

Memorandum



CITY OF DALLAS

DATE June 9, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – April 2023**

Please find attached the April Budget Accountability Report (BAR) based on information through April 30, 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 & 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
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

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

BUDGET ACCOUNTABILITY REPORT

As of April 30, 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

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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	8% over budget	8% over budget
Development Services	12% over budget	✓
Municipal Radio	11% under budget	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	6% under budget
Equipment and Fleet Management	6% over budget	✓
Express Business Center	31% over budget	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 24
On Target

! 5
Near Target

✗ 6
Not on Target

Year-End Forecast

✓ 30
On Target

! 1
Near Target

✗ 4
Not on Target

Budget Initiative Tracker

6
Complete

! 2
At Risk

✓ 27
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through April 30, 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 April 30, 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	1,273,090,655	1,732,533,004	4,970,362
Expenditures	1,706,814,187	1,727,562,642	950,076,041	1,719,692,752	(7,869,890)
Ending Fund Balance	\$308,405,349	\$308,405,349		\$335,088,818	\$26,683,469

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 April 30, 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 April 30, 2023, General Fund revenues are projected to be \$4,970,000 over budget primarily due to franchise and other revenue, fines and forfeitures, and miscellaneous revenue.

Expenditures. Through April 30, 2023, General Fund expenditures are projected to be \$7,870,000 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	\$951,228,507	\$962,235,404	\$732,524
2	Sales Tax	417,232,383	432,750,269	174,940,901	432,750,269	0
3	Franchise and Other	127,865,821	127,865,821	50,662,896	129,452,974	1,587,153
4	Charges for Services	115,554,550	115,554,550	44,917,832	114,447,543	(1,107,007)
5	Fines and Forfeitures	23,776,847	23,776,847	15,493,141	24,960,530	1,183,683
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	13,332,354	18,248,501	244,849
8	Miscellaneous	7,967,394	8,355,872	5,683,755	9,337,950	982,140
9	Licenses and Permits	5,616,913	5,616,913	3,734,520	6,341,409	724,496
10	Interest	5,950,000	5,950,000	8,606,670	5,950,000	622,525
	Total Revenue	\$1,706,814,187	\$1,727,562,642	\$1,273,090,655	\$1,731,910,415	\$4,970,362

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.

3 Franchise and Other. Franchise and other revenue is projected to be \$1,587,000 over budget primarily due to warmer than normal weather in fall 2022 and cold spells from December 2022 to January 2023 causing increased revenues from Oncor and Atmos.

5 Fines and Forfeitures. Fines and Forfeitures revenue is projected to be \$1,184,000 over budget primarily due to incoming revenue from the close-out of the SafeLight Auto Red Light Running fund (\$1,532,000) and increased wrecker fee collections at the Dallas Auto Pound (\$1,871,000), 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. Intergovernmental revenue is projected to be \$245,000 over budget primarily due to reimbursements from Plano ISD for school resource officers.

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 \$982,000 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 \$724,000 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	\$138,305,344	\$266,357,109	(\$18,861,096)
	Non-uniform Overtime	8,144,953	8,154,053	8,586,708	12,847,495	4,699,442
	Non-uniform Pension	40,352,092	40,344,739	20,480,652	39,146,681	(1,198,058)
	Uniform Pay	527,979,958	527,979,959	272,778,169	486,538,843	(25,369,339)
	Uniform Overtime	39,791,958	54,236,690	52,025,325	87,006,777	24,721,660
	Uniform Pension	182,727,572	182,727,571	97,403,676	182,336,625	(390,946)
	Health Benefits	79,837,068	79,834,065	46,065,789	79,839,876	13,992
	Workers Comp	11,152,531	11,152,531	11,152,531	11,152,531	0
	Other Personnel Services	13,091,916	13,216,312	18,205,444	30,812,824	(239,751)
1	Total Personnel Services	\$1,188,305,887	\$1,205,661,739	\$665,003,638	\$1,196,038,760	(\$16,624,097)
2	Supplies	84,389,204	83,061,244	50,992,714	87,581,357	4,416,324
3	Contractual Services	507,274,125	514,069,613	242,084,436	519,738,833	3,942,457
4	Capital Outlay	16,465,953	25,625,778	16,309,363	25,832,760	1,455,800
5	Reimbursements	(89,620,981)	(100,855,732)	(24,314,111)	(109,498,959)	(1,060,375)
	Total Expenditures	\$1,706,814,187	\$1,727,562,642	\$950,076,040	\$1,719,692,752	(\$7,869,890)

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 \$16,624,000 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 (\$7,843,000), Dallas Police Department (\$16,879,000), 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 (\$2.2 million) and the speeding/racing initiative (\$1.9 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 an 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	\$2,297,231	\$4,133,014	(\$156,000)
2	Building Services	30,390,891	33,797,107	17,776,348	33,797,107	0
3	City Attorney's Office	20,971,242	21,033,650	11,391,722	21,019,994	(13,656)
4	City Auditor's Office	3,163,255	3,167,416	1,522,098	2,988,528	(178,888)
5	City Controller's Office	8,567,559	8,594,256	5,231,475	8,441,203	(153,053)
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,114,911	1,713,394	3,114,911	0
8	City Secretary's Office	3,141,520	3,258,784	1,750,739	3,258,784	0
9	Elections	2,022,829	2,201,129	988,535	2,201,129	0
10	Civil Service	3,064,698	3,076,486	1,390,931	2,880,563	(195,923)
11	Code Compliance	41,342,433	41,565,021	21,992,988	40,969,347	(595,674)
12	Court & Detention Services	26,923,902	27,033,462	14,504,768	26,216,690	(816,772)
13	Jail Contract	8,344,443	8,344,443	4,172,222	8,344,443	0
14	Dallas Animal Services	17,725,448	17,812,125	10,419,897	17,511,053	(301,072)
15	Dallas Fire-Rescue	369,069,665	372,901,392	223,226,372	372,901,392	0
16	Dallas Police Department	611,908,283	612,748,297	342,095,814	612,748,297	0
17	Data Analytics & Business Intelligence	5,281,114	5,294,289	1,999,975	4,623,053	(671,236)
18	Housing & Neighborhood Revitalization	4,639,881	4,651,669	1,988,076	4,397,263	(254,406)
19	Human Resources	8,140,152	8,365,826	5,295,777	8,336,702	(29,124)
20	Judiciary	4,273,646	4,282,660	2,374,388	4,063,800	(218,860)
21	Library	37,544,060	37,751,393	19,210,257	37,676,386	(75,007)
	Management Services					
22	311 Customer Service Center	5,850,487	5,912,201	3,576,280	5,345,933	(566,268)
23	Communications, Outreach, & Marketing	3,699,446	3,464,435	1,567,348	3,341,081	(123,354)
24	Office of Community Care	9,365,486	9,392,529	3,485,062	9,310,722	(81,807)
25	Office of Community Police Oversight	811,382	812,769	286,284	555,271	(257,498)
26	Office of Emergency Management	1,344,664	1,347,438	786,507	1,347,438	0
27	Office of Environmental Quality & Sustainability	6,898,850	6,951,897	6,159,088	6,505,575	(446,322)
28	Office of Equity & Inclusion	3,809,929	3,818,250	1,327,845	3,457,001	(361,249)
29	Office of Government Affairs	956,162	974,559	600,431	999,952	25,393
30	Office of Historic Preservation	1,341,076	1,362,424	336,235	1,138,742	(223,682)
31	Office of Homeless Solutions	15,197,632	16,851,704	10,879,300	16,851,704	0
32	Office of Integrated Public Safety Solutions	5,630,099	5,649,515	1,697,984	5,409,056	(240,459)
33	Small Business Center	3,746,673	3,752,914	1,239,367	3,590,672	(162,242)
34	Mayor & City Council	6,645,643	6,940,550	3,167,733	6,409,105	(531,445)
35	Non-Departmental	135,306,683	142,306,683	28,532,406	141,339,491	(967,192)
36	Office of Arts & Culture	22,496,061	22,524,491	20,543,148	22,515,012	(9,479)
37	Office of Economic Development	3,918,798	4,019,415	2,699,521	4,015,010	(4,405)
38	Park & Recreation	106,863,878	111,301,421	70,541,814	111,301,421	0
39	Planning & Urban Design	5,150,852	5,177,895	3,303,037	4,764,115	(413,780)
40	Procurement Services	3,014,089	3,138,877	1,549,375	2,796,227	(342,650)
41	Public Works	89,209,383	89,445,468	65,994,892	89,445,468	0
42	Transportation	51,984,903	52,086,778	30,459,377	52,582,998	496,220
	Total Departments	\$1,697,995,188	\$1,721,270,543	\$950,076,041	\$1,713,400,653	(\$7,869,890)
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	\$950,076,041	\$1,719,692,752	(\$7,869,890)

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 \$179,000 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 \$196,000 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 \$596,000 under budget primarily due to salary savings associated with 62 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 \$817,000 under budget primarily due to salary savings associated with 85 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 overtime expenses are projected to be \$7,843,000 over budget due to higher than anticipated attrition requiring backfill to meet minimum staffing standards, offset by an American Rescue Plan Act (ARPA) reimbursement.

VARIANCE NOTES

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

16 Dallas Police Department. City Council increased DPD's budget by \$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. DPD uniform overtime expenses are projected to be over budget by \$16,879,000 due in part to elevated attrition in FY 2021-22, consistent demand for police services (P1 call volume), focused support for 911 (\$2.2 million) and the speeding/racing initiative (\$1.9 million), as well as increased response/deployment to "hot spots". These overtime expenses are offset by a budgeted American Rescue Plan Act (ARPA) reimbursement as well as salary savings associated with vacant uniform and non-uniform positions.

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 \$671,000 under budget primarily due to salary savings associated with 14 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 \$254,000 under budget primarily due to salary savings associated with seven 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.

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 \$566,000 under budget primarily due to salary savings associated with 30 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 \$257,000 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.

VARIANCE NOTES

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

27 Office of 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 \$446,000 under budget primarily due to salary savings and reduced forecasts for supplies and personnel development costs associated with 15 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 \$361,000 under budget primarily due to salary savings associated with four vacant positions.

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 \$25,000 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 \$224,000 under budget primarily due to salary savings associated with two 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.

33 Small Business Center. City Council increased SBC's budget by \$6,000 on May 10 by ordinance #32456 for one-time incentive payments.

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 \$531,000 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 \$414,000 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. POM is projected to be \$343,000 under budget primarily due to salary savings associated with 10 vacant positions.

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 \$497,000 over budget primarily due to overage costs in materials and supplies for street lighting and signal systems (\$1,156,000); street light repairs (\$587,000); expense related to Grant Matches and the Bike Plan Supplemental Agreement originally budgeted in FY 2021-22 (\$136,000); expenses for cell phone actuals, event supplies, and disposal services (\$10,000); partially offset by salary savings associated with 34 vacant positions (\$1,392,000).

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
1 AVIATION					
Beginning Fund Balance	\$53,227,959	\$53,227,959		\$75,699,313	\$22,471,354
Total Revenues	158,542,590	158,542,590	105,144,653	178,412,450	19,869,860
Total Expenditures	163,476,405	163,476,405	84,845,573	162,100,287	(1,376,118)
Ending Fund Balance	\$48,294,144	\$48,294,144		\$92,011,475	\$43,717,331
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	50,585,447	125,494,313	9,804,129
Total Expenditures	113,231,392	115,690,184	59,133,340	125,494,313	9,804,129
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	23,101,871	39,684,406	4,343,466
Total Expenditures	43,830,455	54,659,486	31,947,794	55,901,288	1,241,801
Ending Fund Balance	\$36,886,299	\$26,057,268		\$21,819,189	(\$4,238,079)
4 MUNICIPAL RADIO					
Beginning Fund Balance	\$745,490	\$745,490		\$572,451	(\$173,039)
Total Revenues	1,003,095	1,100,931	326,559	974,751	(126,180)
Total Expenditures	1,003,095	1,100,931	819,710	1,105,158	4,227
Ending Fund Balance	\$745,490	\$745,490		\$442,044	(\$303,446)
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	83,826,401	146,385,983	1,016,465
Total Expenditures	143,785,140	143,785,140	57,932,512	143,785,140	0
Ending Fund Balance	\$20,912,620	\$20,912,620		\$22,228,807	\$1,316,187
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	44,424,228	72,433,742	0
Total Expenditures	72,433,742	82,433,742	21,824,373	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	432,383,230	760,464,368	5,238,208
Total Expenditures	761,226,160	834,226,160	365,212,103	834,226,160	0
Ending Fund Balance	\$127,050,983	\$54,050,983		\$94,261,266	\$40,210,283

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	5,408,606	23,016,836	(70,310)
Total Expenditures	23,087,146	23,087,146	9,366,840	21,616,332	(1,470,814)
Ending Fund Balance	(\$14,768)	(\$14,768)		\$0	\$14,768

9 EQUIPMENT & FLEET MANAGEMENT

Beginning Fund Balance	\$10,783,384	\$10,783,384		\$11,108,909	\$325,525
Total Revenues	61,259,566	64,921,684	16,109,648	68,940,485	4,018,801
Total Expenditures	66,600,148	69,531,067	37,245,937	72,959,575	3,428,508
Ending Fund Balance	\$5,442,802	\$6,174,001		\$7,089,819	\$915,818

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	1,756,963	3,389,548	795,758
Total Expenditures	2,361,983	2,361,983	885,588	2,259,309	(102,674)
Ending Fund Balance	\$5,916,624	\$5,916,624		\$7,070,594	\$1,153,970

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	63,249,912	109,301,322	315,389
Total Expenditures	110,191,357	110,191,357	71,217,760	110,021,086	(170,271)
Ending Fund Balance	\$7,914,413	\$7,914,413		\$19,293,394	\$11,378,981

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	8,768,336	16,929,908	66,480
Total Expenditures	16,867,557	16,867,557	5,806,616	16,783,098	(84,459)
Ending Fund Balance	\$1,135,186	\$1,135,186		\$2,858,936	\$1,723,750

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		\$5,652,626	\$1,472,357
Total Revenues	12,017,444	12,017,444	7,413,860	13,282,615	1,265,171
Total Expenditures	14,212,742	14,212,742	7,607,649	14,009,506	(203,236)
Ending Fund Balance	\$1,984,971	\$1,984,971		\$4,925,735	\$2,940,764

14 DEBT SERVICE

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$84,537,164	\$17,669,467
Total Revenues	408,298,161	408,298,161	365,870,154	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		\$80,520,456	\$17,669,467

15 EMPLOYEE BENEFITS

City Contributions	\$108,965,789	\$108,965,789	\$65,840,742	\$109,353,954	\$388,165
Employee Contributions	44,675,798	44,675,798	25,795,820	45,403,470	727,672
Retiree	26,927,732	26,927,732	4,075,609	25,212,693	(1,715,039)
Other	0	0	151,734	151,734	151,734
Total Revenues	180,569,319	180,569,319	95,863,905	180,121,851	(447,468)
Total Expenditures	\$189,583,785	\$189,583,785	\$79,910,867	\$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	406,118	406,118	406,118
Total Revenues	39,520,219	39,520,219	40,760,631	39,926,337	406,118
Total Expenditures	\$57,449,878	\$57,449,878	\$20,449,426	\$47,233,375	(\$10,216,503)

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 April 30, 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 \$9,804,000 due to higher number of events than budgeted. CCT expenses are projected to be over budget \$9,804,000 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 \$4,343,000 due to an increase in permits. DEV expenses are projected to be \$1,242,000 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. OCA revenues are expected to be \$126,000 under budget due to lower advertising revenue. OCA will use fund balance to reduce any fund shortfall. OCA expenses are projected to be over budget by \$4,000 due to miscellaneous expenses.

5 Sanitation Services. SAN revenues are \$1,016,000 over budget to residential revenue due to a better than anticipated collection rate. SAN expenses are projected to be over budget for contractor service fees and day labor (\$5,440,000), overtime (\$1,303,000), purchase of additional fleet (\$5,000,000), and other equipment costs (\$3,194,000). These expenses are fully offset by a reduced capital transfer (\$10,738,000) and salary savings associated with vacant positions (\$5,048,000).

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. DWU revenues are projected to be above budget by \$5,000,000 due to higher-than-expected consumption attributed to dry weather conditions. 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 expenses are projected to be \$1,471,000 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 \$4,019,000 over budget primarily 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 pricing; extending the maintenance schedules for Sanitation from four to five days; and higher fuel costs. EFM expenses are projected to be \$3,429,000 over budget due to contracted labor for extended

VARIANCE NOTES

10 Express Business Center. Express Business Center revenues are projected to be \$796,000 over budget due to an increase in auto pound sales.

11 Information Technology. Information Technology revenues are projected to be over budget \$315,000 primarily due to an increase in interest earnings.

12 Radio Services. Radio Services revenues are projected to be \$66,000 over budget due to interest earnings.

13 9-1-1 System Operations. 911 System Operations revenues are projected to be \$1,265,000 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 \$10,217,000 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	\$250,104,077	\$168,902,355	\$114,977,542
B	Park and Recreation Facilities	261,807,000	261,807,000	172,781,403	9,914,751	78,594,906
C	Fair Park	50,000,000	50,000,000	31,365,250	7,658,289	10,976,461
D	Flood Protection and Storm Drainage	48,750,000	48,750,000	14,466,876	11,277,602	23,005,522
E	Library Facilities	15,589,000	15,589,000	14,869,016	197,350	522,634
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	13,017,253	447,437	770,311
G	Public Safety Facilities	32,081,000	32,081,000	26,384,804	211,865	5,484,331
H	City Facilities	18,157,000	18,157,000	2,418,315	38,015	15,700,669
I	Economic Development	55,400,000	55,400,000	20,082,351	9,228,296	26,089,353
J	Homeless Assistance Facilities	20,000,000	20,000,000	16,183,899	1,043,079	2,773,022
Total		\$1,050,000,000	\$1,050,000,000	\$561,673,243	\$208,919,041	\$278,894,751

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	\$257,822,467	\$5,235,333	\$3,881,087
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	245,018,291	56,280,795	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	\$540,668,286	\$66,073,138	\$41,572,463

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	\$393,643,270	\$8,246,091	\$4,601,192
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	300,098,351	13,573,158	29,085,657
3	Park and Recreation Facilities	343,230,000	353,343,060	347,787,709	1,344,088	4,211,263
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	32,278,557	299,184	3,638,737
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	\$1,320,246,851	\$24,637,823	\$56,503,433

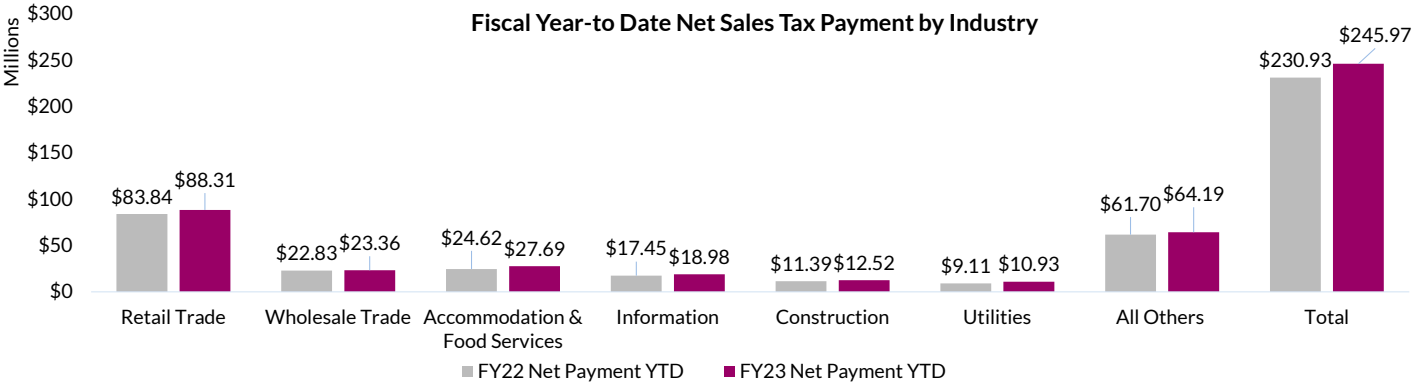
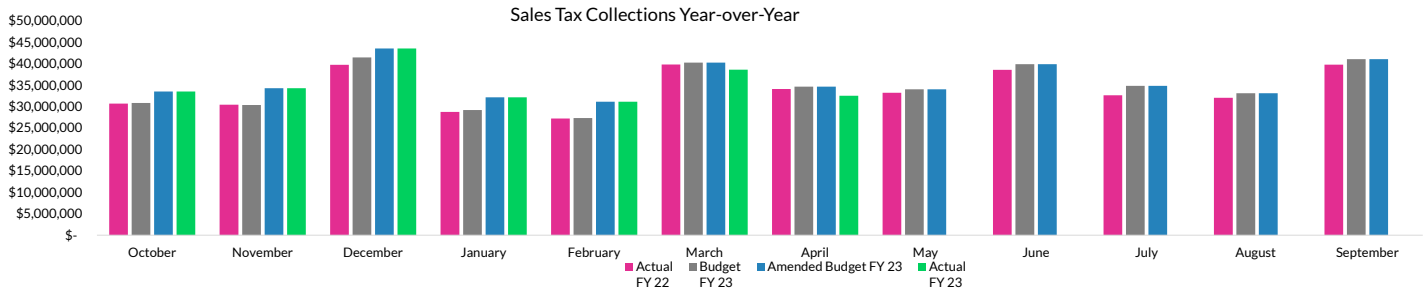
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

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 increased to \$432,750,269 by the mid-year ordinance #32456 approved by City Council on May 10, 2023. As of April 30, 2023, the sales tax forecast is \$432,750,269. We will update the forecast 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	April FY23 over April FY22	FYTD23 over FYTD22
Retail Trade	-2%	5%
Wholesale Trade	-9%	2%
Accommodation and Food Services	4%	12%
Information	6%	9%
Construction	8%	10%
Utilities	26%	20%
All Others	-1%	4%
Total Collections	-3%	7%

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.

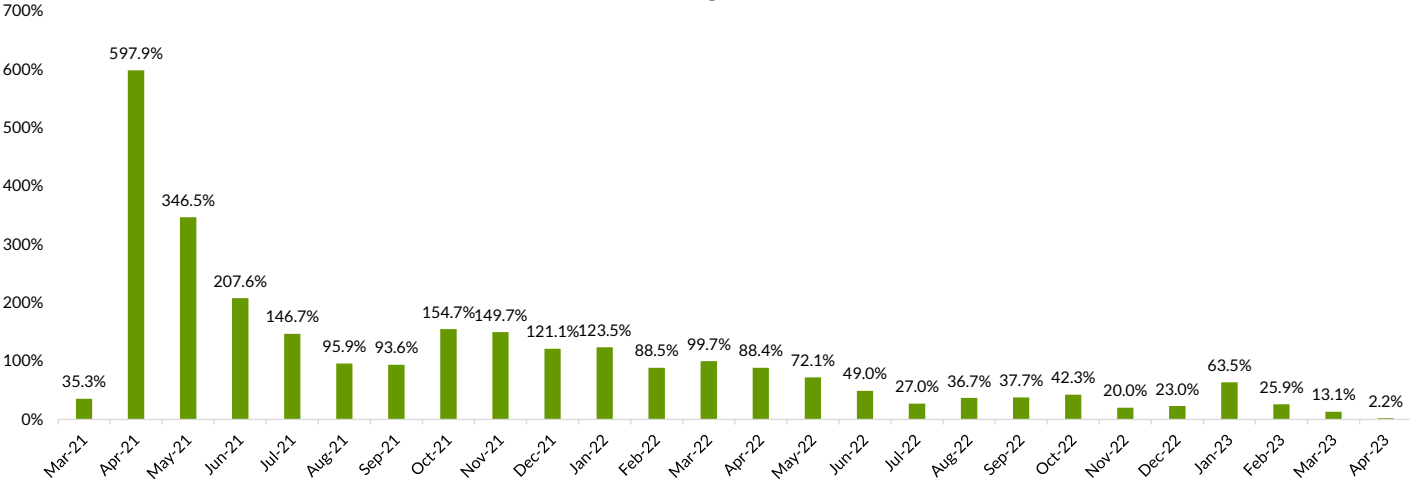
FY 2022-23 Financial Forecast Report

ECONOMIC INDICATORS

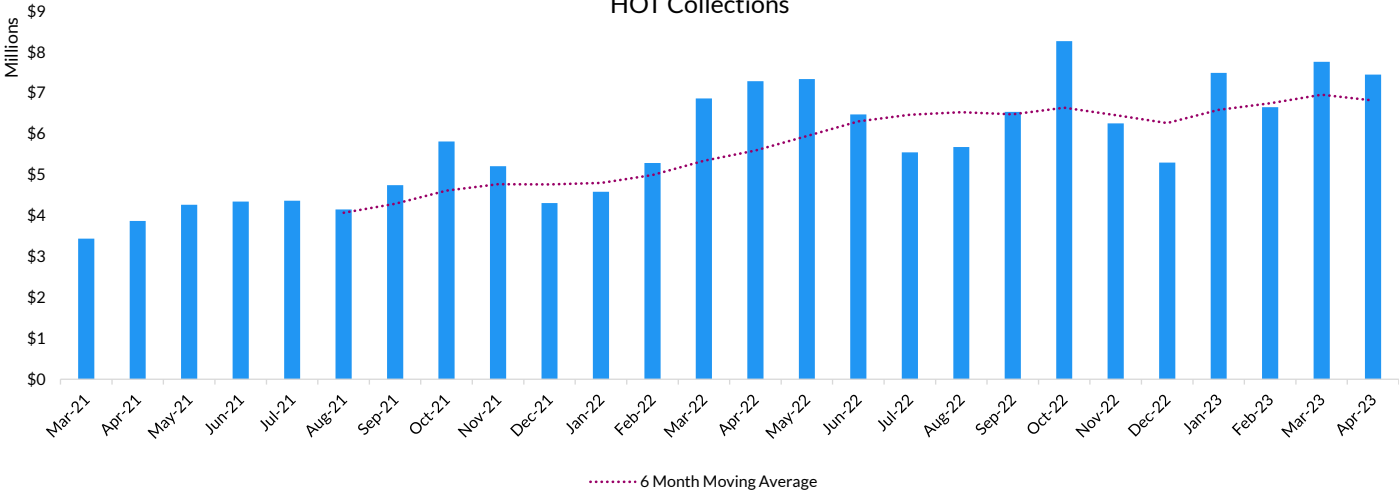
Hotel Occupancy Tax

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.

Year-over-Year Change in HOT Collections



HOT Collections



FY 2022-23 Financial Forecast Report

ECONOMIC INDICATORS

Convention Center Event Bookings

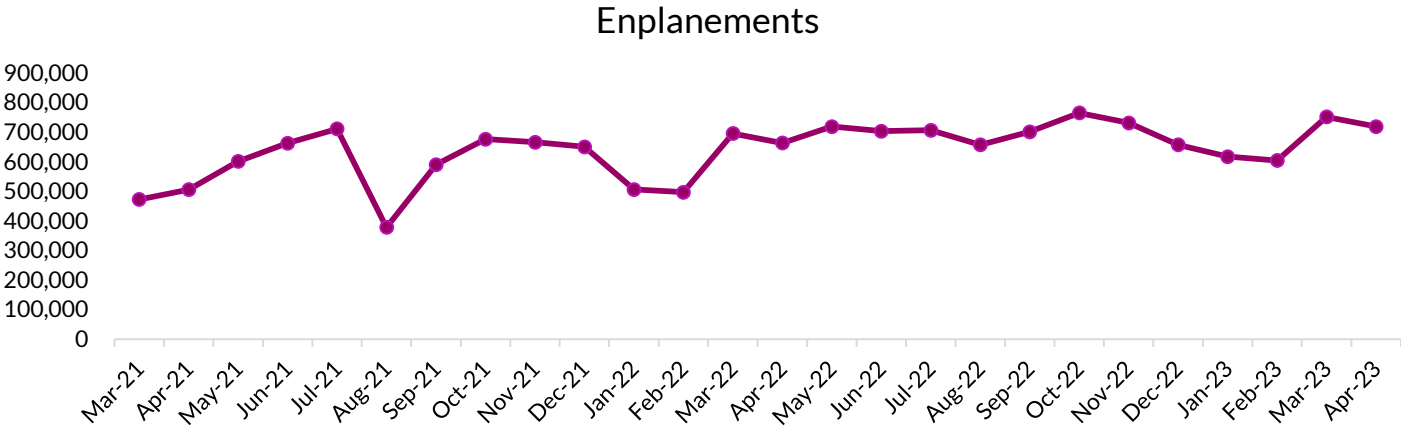
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	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	6
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	96

* 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.



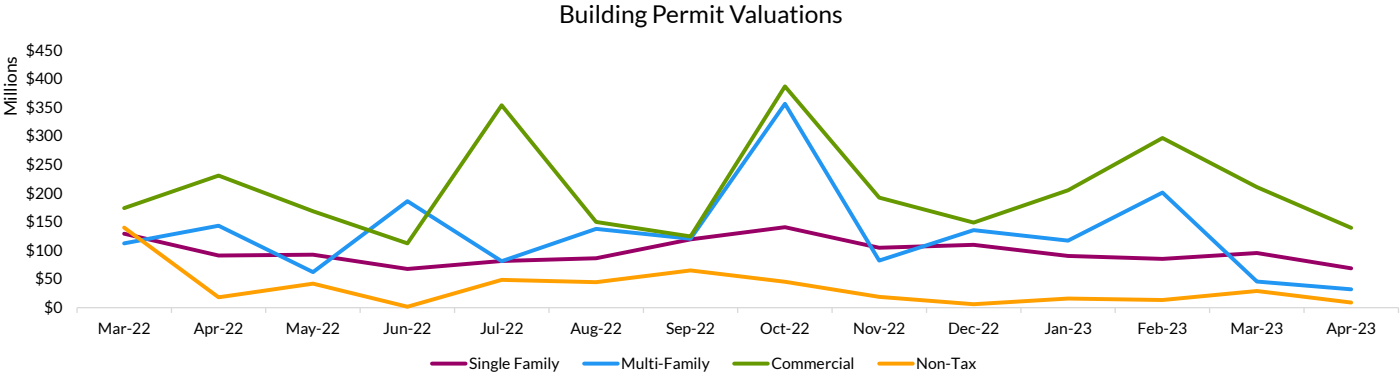
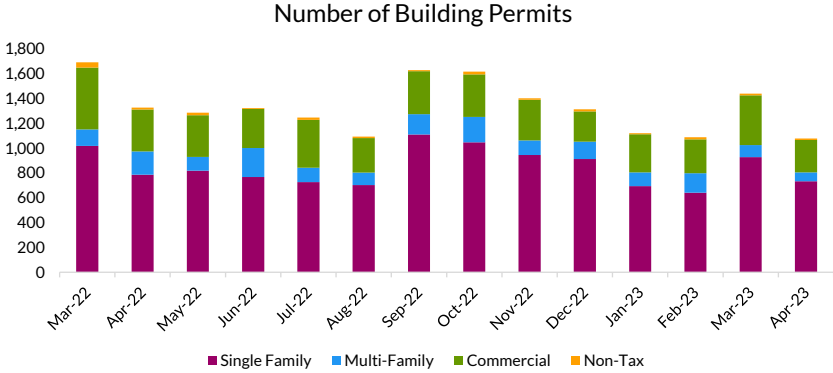
FY 2022-23 Financial Forecast Report

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	1.3	5.0	4.1
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	97.6%	98.0%	97.7%
3	Percentage spent with local businesses (Small Business Center)	36.7%	53.0%	57.3%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	62.0%	65.3%	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%	**	95.0%	**
7	Residential recycling diversion rate (Sanitation Services)	18.6%	18.0%	**	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%	84.2%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	91.0%	**	90.0%	**
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	66.2%	60.0%	60.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	16.6%	80.0%	60.0%
Housing & Homeless Solutions						
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	60.0%	94.4%	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%	86.0%	90.0%	86.0%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.5%	90.0%	88.5%	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%	97.9%	90.0%	90.0%
20	Complaint resolution rate (Office of Community Police Oversight)	82.2%	70.0%	73.8%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	52.6%	63.7%	63.7%	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%	35.3%	5.0%	34.5%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	78.5%	**	75.0%	**
25	Satisfaction rate with library programs (Library)	99.0%	98.0%	**	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%	29.0%	32.1%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,686	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	44.1%	80.0%	60.0%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	82.0%	78.7%	97.0%	97.0%
30	Percentage of planned lane miles improved (762.7 of 11,770 miles) (Public Works)	81.6%	24.0%	28.2%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	97.9%	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%	8.3%	10.1%	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%	38.6%	25.0%	25.0%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	53.5%	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

6 **Data not available due to network/system outage.

7 **Data not available due to network/system outage.

9 **Data not available due to network/system outage.

11 OPS has identified factors to ensure successful performance of the 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.

17 DPD continues to focus on violent crime reduction through Hot Spots Policing, Place Network Investigations, and Focused Deterrence. Total Crime is down 1.8 percent YTD by 613 offenses. Additionally, there was a decrease in Aggravated Assaults by 8.6 percent or 216 YTD. DPD is using all available resources to help investigate these offenses to determine the cause.

18 DPD's goal is to hire 250 police officers in FY 2022-23 and as of April 2023 DPD has hired 96 officers. A new academy class (Class 393) began in April and DPD graduated 16 officers from Class 387 which began July 2022. Discussions are ongoing regarding redistricting and a 10-hour shift study which will directly determine the ability to better respond to calls in a timely manner.

24 **Data not available due to network/system outage.

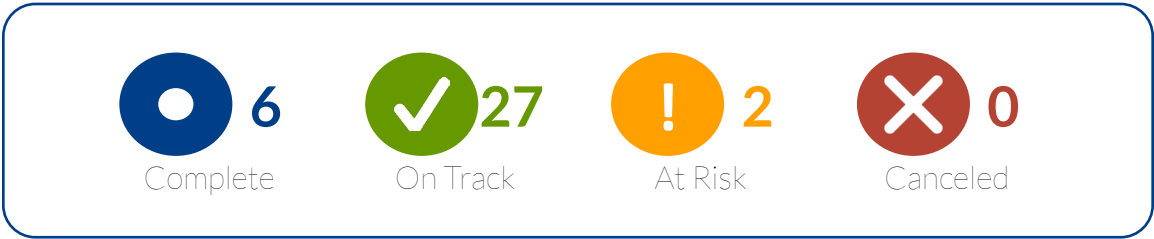
25 **Data not available due to network/system outage.

28 PKR recorded the second highest attendance for late night program in FY 2022-23. Teen programming in general has increased throughout the department. Summer teen camp enrollment is at 85 percent capacity. PKR is preparing to offer Late Night program on a weekly basis during June, July, and August. Marketing efforts and program promotion have been increased.

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 in the start of program and staff recruitment. SBC Workforce Initiatives is now fully staffed to ensure data is represented accurately and anticipates an increase in attendance for the remainder of the fiscal year.

BUDGET INITIATIVE TRACKER

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




In the Spotlight



The Dallas Police Department (DPD) is prioritizing its response times to high-priority calls by increasing police and public safety personnel and by implementing a retention incentive program that is targeted to reduce the attrition rate of experienced officers. In efforts to evaluate call volume, DPD continues to measure the number of patrol stations based on call volume and the total number of offenses for consideration in redistricting. This would be determined by DPD’s ability to better respond to calls in a timely manner. DPD is currently studying the effectiveness of shifting patrol officers to working 4 ten-hour shifts to improve call response time in theory by allowing more officers per shift with the goal of hiring 250 officers.

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 on June 19, 2023, followed by the 1st, 2nd, 3rd, and 4th floor to be completed by October 2023. DEV continues its hiring efforts to fill the current vacancies. A total of 58 positions are currently vacant (Vacancy Rate 17 percent). In April, the team issued 135 new Single-Family permits. DEV received 5 new commercial, 28 commercial additions, 275 commercial remodels, 36 complex commercial QTeam, and 14 minor commercial QTeam project permits submitted for the month. All new initial reviews performed met the Department's performance goal. DEV is working proactively with Data Analytics & Business Intelligence (DBI) to develop and launch a forward-facing commercial permitting dashboard to be deployed September 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. The Records Analyst and Information Technology Analyst positions have been hired with start dates in June 2023.

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 was completed and the new Auto Pound Management and Tow Dispatch system went live in the early morning hours of May 2, 2023. Currently, DPD and the vendor are monitoring day to day operations to identify and correct any issues or exploit any opportunity for further efficiencies.

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. The PBW Forestry EAB response is focused on inventorying ash trees along city streets, assessing those trees for health and safety and making a mitigation plan if needed. EAB traps have been placed in strategic locations to monitor EAB movement. PBW Forestry is developing a long-term planting program to offset tree canopy loss. PBW Forestry continues to work with the interdepartmental Forestry technical Team on outreach and education

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 FY2022-23, 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 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 outreach and engagement plan has been finalized and OEQS is currently updating its web presence, developing branding, and working with Communications, Outreach, and Marketing (COM) to develop and produce CECAP-related podcasts. OEQS has implemented social and traditional media spots to advance programmatic messaging around the Whole Home program, Stormwater Management-mandated messaging, and water conservation topics. Monthly internal meetings to coordinate efforts around media plan implementation are continuing.

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 Brownfields Coordinator position is currently being posted. 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 five of eight are in the field and transmitting data from West Dallas, Dixon Circle, and Joppa. Staff continue to work with affected communities, the Environmental Commission and Council Members to schedule implementation of the remaining monitors in Joppa, Floral Farms, Jeffries-Meyers, and other areas. The second order of 16 monitors has been received and will be calibrated in early June. Work on the data platform is nearly complete but has been temporarily paused because of efforts to address the City-wide ransomware attack. Staff are working on other ways of sharing the data with affected communities.

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 OEQS is revising the job description for the Environmental Justice Coordinator position and will be reposting the position.

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. DFR has reclassified all automotive tech position titles and pay to help improve competitive pay for recruitment and retention. EFM has 383 vehicles on order for 15 departments; the current orders total \$46.5 million.

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 1,982 individuals since its onset in October 2021 through April 2023. Of those individuals housed, 42 percent are from households consisting of adults with children and 58 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 April 2023, the three organizations contracted by OHS have provided services for 707 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 April 2023, the HART teams have visited 456 locations based on 284 service requests (SR's). 68 percent of these service requests were responded within 24-48 hours and resolved within 10 days. During April, the HART teams cleaned up and/or closed 40 sites, and removed 126,000 lbs. of debris for a cumulative total of 35 sites cleaned up and/or closed and 109,700 lbs. of debris removed. As of April, 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 2 remaining 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 Year to date, DPD has hired 96 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. A new academy class (Class 393) began in April 2023 and DPD graduated 16 officers from Class 387. 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.

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. DFR hired 12 positions currently in academy with the next class scheduled to begin in August 2023. 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.

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 has initiated over 100 projects and have completed 29 and 64 projects are in the installation/construction phase. Completed projects include park lighting, surveillance systems, access controls, window treatment, radios, and garage doors. As of April, CTS has expensed \$1.5 million or 51.7 percent of the department's \$2.9 million ARPA allocation in FY 2022-23.

17 Innovative Equipment and Technology ✓

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


STATUS DPD has integrated the ALPR Technology into dash cameras installed in marked squad cars. The mobile radio project began in late February 2023 and is 90 percent complete with over 2,900 radios deployed thus far. Tasers are in the process of being upgraded to Taser 10 model and network drops have been completed in anticipation of the new equipment being deployed. Conversion of the public safety records management system to a web-based RMS system is being evaluated to finalize the scope of work with the City and selected vendor.

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 March, there was a continued focus on conducting inspections in the Henderson/Greenville area in preparation for the St. Patrick's Day Parade. To date, \$41,607 has been collected in permits and fees. There have been 414 code activities that has resulted in 1,326 hazards identified. Additionally, the team has been able to follow up on Alternative Fire Watches (AFW) to ensure compliance with the Dallas Fire Code.

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 CCS has filled all but one vacant position. The team is continuing to fulfill the Pro Team expectation of 30 illegal dump site abatements per week.

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 A contract has been executed with HR&A in February 2023 to provide services to begin this work. The scope covers only the public engagement and equity/resources review for the Historic Preservation Plan. OHP is working to update the scope of work in order to procure and encumber the remaining FY 2022-23 and upcoming FY2023-24 funding for that effort.

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 Year to date, PBW has spent all of General Funds of \$347,780 appropriated and \$376,310.16 of certificate of obligation bonds. Approximately six miles have been completed. PBW anticipates all projects to be completed by the end of the fiscal year.

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. As of April, PBW has spent \$437,760 and completed maintenance on 14 bridges. PBW plans to complete five bridges in May 2023 and the remaining bridge is on track to be completed by September 2023. PBW has spent \$335,512.26 on emergency repairs for State Highway 356 Bridge and City Council had authorized in February to spend \$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 26, TRN received City Council approval to execute a construction services contract to reconstruct traffic signals at the intersections of Hillcrest Road at Hillcrest Plaza Drive and West Ledbetter Drive at Woodhollow Drive. 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. As of April, TRN has awarded \$5,100,000 for the contract.

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 61.98 longline miles and 90 crosswalks were completed 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 April, 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 SBC is hosting the first networking event for the Mentor Protege Program on May 10. Additionally, SBC continues to recruit/hire staff with the second round of applications for the Mentor Protégé Coordinator position received in April. SBC anticipates staff onboarding to begin in summer 2023.

33 Equity Education Through Engagement 

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

STATUS OEI is waiting for the referred candidates from HR for the Public Information Coordinator position.

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 ADA Building reviews have been completed with final reports anticipated by the end of FY 2022-23. The review and collection of documented department programs, services and activities (PSA) is complete with an additional round of face-to-face interviews anticipated. A request for department participants has been submitted and a review of (PSA) findings with department leadership and representatives is anticipated to be completed by the end of FY 2022-23. Web Content ADA training courses have been delayed while the list of department staff website uploaders is being revised. ADA security training material remains at 90 percent complete. ADA 101 training is anticipated for summer 2023.

35 Bridging the Digital Divide 

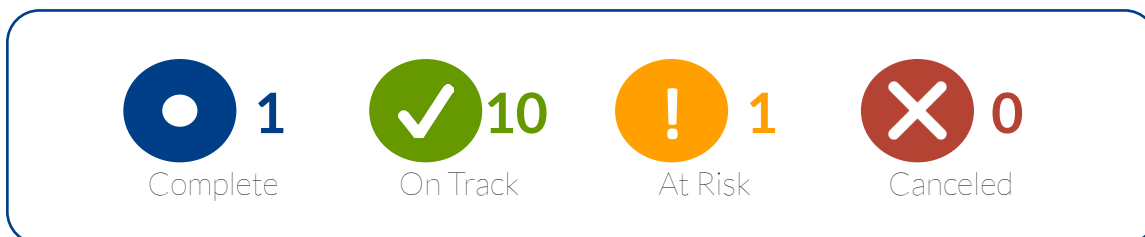
INITIATIVE Expand efforts to bridge the digital divide by allocating \$2.0 million for Digital Navigators to make internet access to individual households affordable, install reliable computer hardware, and enhance digital literacy skills and training. (CMO)

STATUS Staff have completed the evaluation and review of proposals submitted for the RFCSP for Digital Navigators. 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 due to a pending code amendment 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 the 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 an 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 negotiations for legal counsel. EDC committees met to prepare items for the May board meeting. An RFP for an executive search firm was issued and responses were reviewed. The last EDC Board meeting was held in May. 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 Work continues with the Office of Procurement Services and Office of Community Care on the procurement begun two years ago to obtain grow-boxes to provide to low income homes without access to healthy foods. OPS is currently consulting with horticulturists in other departments. In the meantime, the Urban Agriculture team is working with external stakeholders and neighborhood leaders to host a traditional food-related Juneteenth celebration in Joppa to increase awareness of the importance of healthy local food.

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 26, TRN received City Council approval to execute a construction services contract to reconstruct traffic signals at the intersections of Hillcrest Road at Hillcrest Plaza Drive and West Ledbetter Drive at Woodhollow Drive. 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. As of April, TRN has awarded \$5,100,000 for the contract.

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 April, 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 Testing, compatibility, software demonstration and security requirements have been completed. Staff has provided all required information and support for acquisition. The project is in the procurement phase and subject to timelines of the city's software acquisition team. Acquisition team is now comparing the potential vendors executed service agreements with similar governmental agencies. the Texas Parks & Wildlife (TPW) agreement was received and is being reviewed for parallel services and costing.

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	<p>SFD Building Permit Process Decrease building permits issuance lead time for single-family residential developments (DEV)</p>		Feb 2022 - TBD	Permit Application Internal Processing Time (12 days)	29 days - Establish Feb 2022	TBD
			<p>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 36 Opportunity for Improvements identified (OFI's), eight complete, 15 in review, and three cancelled due to management discretion.</p>			
2	<p>DPD Workload Optimization Assess current operational demands to identify process improvement opportunities for workload management (DPD)</p>		Jan 2022 - TBD	TBD	TBD	TBD
			<p>Status Update: Working with DPD team to establish a Tableau data visualization tool to facilitate workload and overtime monitoring, analysis and management. Dashboard to be launched, control plan to be compiled and implemented as team establishes priorities and project management responsibilities</p>			
3	<p>DFR Workload Optimization Assess current operational demands to identify process improvement opportunities for workload management (DFR)</p>		Jan 2022 - TBD	Assessment completion (100%)	TBD	TBD
			<p>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.</p>			
4	<p>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)</p>		June 2022 - March 2022	Average number of contract development days (90 days)	190	TBD
			<p>Status Update: The remaining stages of this project are now managed by the Office of Procurement Services (OPS).</p>			

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. The control plan will be turned over to the department for implementation.</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. The Executive report of the Improvement phase is complete. The team is finalizing the action plan.</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>			

