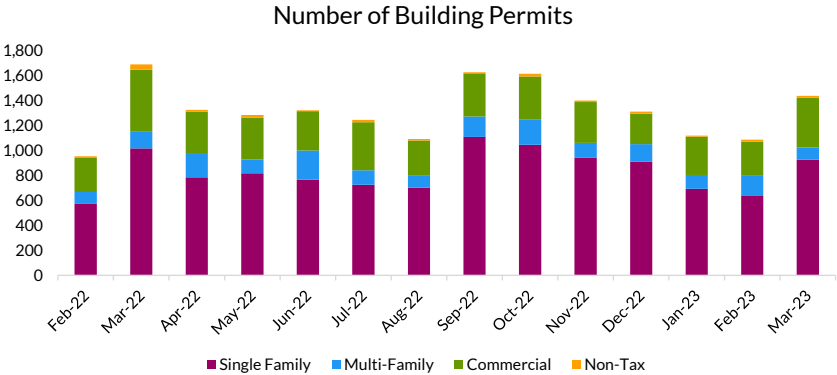


FY 2022-23 Financial Forecast Report

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	2.0	1.0	5.0	5.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	97.3%	98.0%	98.0%
3	Percentage spent with local businesses (Small Business Center)	36.7%	53.0%	54.7%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	62.0%	62.8%	70.0%	70.0%
Environment & Sustainability						
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	54.6%	69.1%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	99.9%	99.9%	95.0%	95.0%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	18.0%	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 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%	88.0%	86.7%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	91.0%	93.7%	90.0%	90.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	64.5%	60.0%	60.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	17.7%	60.0%	80.0%
Housing & Homeless Solutions						
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	0.0%	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%	91.5%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	98.6%	80.0%	139.2%	80.0%	80.0%
Public Safety						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.1%	90.0%	83.8%	90.0%	83.8%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.5%	90.0%	88.7%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302.0	2,000.0	2,149.0	2,000.0	2,149.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	47.6%	68.3%	52.3%	60.0%	52.3%
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%	71.6%	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%	62.3%	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%	84.0%	65.0%	65.0%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	33.4%	5.0%	9.8%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	78.5%	71.8%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	99.0%	98.0%	98.2%	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%	28.9%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,659	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	34.5%	60.0%	60.0%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	71.0%	77.2%	97.0%	97.0%
30	Percentage of planned lane miles improved (787 of 11,770 miles) (Public Works)	81.6%	11.0%	12.9%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	98.5%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.4%	91.0%	92.1%	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%	126.3%	25.0%	25.0%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	42.0%	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 OPS has identified the factors impeding the successful performance of temporary staffing to support procurement process (<\$50k) within 15 business days goal. The current formula being used to calculate this metric is skewed, as it includes solicitation requests that are not informal solicitations (IFS) requests into the equation which distorts the accuracy of the output. Additionally, OPS recognizes that most of the requests received are not submitted correctly or with the appropriate forms and documentation from departments, so to mitigate that issue OPS plans to implement citywide service level agreements (SLAs) for IFS that will specify the correct IFS process, documentation and forms needed. OPS is also working towards bringing on additional temporary staff for further support. This new initiative is in effect for the current fiscal year.

15 DFR continues to experience increased EMS response times due to several factors. Emergency call volume remains extremely high; in March there were over 25,000 responses, over a 35 percent increase from February. EMS transport rates continues to be over 60 percent, compared to historical rates of 40-45 percent. Increases in call volume and transport rates result in a decrease in the number of available units, while an increase in unit hour utilization, results in increased response times.

17 Overall violent crime has increased by 3.24 percent for March 2023. With the focus on interrupting and disrupting violent people and places, DPD strives to continue to see a reduction in crimes against persons. DPD continues to focus on Violent Crime reduction throughout the city with violent crime down by 2.7 percent YTD. Total Crime is down 2.6 percent YTD by 669 less offenses with an increase in Aggravated Assaults. This is due to single incidents having multiple complainants. DPD is using all available resources to help investigate these offenses to determine the cause.

18 The increase in high-priority calls is a contributing factor to increasing response times. High-priority calls have increased by 6.21 percent compared to the same time last year. This is in addition to re-evaluating the call volume to determine if new substations are needed and the 10-hour shift study to help determine if this benefits the residents of Dallas.

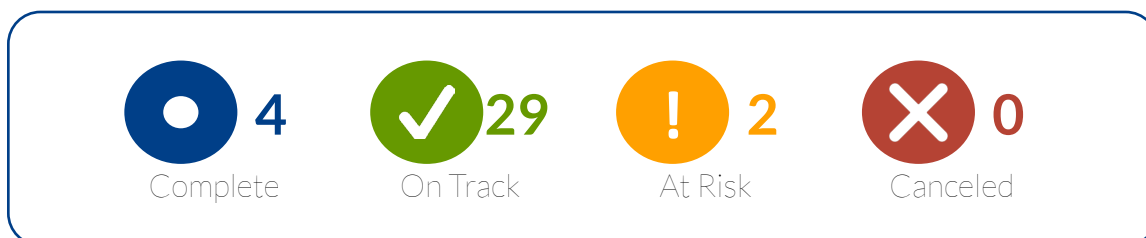
24 LIB circulation has experienced a decline due to a considerable number of customers failing to return technological devices. Customers are charged for unreturned items and are presently unable to borrow any further library materials until the devices have been returned. LIB is reviewing technology inventory and policy to ensure devices are available for other library customers.

28 PKR experienced a 20 percent increase in attendance for March 2023, similar to the previous year in March 2022. Staff are engaging directly with middle and high schools, promoting programs and collecting survey information from teens to address programming needs. Additional system wide teen programming is being offered and recreation centers are providing "late night" type of programming on alternate days in varying locations.

35 The participation percentage has been impacted by SBC employee turnover and staffing levels. Additionally, participation was impacted by COVID due to a six-month delay of program and recruitment. SBC Workforce Initiatives is now fully staffed to ensure data is represented accurately and anticipates an increase in attendance with three new contracts anticipated to execute in late May/early June.

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

Access to healthy food for vulnerable communities in southern and western Dallas remains to be a significant challenge. With food production, distribution, and land use accounting for 30 percent of global GHG emissions, the rising temperatures and changing precipitation patterns create more frequent droughts that result in losses to crops and livestock across the nation and the globe. In these extreme events, there has been a noticeable lead to increased food pricing. The Comprehensive Food & Urban Agriculture Plan prioritizes Dallas communities' access to local food sources by outlining the current state of agriculture and offering strategies for sustaining existing efforts, improving resources, creating pathways, and supporting expanding urban agriculture projects throughout the city of Dallas.



With over 35 different farms, community and commercial, the Office of Environmental Quality & Sustainability and the Office of Procurement has established a pilot project to provide small growing units for food desert homes and will be deployed on a rolling basis with the hopes of targeting the majority of the population to have access to healthy, affordable food by 2030.

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 plans to move in phases to the "One Stop Permitting Shop" centrally located at 7800 N Stemmons. Occupancy will begin taking place on the 5th floor during Phase I in April/May of 2023. Design for the 9th floor (Phase 2) is already underway. DEV signed a contract for new permitting software on February 22, 2023. Of the 54 new positions for FY 2022-23, DEV has filled 32 positions and will continue to fill remaining vacancies. DEV has prepared several items to go before Council in April to adopt and amend building, residential, fuel, mechanical, plumbing, and energy codes according to the International Code Council's (ICC) 2021 version. Code amendments have been slated to go to Council on April 6, 2023, with an effective implementation date of May 15, 2023.

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 A vendor has been selected and PNV plans to bring the item to City Council for contract award in May 2023.

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 were hired with start dates in March 2023. PNV has closed the job postings for the other two positions and will begin interviews soon.

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. 911 and Auto Pound personnel are currently testing the vendor systems to ensure a smooth transition for wrecker dispatch. Capital improvements are complete for the southern private storage location and improvements for the northern location are anticipated to be completed by the end of April.

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 develop the water supply plan was awarded in fall 2022. A kick-off meeting was held in February 2023 between consultants and the City team to review the current plan, analyze conservation strategies, and update and index the plan against other Southwest Cities. The data collection is coming to a close and the initial draft is currently being prepared for delivery in Summer 2023. Upon review by DWU and Water Conservation the Work Plan will be indexed to five southwestern cities.

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 February the Arborist has surveyed about 315 parks and inventoried approximately 905 ash trees in the maintained portions of park properties. The Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team. A candidate for PKR has accepted the Sr. Environmental Coordinator position. Once the individual has been on-boarded, this position will continue inventory assessment of the ash tree population. Six out of seven PBW positions to be hired have been filled.

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. The CECAP media plan is currently being consolidated into the overall OEQS department engagement plan and the effort will be facilitated by the OEQS Outreach and Engagement Team moving forward. The initial draft plan has been reviewed and there will be monthly meetings to refine and implement the media plan.

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 RFP solicitation was published on January 18, 2023 for a \$500,000 solar PV and \$500,000 battery energy storage systems. Solicitation was awarded to the winning bidder on March 20, 2023. Contract has been finalized and is on the agenda item for City Council approval on May 24, 2023. BSD has also completed weatherization activities at all of the current eight resiliency locations.

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 has been posted, with a closing date of 4/7/23. Data Analytics & Business Intelligence (DBI) 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 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. A fourth monitor has been installed at 5000 Scyene Rd in the Dixon Circle neighborhood on March 3, 2023, and the fifth has been deployed at South Central Park, in the Joppa neighborhood, on March 12, 2023. Staff is continuing to work with affected communities, Environmental Commission, and Council Members to schedule implementation of the remaining monitors in Joppa, Floral Farms, and Dixon Circle. All installed units are operational and transmitting data, and Data Analytics is working with OEQS to create a data dashboard that will be available to the public.

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 and OEQS is in the process of scheduling interviews for the Environmental Justice Coordinator positions. Candidates will be interviewed through the first two weeks in April.

FY 2022-23 Budget Initiative Tracker

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 has approved the specifications for all the engines, trucks, and ambulances that will be purchased with the FY 2022-23 funds. One engine has been ordered through General Fund appropriations (approved budget amendment) and seven engines, two trucks, nine ambulances, and three Wildland Type VI vehicles have been ordered from the remaining funding allocation. Purchase agreements for two remaining ambulances are in the process of being finalized for a total of 11. DFR was recently awarded a grant from the North Central Council of Governments for the acquisition of three blocker vehicles (to be ordered and delivered in FY 2022-23) to protect residents, first responders, and emergency fleet units during freeway responses. EFM has ordered 319 units using department funds totaling \$41.8 million. Departments include CCS (32 units), CTS (3), AVI (2), DFD (10), DPD (121), DWU (14), EFM (13), LIB (1), OEM (1), PBW (36), PKR (6), SAN (78), SEC (2).

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 1,878 individuals since its onset in October 2021 through March 2023. Of those individuals housed, 43 percent are from households consisting of adults with children and 57 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 March 2023, the three organizations contracted by OHS have provided services for 650 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 two HART teams are established in two new off-site office locations and officially began work on December 12, 2022. From December 2022 to March 2023, the HART teams have received 371 locations based on 203 service requests (SR's). 92 percent of these service requests were responded within 24-48 hours and resolved within 10 days. During March, the HART teams have visited 159 locations, cleaned up and/or closed 17 sites, and removed 32,000 lbs. of debris for a cumulative total of 35 sites cleaned up and/or closed and 109,700 lbs. of debris removed. As of March, PBW filled all positions; PKR anticipates filling their four HART positions in late Spring; the Marshal's office is currently conducting interviews for new Deputy Marshals and has hired one new Deputy who is currently in the six-month training program; and CCS continues to work on filling their three open HART positions. DAS is currently using vehicles the department already owned while working with EFM to purchase the vehicles for their HART role. Similarly, CCS continues to wait on heavy equipment and is working jointly with the Nuisance Abatement Heavy Clean Teams to cover the program's needs on an as-needed basis.

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 January 2023 with 32 recruits and Class 385 graduated with 21 officers. Year to date, DPD has hired 61 officers with a goal of hiring 250 by the end of FY 2022-23. DPD anticipates ending the fiscal year with 3,200 officers, which is an increase of 116 officers from September 2022. To assist in the response of priority one calls within 8 minutes or less, the department will be conducting a 10-hour shift study to help determine if this benefits the citizens of Dallas. The department is also going to reevaluate the call volume to determine if new substations are needed.

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 began in late February 2023 with the mobile radio upgrade occurring simultaneously. The new Taser 7 deployment has been received and DPD and ITS personnel are meeting weekly to determine location needs for electrical, charging stations, and network drops. DPD is currently assessing station infrastructure to ensure acceptable building conditions for charging stations. ALPR has been installed in all marked squad cars.

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 Since the commission of the Single-Role Paramedic Program on February 15, 2023, EMS is currently on track to hire 16 Single-Role Paramedics by April 15, 2023. To date, two of the five Peak Demand Units have been converted and the Single-Role Lieutenant has been added. The program is on target with hiring the additional positions, improving the operational workload and efficiency during peak hours of call volumes. In the first 30 days, 384 calls have been responded to.

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 launch is complete. In the month of February, there was a continued focus on conducting inspections in the Henderson/Greenville area in preparation for the St. Patrick's Day Parade. To date, \$28,583 has been collected in permits and fees. There have been 301 code activities that has resulted in 1,414 hazards identified. Additionally, the team has been able to follow up on Alternative Fire Watches (AFW) to ensure compliance with the Dallas Fire Code.

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 March, CTS has expensed \$1,200,000 or 41.3 percent of the department's \$2.9 million ARPA allocation in FY 2022-23.

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, CCS has hired all but six. The Pro Teams are currently fulfilling the weekly expectation of 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 All 12 Code Compliance Officers have been hired and onboarded as of February. The teams are up and running as anticipated.

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 FY2022-23 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 An official grant award for \$50,000 to increase funding for the Historic Resources Survey has been received. In February, OHP entered into a contract with HR&A Advisors to provide services to begin the work.

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 March, PBW spent \$882,291 to complete 4.84 miles of sidewalk improvements. PBW is on track to complete the remaining 9.41 miles of sidewalk improvements by the end of September.

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 March. As of end of February, maintenance on six bridges were completed, three were completed in March, and the remaining ten are on track to be completed by September 2023. YTD, PBW has spent \$335,512 on emergency repairs for State Highway 356 Bridge and authorized \$569,500 on emergency repairs to Ron Kirk Pedestrian Bridge.

27 Vision Zero Action Plan 

INITIATIVE Invest funding in Dallas's mobility infrastructure, emphasizing a system focused 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 and has been working on low-cost improvements for safety evaluations, road safety, and city-wide speed limit evaluation.

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 On April 12, TRN received City Council approval for an Advanced Funding Agreement (AFA) with TxDOT for the design of 44 signals in total. The project to replace traffic lights will be a multi-year effort.

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 April. TRN is on track to complete restriping of 320 miles and painting of 864 crosswalks by year end. \$2.5 million has been contracted with the vendor.

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 March, 180 flashing beacons have been installed. Due to supply chain issues of specific parts, the manufacturer is behind schedule on the shipment of new equipment. At this time, TRN does not have an estimated completion date for the remaining 320 school zone flashing beacons scheduled for installation this fiscal year.

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 TRN is scheduled to present a bike plan update to the City Council in the Summer 2023. The bike plan update will include the recommended future bike lane locations. Currently, engineering work is being finalized on several bike lane projects with a plan for implementation in the coming months. Transportation staff is coordinating with the City Attorney's Office to develop a bike lane engineering contract.

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 Applications for the SBC Mentor Protégé Coordinator position were reviewed in early January and interviews were held in March. 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 is in the final stages of the interviewing process for the Public Engagement Coordinator position and anticipates filling the position by the end of May.

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 and of the 20 assessments planned, 10 of these were completed during 2022 and have revised reports that are pending review by department stakeholders and OEI and another three buildings are currently in the survey process with the consultant. The department review, consisting of the collection and review of department programs, services, and activities, has been completed and face to face ADA interviews are scheduled for mid-April with department representatives. Web content for online ADA training courses is anticipated to be completed soon, with 90 percent of the material currently completed.

35 Bridging the Digital Divide 

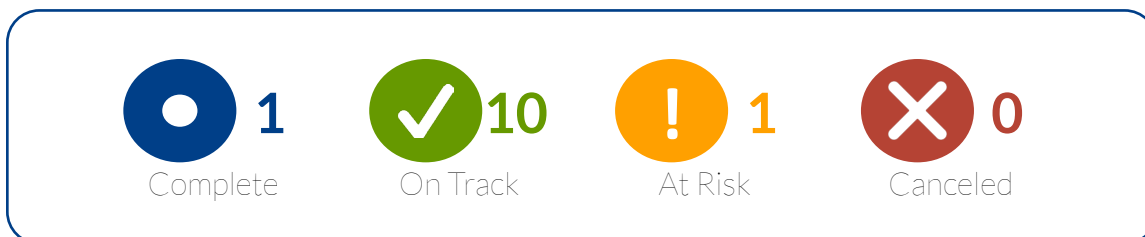
INITIATIVE Expand efforts to bridge the digital divide by allocating \$2.0 million for Digital Navigators to make internet access to individual households affordable, install reliable computer hardware, and enhance digital literacy skills and training. (CMO)

STATUS Staff have completed the evaluation and review of proposals submitted for the RFCSP for Digital Navigators. City Council awarded the contract to Dallas Innovation Alliance in March 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 FY 2022-23.

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. In January 2023, the EDC board prioritized the following for the upcoming year: hire a search firm for the EDC Director, hire a EDC director, and develop a strategic plan and funding plan (including budget). The EDC Board met on March 7 where they authorized the executive committee to enter into negotiations for legal counsel. EDC committees continued to meet throughout the month. The FY 202-23 mid-year budget ordinance #32456 approved by City Council on May 10, 2023 exchanged ARPA for the General Fund as the source of funds to support this initiative.

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. In February, Dallas Inner City Growers Summit was convened at the Briscoe Hall at the Texas State Fairgrounds. About 150 people attended and heard presentations about farm finance, growing, farm to market opportunities, as well as walking farm tours. A post-event survey was distributed to assess feedback for programmatic planning.

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 two FTEs 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.

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 2022-23 through 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, 2022, 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 anticipated to begin construction in the third quarter of FY 2022-23. Housing has also reallocated \$1.5 million of these program funds to support the ARPA Neighborhood Revitalization Program.

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 83 applications and staff has so far committed \$2,556,876 across 28 homes. Due to the success of the program, Housing and City Council have increased the funding available for this program by moving \$1.5 million from the ARPA development budget into the home repair program. Five councilmembers have committed \$2.5 million in discretionary funds, and a partnership with DWU has added over \$2 million into this program.

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 (that do not need DPD to be present) during the hours of 6am-4pm have been transferred from DPD to TRN. Due to legal requirements, handicap and fire lane calls have to remain in DPD and DFD.

FY 2022-23 Budget Initiative Tracker

MULTI-YEAR INITIATIVES**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 for the network equipment for the remaining 49 Wi-Fi sites is summer 2023.

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 FY 2021-22 spend \$3.5m to design 46 traffic signals to leverage federal and county funds

STATUS On April 12, TRN received City Council approval for an Advanced Funding Agreement (AFA) with TxDOT for the design of 44 signals in total. 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 March, 9.0 lane miles are under design and 2.8 lane miles are being installed or installation is complete for a total of 12.8 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 met with proposed vendor on March 31, 2023 to discuss additional software requirements. Next steps include continued integration checks and design of data transferring parameters with specialized software and a follow-up meeting with City software managers to answer vendor questions.

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 under construction through Fall 2023. In addition, approximately 11,146 feet of new pipelines to four unserved locations that were designed in-house was awarded on November 9, 2022 and work started in March 2023. Twelve additional areas are planned for construction award in June 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 with foundation for future innovation.

The Process Improvement Team applies the DMAIC problem solving approach to dig into process issues and deliver quantifiable, sustainable results. DMAIC is a five-phase method:

- Define – Define the problem
- Measure – Quantify the problem
- Analyze – Identify the cause of the problem
- Improve – Solve the root cause, develop structured improvements, and verify improvement
- Control – Maintain the gains and pursue perfection

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, Cancelled, or Pre-Kickoff. The DMAIC phase may be referenced in the status update. The Improve phase is often the most challenging to implement because it involves eliminating the root cause and implementing improvements. This phase often extends the project timeline.

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.

PROCESS IMPROVEMENT

Project Status



2
Complete



3
On Track







1
Delayed






1
Cancelled



0
Pre-Kickoff

#	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 - Establish Feb 2022	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 into the project management schedule. Project manager has been assigned and is being implemented with three Customer Service Improvements, 23 fields removed unnecessary data, and 21 Optical Character Recognition (OCR) issues.			
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: Working with DPD team to establish a Tableau data visualization tool to facilitate workload and overtime monitoring, analysis and management.			
3	DFR Workload Optimization Assess current operational demands to identify process improvement opportunities for workload management (DFR)		Jan 2022 - TBD	Assessment completion (100%)	TBD	TBD
			Status Update: Improvements to leave scheduling process have been implemented. Additional improvements to staffing level management are being vetted. Team is reviewing improvement data, documenting open action items, and developing a control plan.			
4	Contract Review and Execution 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: The remaining stages of this project are now managed by the Office of Procurement Services (OPS).			

PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
5	<p><u>Risk Review & Certificate of Insurances</u> Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)</p>		Aug 2022 - March 2023	Days and time to process Risk Reviews and Certificates of Insurance, Reduce amount of backlog	TBD	TBD
			<p>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. This project is forecast to be complete by the first week of April 2023. The project completion date was extended from December 2022 to April 2023. The team has identified in excess of 30 OFI's related to customer service and processing.</p>			
6	<p><u>"Low Sterrett Officer Turnaround Process"</u> Decrease the amount it takes to write arrest reports</p>		Dec 2022 - June 2023	Streamline arrest reporting to minimize cycle time while maintaining effectiveness and accuracy.	144 and 228	TBD
			<p>Status Update: Established three highest volume arrest types accounting for more than 50 percent of the arrests made are: Warrants Only (1,774), Assault Family Violence (1,460), DWI (697) and corresponding baseline data. Average arrest takes 144 minutes to complete and 228 minutes when accounting multiple officers involved in an average arrest.</p>			
7	<p><u>Water/Wastewater Permit Process</u> Reduce cycle time of Water/Wastewater Permit Application Process to decrease overall building permit lead time (DEV/DWU)</p>		Nov 2021 - March 2022	Permit Application Cycle Time (1 day)	45 days	1 day
			<p>Status Update: Complete and continuing to track progress. DEV and BMS are working to create/document training processes to ensure project results are maintained. This process improvement will be reported until training documents are complete. Training documents will be complete and tested in April with formal executive review to occur in early June.</p>			

