

# Memorandum



CITY OF DALLAS

DATE March 17, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – January 2023**

Please find attached the January Budget Accountability Report (BAR) based on information through January 31, 2023. You may view all published reports on the [Financial Transparency website](#). The monthly BAR provides financial forecast for all operating funds, update on General Obligation Bond spending, economic indicators, status of Dallas 365, updates for highlighted budget initiatives, and status of active process improvement projects.

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

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

Jack Ireland  
Chief Financial Officer

[Attachment]

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

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

# BUDGET ACCOUNTABILITY REPORT

As of January 31, 2023



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

Prepared by Budget & Management Services

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Dallas, TX 75201

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# EXECUTIVE SUMMARY

## Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	✓	✓
Development Services	✓	✓
Municipal Radio	10% over budget	10% over budget
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	✓	✓
Equipment and Fleet Management	✓	✓
Express Business Center	15% over budget	✓
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	7% over budget	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

### Dallas 365

#### Year-to-Date

✓ 25  
On Target

! 3  
Near Target

✗ 7  
Not on Target

#### Year-End Forecast

✓ 35  
On Target

! 0  
Near Target

✗ 0  
Not on Target

### Budget Initiative Tracker

● 2  
Complete

! 0  
At Risk

✓ 33  
On Track

✗ 0  
Canceled

# FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through January 31, 2023, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 28, 2022, effective October 1, 2022, through September 30, 2023. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

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

## General Fund Overview

The General Fund overview provides a summary of financial activity through January 31, 2023.

	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$308,405,349	\$308,405,349		\$322,248,566	\$13,843,217
Revenues	1,706,814,187	1,706,814,187	1,167,380,923	1,722,130,500	15,316,313
Expenditures	1,706,814,187	1,706,814,187	586,673,784	1,717,553,938	10,739,750
Ending Fund Balance	\$308,405,349	\$308,405,349		\$326,825,128	\$18,419,780

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

**Revenues.** Through January 31, 2023, General Fund revenues are projected to be \$15,316,000 over budget. Sales tax revenue is projected to be \$11,719,000 over budget based on actual collection trends four months into the fiscal year. Fines and forfeitures combined with auction sales are projected to be \$3,760,000 over budget.

**Expenditures.** Through January 31, 2023, General Fund expenditures are projected to be \$10,740,000 over budget primarily due to uniform overtime expenses and capital expenditures in PKR. These expenses are partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments.

## FY 2022-23 Financial Forecast Report

**GENERAL FUND REVENUE**

Revenue Category		FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$961,502,880	\$961,502,880	\$957,091,736	\$961,502,880	\$0
2	Sales Tax	417,232,383	417,232,383	143,640,160	428,951,153	11,718,770
3	Franchise and Other	127,865,821	127,865,821	26,322,157	127,865,821	0
4	Charges for Services	115,554,550	115,554,550	24,346,871	115,366,711	(187,839)
5	Fines and Forfeitures	23,776,847	23,776,847	7,711,890	26,394,582	2,617,735
6	Operating Transfers In	28,185,836	28,185,836	0	28,185,836	0
7	Intergovernmental	13,161,563	13,161,563	506,996	13,161,563	0
8	Miscellaneous	7,967,394	7,967,394	3,148,842	9,110,144	1,142,750
9	Licenses and Permits	5,616,913	5,616,913	1,274,500	5,641,809	24,896
10	Interest	5,950,000	5,950,000	3,337,771	5,950,000	0
	<b>Total Revenue</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$1,167,380,923</b>	<b>\$1,722,130,500</b>	<b>\$15,316,313</b>

**VARIANCE NOTES**

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

**2 Sales Tax.** Sales tax revenue is forecast to be \$11,719,000 over budget based on actual collection trends four months into the fiscal year.

**4 Fines and Forfeitures.** Fines and Forfeiture revenue is projected to be over budget by \$2,618,000 primarily due to incoming revenue from bankruptcy settlements and the close-out of the SafeLight Auto Red Light Running fund (\$1,532,000), and increased wrecker fee collections at the Dallas Auto Pound (\$1,338,000).

**8 Miscellaneous.** Miscellaneous revenue is projected to be over budget by \$1,143,000 primarily due to increased collections from Dallas Auto Pound auction sales.

## FY 2022-23 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

	Expenditure Category	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$285,227,838	\$285,168,289	\$79,705,154	\$274,044,932	(\$11,123,357)
	Non-uniform Overtime	8,144,953	8,154,053	4,964,420	11,316,391	3,162,338
	Non-uniform Pension	40,352,092	40,344,739	11,424,517	38,829,802	(1,514,937)
	Uniform Pay	527,979,958	527,979,959	167,257,537	503,209,505	(24,770,454)
	Uniform Overtime	39,791,958	50,642,015	31,098,957	85,736,617	35,094,602
	Uniform Pension	182,727,572	182,727,571	57,267,924	182,307,641	(419,930)
	Health Benefits	79,837,068	79,834,065	16,787,072	79,834,065	0
	Workers Comp	11,152,531	11,152,531	11,152,531	11,152,531	0
	Other Personnel Services	13,091,916	13,224,812	4,091,846	13,400,581	175,769
<b>1</b>	<b>Total Personnel Services</b>	<b>\$1,188,305,887</b>	<b>\$1,199,228,034</b>	<b>\$383,749,959</b>	<b>\$1,199,832,065</b>	<b>\$604,030</b>
<b>2</b>	<b>Supplies</b>	<b>84,389,204</b>	<b>82,738,170</b>	<b>30,008,895</b>	<b>82,966,929</b>	<b>228,759</b>
<b>3</b>	<b>Contractual Services</b>	<b>507,274,125</b>	<b>502,541,530</b>	<b>164,847,098</b>	<b>506,311,964</b>	<b>3,770,434</b>
<b>4</b>	<b>Capital Outlay</b>	<b>16,465,953</b>	<b>22,933,662</b>	<b>10,996,129</b>	<b>27,023,164</b>	<b>4,089,502</b>
<b>5</b>	<b>Reimbursements</b>	<b>(89,620,981)</b>	<b>(100,627,209)</b>	<b>(2,928,297)</b>	<b>(98,580,184)</b>	<b>2,047,025</b>
	<b>Total Expenditures</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$586,673,784</b>	<b>\$1,717,553,938</b>	<b>\$ 10,739,750</b>

**VARIANCE NOTES**

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

**1 Personnel Services.** Personnel services are projected to be \$604,000 over budget primarily due to uniform overtime expenses in Dallas Fire-Rescue (\$19,236,000) and Dallas Police Department (\$15,846,000) and non-uniform overtime expenses which are primarily offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments. Dallas Police Department overtime expenses are partially offset by a budgeted American Rescue Plan Act (ARPA) reimbursement. DPD uniform overtime expenses are due in part to elevated attrition in FY 2021-22, consistent demand for police services (P1 call volume), focused support for 911 (\$2.0 million) and the speeding/racing initiative (\$1.8 million), as well as increased response/deployment to “hot spots”. DFR uniform overtime expenses are projected to be \$19.2 million over budget as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements.

**4 Capital Outlay.** Capital outlay is projected to be \$4,090,000 over budget primarily due to PKR expenses related to unbudgeted preventive security and safety measures at recreational facilities, parks, and trails (\$3,171,000) and higher than budgeted CCS equipment and trucks for nuisance abatement, Pro-Active, and HART teams (\$454,000).

## FY 2022-23 Financial Forecast Report

**GENERAL FUND EXPENDITURES**

#	Expenditure by Department	FY 2022-23 Adopted Budget	FY 2022-23 Amended Budget	YTD Actual	YE Forecast	Variance
1	Budget & Management Services	\$4,277,919	\$4,277,919	\$1,209,310	\$4,143,930	(\$133,989)
2	Building Services	30,390,891	30,390,891	11,686,630	30,390,891	0
3	City Attorney's Office	20,971,242	20,971,242	6,285,106	21,094,117	122,875
4	City Auditor's Office	3,163,255	3,163,255	871,510	2,898,250	(265,005)
5	City Controller's Office	8,567,559	8,567,559	2,948,021	8,567,559	0
6	Independent Audit	755,000	755,000	0	755,000	0
7	City Manager's Office	3,205,072	3,205,072	929,628	3,078,122	(126,950)
8	City Secretary's Office	3,141,520	3,141,520	1,024,458	3,197,899	56,379
9	Elections	2,022,829	2,022,829	(81,392)	2,022,829	0
10	Civil Service	3,064,698	3,064,698	804,154	2,948,980	(115,718)
11	Code Compliance	41,342,433	41,342,433	12,940,131	41,342,433	0
12	Court & Detention Services	26,923,902	26,923,902	8,143,592	26,304,617	(619,285)
13	Jail Contract	8,344,443	8,344,443	2,086,111	8,344,443	0
14	Dallas Animal Services	17,725,448	17,725,448	5,649,092	17,702,376	(23,072)
15	Dallas Fire-Rescue	369,069,665	369,069,665	131,790,186	380,184,461	11,114,796
16	Dallas Police Department	611,908,283	611,908,283	203,412,717	611,900,635	(7,648)
17	Data Analytics & Business Intelligence	5,281,114	5,281,114	1,047,429	4,655,700	(625,414)
18	Housing & Neighborhood Revitalization	4,639,881	4,639,881	1,194,384	4,609,875	(30,006)
19	Human Resources	8,140,152	8,140,152	3,271,072	8,336,702	196,550
20	Judiciary	4,273,646	4,273,646	1,312,879	4,273,646	0
21	Library	37,544,060	37,544,060	10,562,939	37,196,838	(347,222)
	Management Services					
22	311 Customer Service Center	5,850,487	5,850,487	2,592,510	5,404,019	(446,468)
23	Communications, Outreach, & Marketing	3,699,446	3,699,446	745,922	3,268,846	(430,600)
24	Office of Community Care	9,365,486	9,365,486	1,748,691	9,317,802	(47,684)
25	Office of Community Police Oversight	811,382	811,382	163,123	780,122	(31,260)
26	Office of Emergency Management	1,344,664	1,344,664	404,266	1,318,163	(26,501)
27	Office of Environmental Quality & Sustainability	6,898,850	6,898,850	3,439,390	6,609,041	(289,809)
28	Office of Equity & Inclusion	3,809,929	3,809,929	688,366	3,605,326	(204,603)
29	Office of Government Affairs	956,162	956,162	355,715	974,541	18,379
30	Office of Historic Preservation	1,341,076	1,341,076	211,489	1,328,675	(12,401)
31	Office of Homeless Solutions	15,197,632	15,197,632	8,091,196	16,832,982	1,635,350
32	Office of Integrated Public Safety Solutions	5,630,099	5,630,099	912,760	5,630,099	0
33	Small Business Center	3,746,673	3,746,673	734,963	3,494,934	(251,739)
34	Mayor & City Council	6,645,643	6,645,643	1,696,157	6,743,937	98,294
35	Non-Departmental	135,306,683	135,306,683	8,292,651	134,394,144	(912,539)
36	Office of Arts & Culture	22,496,061	22,496,061	17,172,801	22,496,061	0
37	Office of Economic Development	3,918,798	3,918,798	1,522,490	3,918,798	0
38	Park & Recreation	106,863,878	106,863,878	43,279,267	109,440,006	2,576,128
39	Planning & Urban Design	5,150,852	5,150,852	1,766,434	5,046,494	(104,358)
40	Procurement Services	3,014,089	3,014,089	801,829	2,987,359	(26,730)
41	Public Works	89,209,383	89,209,383	64,873,612	89,209,383	0
42	Transportation	51,984,903	51,984,903	20,092,193	51,984,903	0
	<b>Total Departments</b>	<b>\$1,697,995,188</b>	<b>\$1,697,995,188</b>	<b>\$586,673,784</b>	<b>\$1,708,734,939</b>	<b>\$10,739,750</b>
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	3,501,999	3,501,999	0	3,501,999	0
45	Salary and Benefit Stabilization	5,317,000	5,317,000	0	5,317,000	0
	<b>Total Expenditures</b>	<b>\$1,706,814,187</b>	<b>\$1,706,814,187</b>	<b>\$586,673,784</b>	<b>\$1,717,553,938</b>	<b>\$10,739,750</b>

## VARIANCE NOTES

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

**3 City Attorney's Office.** ATT is projected to be \$123,000 over budget due primarily due to termination payouts for retiring employees and other personnel expenses.

**4 City Auditor's Office.** AUD is projected to be \$265,000 under budget primarily due to salary savings associated with three vacant positions.

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

**12 Court & Detention Services.** CTS is projected to be \$619,000 under budget primarily due to salary savings associated with 81 vacant positions.

**15 Dallas Fire-Rescue.** DFR is projected to be \$11,115,000 over budget primarily due to uniform overtime expenses (\$19,236,000 over budget) as a result of higher than anticipated attrition requiring backfill to meet minimum staffing requirements. This is partially offset by salary savings as a result of vacant uniform positions and a reimbursement from the American Rescue Plan Act (ARPA) for eligible uniform salary expenses (\$2,500,000 for paramedic training) initially budgeted in FY 2021-22. The department is working to implement additional recruiting strategies that will positively impact headcount levels in the field.

**17 Data Analytics & Business Intelligence.** DBI is projected to be \$625,000 under budget primarily due to salary savings associated with 20 vacant positions.

**19 Human Resources.** HR is projected to be \$197,000 over budget primarily due to personnel costs associated with organizational changes. Funding in the amount of \$196,550 to support positions moved to HR will be reallocated at FY 2022-23 mid-year.

**22 311 Customer Service Center.** 311 is projected to be \$466,000 under budget primarily due to salary savings associated with vacant positions.

**23 Communications, Outreach, & Marketing.** COM is projected to be \$431,000 under budget primarily due to salary savings associated with 10 vacant positions.

**28 Office of Equity and Inclusion.** OEI is projected to be \$205,000 under budget primarily due to salary savings associated with seven vacant positions.

**29 Office of Government Affairs.** OGA is projected to be \$18,000 over budget primarily due to temporary staffing costs for an executive assistant.

**31 Office of Homeless Solutions.** OHS is projected to be \$1,635,000 over budget due to an emergency procurement for temporary housing of 94 individuals from an encampment decommissioned by the Dallas R.E.A.L. Time Rapid Rehousing Initiative(DRTRR) in January.

**33 Small Business Center.** SBC is projected to be \$252,000 under budget primarily due to salary savings associated with eight vacant positions.

## VARIANCE NOTES

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

**34 Mayor & City Council.** MCC is projected to be \$98,000 over budget primarily due to personnel costs associated with organizational changes. Funding to support positions moved to MCC will be reallocated from COM at FY 2022-23 mid-year.

**35 Non-Departmental.** Non-D is projected to be \$912,000 under budget primarily due to savings associated with reduced interest costs for Master Lease drawdowns.

**38 Park & Recreation.** PKR is projected to be \$2,576,000 over budget primarily due to unbudgeted preventive security and safety measures at recreational facilities and trails including cameras, lighting, and staff (\$1,500,000); high inflationary costs for supplies and services affecting park maintenance, repair, and cleanup (\$1,000,000); deferred maintenance (\$1,500,000); overtime and temporary staffing (\$2,628,000); and 2023 Southwest Showcase Televised Golf Tournament (\$100,000). These costs are partially offset by salary savings associated with vacant positions (\$4,152,000).

## FY 2022-23 Financial Forecast Report

**ENTERPRISE FUNDS**

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

Beginning Fund Balance	\$53,227,959	\$53,227,959		\$75,205,004	\$21,977,045
Total Revenues	158,542,590	158,542,590	63,600,821	163,476,853	4,934,263
Total Expenditures	163,476,405	163,476,405	44,387,659	163,476,405	0
Ending Fund Balance	\$48,294,144	\$48,294,144		\$75,205,452	\$26,911,308

**2 CONVENTION & EVENT SERVICES**

Beginning Fund Balance	\$43,463,338	\$43,463,338		\$56,656,767	\$13,193,429
Total Revenues	113,230,392	113,231,392	34,715,200	116,656,341	3,424,949
Total Expenditures	113,231,392	113,231,392	38,049,725	116,656,341	3,424,949
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	10,749,341	35,399,998	59,058
Total Expenditures	43,830,455	48,830,455	13,701,609	48,729,691	(100,764)
Ending Fund Balance	\$36,886,299	\$31,886,299		\$24,706,378	(\$7,179,921)

**4 MUNICIPAL RADIO**

Beginning Fund Balance	\$745,490	\$745,490		\$572,451	(\$173,039)
Total Revenues	1,003,095	1,003,095	326,660	1,107,287	104,192
Total Expenditures	1,003,095	1,003,095	571,818	1,100,313	97,218
Ending Fund Balance	\$745,490	\$745,490		\$579,425	(\$166,065)

**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	47,002,616	145,369,518	0
Total Expenditures	143,785,140	143,785,140	32,648,872	143,785,140	0
Ending Fund Balance	\$20,912,620	\$20,912,620		\$21,212,342	\$299,722

**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	25,019,786	72,433,742	0
Total Expenditures	72,433,742	72,433,742	11,102,710	72,433,742	0
Ending Fund Balance	\$15,732,597	\$15,732,597		\$19,962,402	\$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	260,831,054	755,226,160	0
Total Expenditures	761,226,160	761,226,160	206,338,534	761,226,160	0
Ending Fund Balance	\$127,050,983	\$127,050,983		\$162,023,058	\$34,972,075

## FY 2022-23 Financial Forecast Report

**INTERNAL SERVICE FUNDS**

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

Beginning Fund Balance	(\$14,768)	(\$14,768)		(\$1,400,504)	(\$1,385,736)
Total Revenues	23,087,146	23,087,146	822,955	22,275,755	(811,391)
Total Expenditures	23,087,146	23,087,146	4,911,808	22,261,641	(825,505)
Ending Fund Balance	(\$14,768)	(\$14,768)		(\$1,386,390)	(\$1,371,622)

**9 EQUIPMENT & FLEET MANAGEMENT**

Beginning Fund Balance	\$10,783,384	\$10,783,384		\$11,008,909	\$225,525
Total Revenues	66,009,566	66,009,566	5,418,386	66,901,154	891,588
Total Expenditures	66,600,148	66,600,148	17,780,296	67,491,736	891,588
Ending Fund Balance	\$10,192,802	\$10,192,802		\$10,418,327	\$225,525

**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	855,285	2,992,922	399,132
Total Expenditures	2,361,983	2,361,983	570,883	2,326,869	(35,114)
Ending Fund Balance	\$5,916,624	\$5,916,624		\$6,606,408	\$689,784

**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	35,290,696	108,985,933	0
Total Expenditures	110,191,357	110,191,357	56,366,121	109,751,542	(439,815)
Ending Fund Balance	\$7,914,413	\$7,914,413		\$19,247,549	\$11,333,136

**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	4,895,638	16,863,428	0
Total Expenditures	16,867,557	16,867,557	4,804,118	16,814,074	(53,483)
Ending Fund Balance	\$1,135,186	\$1,135,186		\$2,761,480	\$1,626,294

## 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	3,965,918	12,829,221	811,777
Total Expenditures	14,212,742	14,212,742	5,854,491	14,176,204	(36,538)
Ending Fund Balance	\$1,984,971	\$1,984,971		\$4,305,643	\$2,320,672

**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	362,924,657	408,298,161	0
Total Expenditures	412,314,869	412,314,869	0	412,314,869	0
Ending Fund Balance	\$62,850,989	\$62,850,989		\$80,520,456	\$17,669,467

**15 EMPLOYEE BENEFITS**

City Contributions	\$108,965,789	\$108,965,789	\$26,906,351	\$109,342,574	\$376,785
Employee Contributions	44,675,798	44,675,798	14,523,769	44,718,099	42,301
Retiree	26,927,732	26,927,732	(18)	27,094,920	167,188
Other	0	0	103,206	86,495	86,495
Total Revenues	180,569,319	180,569,319	41,533,308	181,242,088	672,769
Total Expenditures	\$189,583,785	\$189,583,785	\$15,051,283	\$194,837,126	\$5,253,341

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

**16 RISK MANAGEMENT**

Worker's Compensation	\$16,041,001	\$16,041,001	15,991,645	14,085,135	\$0
Third Party Liability	10,033,670	10,033,670	10,849,118	11,688,742	0
Purchased Insurance	13,445,548	13,445,548	13,447,476	11,096,779	0
Interest and Other	0	0	203,756	121,238	121,238
Total Revenues	39,520,219	39,520,219	40,491,995	36,991,894	121,238
Total Expenditures	\$57,449,878	\$57,449,878	15,275,460	\$44,365,600	(13,084,278)

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 January 31, 2023, the beginning fund balance for the 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 \$4934,000 over budget due to higher concession for Food-Beverage than budgeted.

**2 Convention and Event Services.** CCT revenues are projected to be over budget \$3,425,000 due to higher number of events than budgeted. CCT expenses are projected to be over budget \$3,425,000 due to an increase in capital transfer.

**3 Development Services.** DEV revenues are projecting to be over budget by \$59,000 due to the Rapid single-Family VIP program. City Council increased DEV's budget by \$5,000,000 on November 9 by resolution 22-1676 for construction services at 7800 N Stemmons.

**4 Municipal Radio.** OCA revenues are expected to be \$104,000 over budget due to higher than budgeted reimbursements from KERA. OCA expenses are projected to be \$97,000 over budget due to a contract buy-out that creates savings on the Nielsen contract.

**8 Bond & Construction Management.** BCM revenues are expected to be \$811,000 under budget due to charges to capital projects encumbered in the prior fiscal year. BCM expenses are projected to be \$826,000 under budget primarily due to salary savings associated with 48 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

**9 Equipment and Fleet Management.** EFM revenues are projected to be \$892,000 over budget due to additional maintenance costs as a result of extending the maintenance schedules for Sanitation from 4-5 days and revised routes resulting in additional chargebacks. EFM expenses are projected to be \$892,000 over budget primarily due to contracted labor and temporary staffing used to offset 46 vacancies.

**10 Express Business Center.** Express Business Center revenues are projected to be \$399,000 over budget due to an increase in auto pound sales.

**13 9-1-1 System Operations.** 911 System Operations are projected to be over budget by \$812,000 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 \$5,253,000 over budget primarily due to greater numbers of high-cost claims from August to December 2022. The increase in outpatient per unit cost and professional utilization experienced from August to December following the COVID-19 pandemic is anticipated to decrease in 2023.

**16 Risk Management.** ORM expenses are projected to be \$13,084,000 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	\$228,056,270	\$133,423,818	\$172,500,912
B	Park and Recreation Facilities	261,807,000	261,291,060	169,977,843	10,134,305	81,178,912
C	Fair Park	50,000,000	50,000,000	30,511,113	3,027,228	16,461,659
D	Flood Protection and Storm Drainage	48,750,000	48,688,152	12,321,232	11,879,467	24,487,453
E	Library Facilities	15,589,000	15,589,000	14,865,298	229,265	494,437
F	Cultural and Performing Arts Facilities	14,235,000	14,235,000	12,805,990	577,010	852,000
G	Public Safety Facilities	32,081,000	32,081,000	26,098,117	181,647	5,801,237
H	City Facilities	18,157,000	18,157,000	2,378,013	83,955	15,695,032
I	Economic Development	55,400,000	55,400,000	19,786,861	9,484,187	26,128,953
J	Homeless Assistance Facilities	20,000,000	20,000,000	15,065,752	1,375,331	3,558,917
<b>Total</b>		<b>\$1,050,000,000</b>	<b>\$1,049,422,212</b>	<b>\$531,866,488</b>	<b>\$170,396,213</b>	<b>\$347,159,511</b>

**2012 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$266,938,887	\$256,743,250	\$6,575,140	\$3,620,497
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	241,979,965	56,432,080	27,962,955
3	Economic Development	55,000,000	55,000,000	37,827,528	4,609,747	12,562,724
<b>Total</b>		<b>\$642,000,000</b>	<b>\$648,313,887</b>	<b>\$536,550,744</b>	<b>\$67,616,967</b>	<b>\$44,146,176</b>

**2006 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$393,500,520	\$8,511,434	\$4,478,599
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	297,907,936	14,874,079	29,975,151
3	Park and Recreation Facilities	343,230,000	353,343,060	347,694,529	1,383,248	4,265,283
4	Library Facilities	46,200,000	48,318,600	47,669,994	10,521	638,084
5	Cultural Arts Facilities	60,855,000	63,821,447	63,151,488	398	669,561
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	32,163,825	395,789	3,656,863
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	42,405,945	922,500	1,731,608
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,491,789	237,544	10,998,118
11	Court Facilities	7,945,000	8,146,606	7,869,762	120	276,724
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	65,323,005	4,737	745,196
<b>Total</b>		<b>\$1,353,520,000</b>	<b>\$1,401,388,107</b>	<b>\$1,317,236,977</b>	<b>\$26,340,382</b>	<b>\$57,810,748</b>

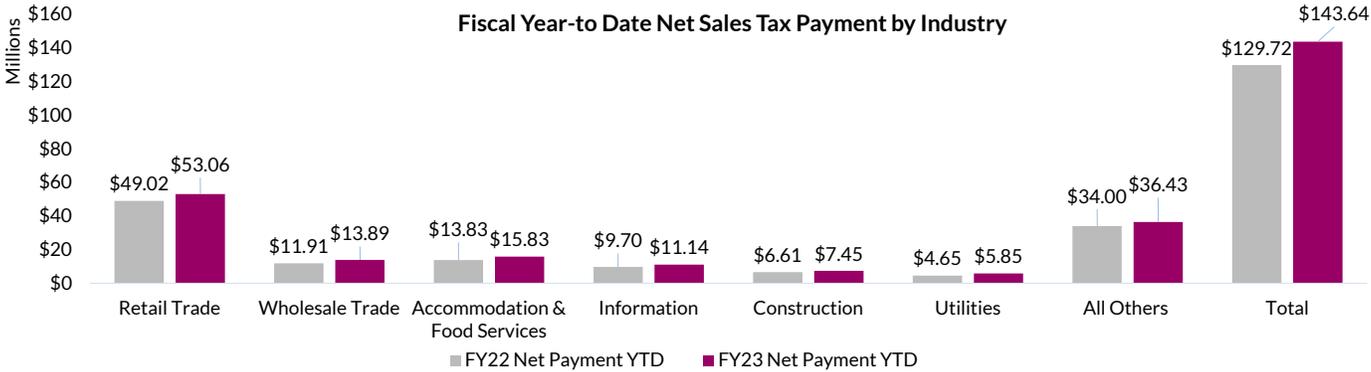
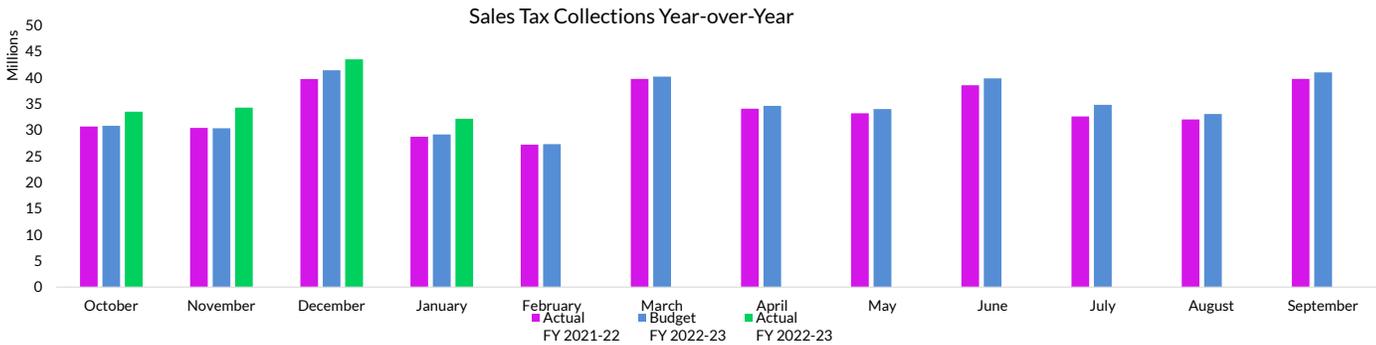
Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

## Sales Tax

The current sales tax rate is 8.25 percent - 6.25 percent goes to the state, one percent to the City, and one percent to DART. In FY 2022-23, Sales Tax Budget is \$417,232,383. As of January 31, 2023, the sales tax forecast is \$428,951,153. We will update the forecast throughout the year as additional information becomes available. The charts in this section provide more information about sales tax collections.



## FY 2022-23 Financial Forecast Report

**ECONOMIC INDICATORS**

Year-over-Year Change in Sales Tax Collections		
Industry	January FY23 over January FY22	FYTD23 over FYTD22
Retail Trade	19%	8%
Wholesale Trade	-4%	17%
Accommodation and Food Services	27%	14%
Information	11%	15%
Construction	13%	13%
Utilities	26%	26%
All Others	3%	7%
Total Collections	12%	11%

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

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

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

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

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

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

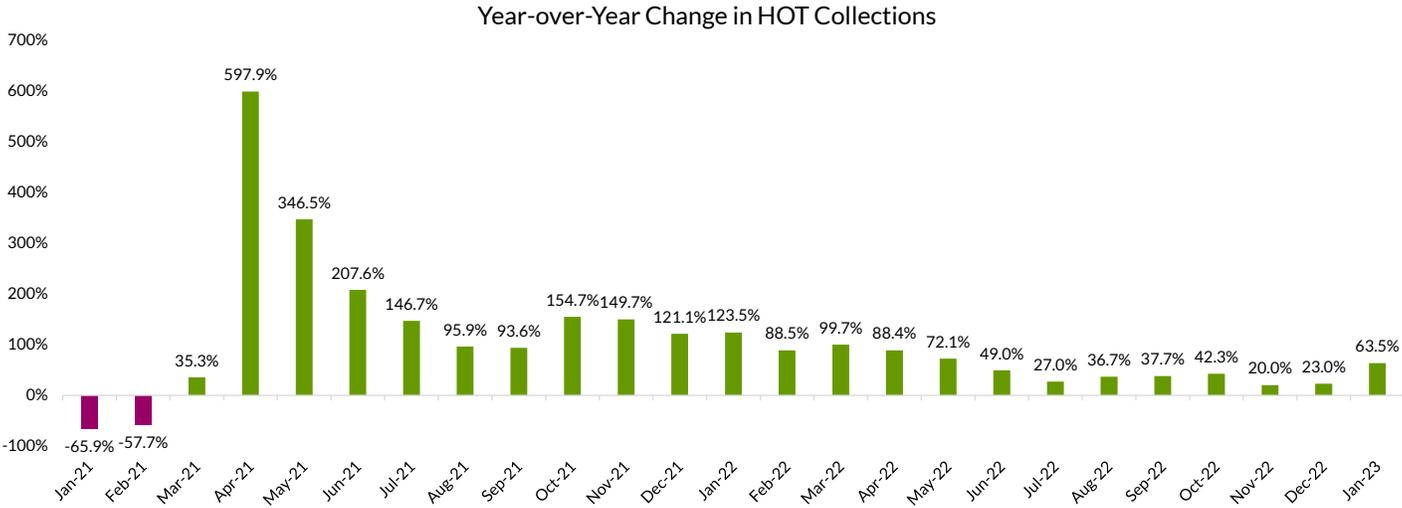
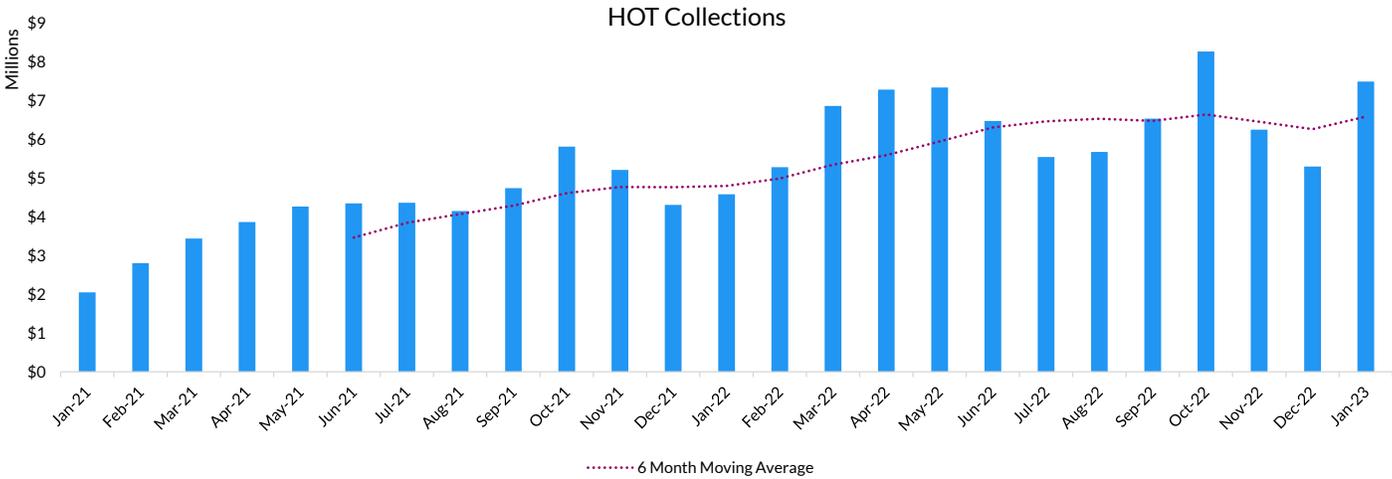
**All Others.** Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

## Hotel Occupancy Tax

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



FY 2022-23 Financial Forecast Report

# ECONOMIC INDICATORS

## Convention Center Event Bookings

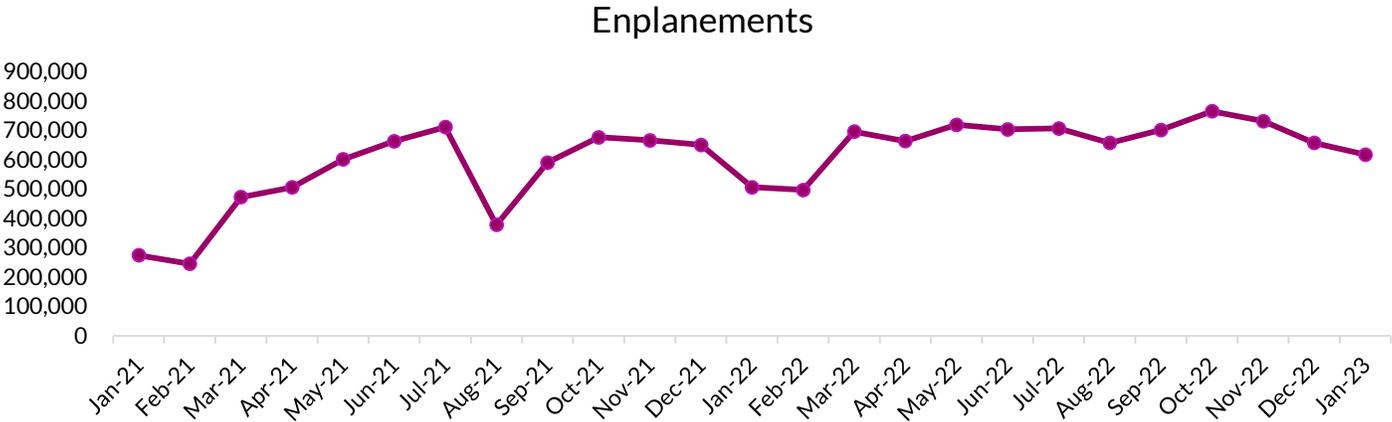
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY21 Actual	FY22 Actual	FY23 Planned	FY23 Actual/Forecast*
October	3	6	10	10
November	1	5	2	2
December	2	9	11	12
January	1	4	7	5
February	0	10	9	9
March	2	13	7	7
April	1	8	5	5
May	6	6	9	9
June	7	11	9	9
July	7	4	10	10
August	4	8	5	5
September	5	10	4	4
<b>Total</b>	<b>39</b>	<b>94</b>	<b>88</b>	<b>87</b>

\* 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.

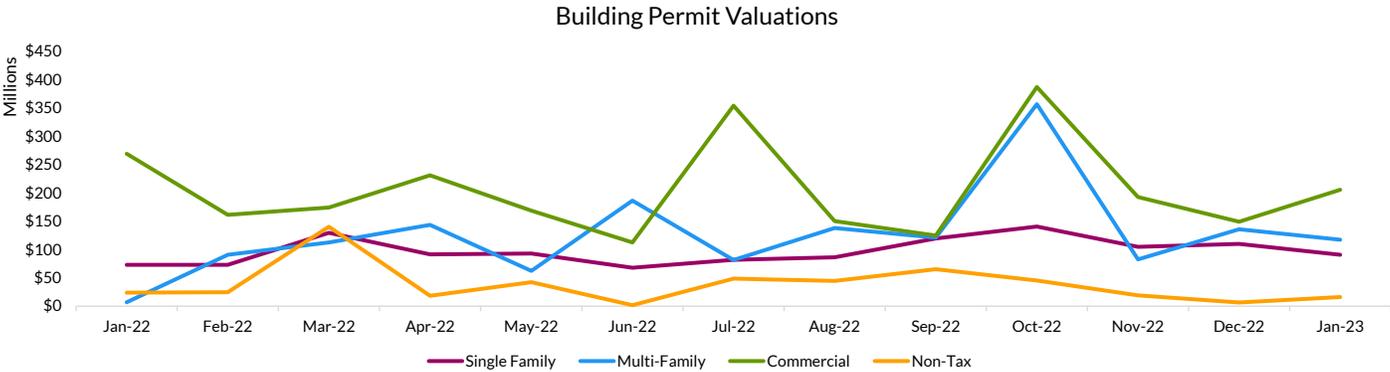


FY 2022-23 Financial Forecast Report

# 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
<b>Economic Development</b>						
1	Average number of business days to complete commercial permit application prescreen (Development Services)	5.7	5.0	2.0	5.0	5.0
2*	Percentage of next business day inspections performed on time (Development Services)	98.5%	98.0%	98.0%	98.0%	98.0%
3	Percentage spent with local businesses (Small Business Center)	36.7%	53.0%	59.0%	40.0%	40.0%
4	Percentage of dollars spent with local M/WBE businesses (Small Business Center)	84.6%	62.0%	60.0%	70.0%	70.0%
<b>Environment &amp; Sustainability</b>						
5	Percentage of CECAP actions underway annually (Office of Environmental Quality & Sustainability)	94.3%	54.6%	54.6%	75.3%	75.3%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	99.9%	100.0%	100.0%	95.0%	95.0%
7	Residential recycling diversion rate (Sanitation Services)	18.6%	18.0%	18.0%	20.0%	20.0%

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

## FY 2022-23 Dallas 365

#	Measure	FY 2021-22 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
<b>Government Performance &amp; Financial Management</b>						
8	Percentage of invoices paid within 30 days (City Controller's Office)	88.1%	92.0%	88.0%	92.0%	92.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	96.2%	91.0%	91.0%	90.0%	90.0%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	42.4%	60.0%	70.0%	60.0%	60.0%
11	Percentage of informal solicitation requests (<\$50k) processed within 15 business days (Procurement Services)	N/A	80.0%	9.0%	80.0%	80.0%
<b>Housing &amp; Homeless Solutions</b>						
12	Percentage of development funding leveraged by private sources (Housing & Neighborhood Revitalization)	85.6%	60.0%	0.0%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	94.0%	85.0%	89.0%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	98.6%	80.0%	141.3%	80.0%	80.0%
<b>Public Safety</b>						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	85.1%	90.0%	84.3%	90.0%	90.0%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (Dallas Fire-Rescue)	87.5%	90.0%	90.4%	90.0%	90.0%
17*	Crimes against persons (Dallas Police Department)	2,302.0	2,000.0	2,179.0	2,000.0	2,000.0
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	47.6%	60.0%	52.2%	60.0%	60.0%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	96.4%	90.0%	98.2%	90.0%	90.0%
20	Complaint resolution rate (Office of Community Police Oversight)	82.2%	70.0%	71.2%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	52.6%	60.0%	64.6%	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
<b>Quality of Life, Arts, &amp; Culture</b>						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	83.6%	65.0%	82.7%	65.0%	65.0%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	33.4%	5.0%	9.1%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	77.3%	75.0%	76.3%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	99.0%	93.0%	98.1%	93.0%	93.0%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	30.2%	25.0%	28.8%	32.0%	32.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	2,192	1,615	2,505	1,615	1,615
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	68.0%	80.0%	31.0%	80.0%	80.0%
<b>Transportation &amp; Infrastructure</b>						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	85.6%	71.0%	71.6%	97.0%	97.0%
30	Percentage of planned lane miles improved (787 of 11,770 miles) (Public Works)	81.6%	1.0%	8.2%	100.0%	100.0%
31	Percentage of potholes repaired within three days (Public Works)	99.0%	98.0%	98.8%	98.0%	98.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	91.4%	91.0%	91.8%	91.0%	91.0%
33	Percentage of faded long line pavement marking miles improved (611 of 1,223 miles) (Transportation)	83.4%	0.0%	0.0%	50.0%	50.0%
<b>Workforce, Education, &amp; Equity</b>						
34	Percentage increase of original multicultural and multilingual content (on public, educational, and government) (Communications, Outreach, & Marketing)	40.2%	25.0%	620.0%	25.0%	25.0%
35	Percentage increase of workforce development grant participants in underserved populations (Small Business Center)	N/A	60.0%	59.9%	60.0%	60.0%

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

## FY 2022-23 Dallas 365

**VARIANCE NOTES**

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

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

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

**17** Overall violent crime has increased to 5.99 percent for January 2023. With the focus on interrupting and disrupting violent people and places, DPD strives to continue to see a reduction in crimes against persons. DPD is targeting hot spots such as apartment complexes to decrease crime and is implementing the Place Network Investigations (PNI) plan as part of the Violent Crime Plan. DPD has seen a 20 percent decrease in Robbery offenses and a 17 percent decrease in Sexual Assault offenses, and overall crime is down. Total Crime is down (5.6) percent YTD by (500) offenses. There is an increase in Aggravated Assaults and this is due to single incidents having multiple complainants.

**18** DPD is 116 officers short of authorized positions and has resulted in an impact on call answering volume. One graduating class provided 21 officers to patrol staffing levels to assist with our departmental staffing goals. A recruit class began in January with 32 officers.

**28** Late Night Teen participation continues to be down due to programming only being offered on the first Friday of each month and lower levels of participation in the winter months. The TRec Program Coordinator was onboarded in January. Marketing initiatives are being developed for increased program participation as PKR approaches warmer spring months.

**30** Sixty four (64.8) lane miles have been completed out of 11,770 miles. PBW anticipates improved performance with the maintenance contract awarded in January (CR #23-0014).

# 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

Like so many others, COVID-19 forced the Dallas Public Library to rapidly change and deploy a new service model in an effort to continue serving its communities. Three years later, Dallas City Council adopted the City Manager’s budget to re-introduce and expand library hours at fifteen branch locations across the city. City of Dallas’ libraries offer a plethora of resources, foster learning opportunities, welcome communities, engage residents and enhance their quality of life. Libraries are essential in providing education and workforce development, senior engagement, and poverty elimination. In FY 2022-23, Dallas Public Library hosted a two-day job fair and accepted 210 applications. On-site interviews were conducted which aided in filling all 55 new positions to support expanded hours. This expansion allows for increased children’s services, workforce development, SMART summer participation, and adult learning programs at each of these locations.



## FY 2022-23 Budget Initiative Tracker

**ECONOMIC DEVELOPMENT****1 Building Permit Process** ✓

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

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

**2 City Development Code** ✓

**INITIATIVE** Overhaul the City's Development Codes (Chapters 51, 51A, and 51P) to develop a modern, updated, and user-friendly development code that is streamlined, consistent, clear, and aligned with all City plans and policies. In FY 2022-23, PNV will hire execute a consultant contract, work alongside the consultant to perform a technical analysis of the effectiveness of current development codes and begin the public engagement process to ultimately reduce the total land development timeline. (PNV)

**STATUS** Procurement for the consultant will close on February 10. The next steps will be to score, select, and negotiate the contract.

**3 Planning and Urban Design** ✓

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

**STATUS** Two positions were hired with start dates in March. One position is posted and closing soon with interviews to be conducted within the next few weeks. The final position will be posted within the next few weeks.

**4 City Auto Pound** ✓

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

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

## FY 2022-23 Budget Initiative Tracker

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

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

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

**6 Emerald Ash Borer (EAB) Mitigation** ✓

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

**STATUS** The EAB response plan has been initiated. The PKR staff Arborist will continue special assignment assessing and mapping ash trees on park properties. As of December the Arborist has surveyed about 300 parks and inventoried approximately 900 ash trees in the maintained portions of park properties. The Urban Biologist and City Forester positions continue working with the interdepartmental Forestry Technical Team. PKR will interview candidates for the Sr. Environmental Coordinator position in February 2023 with an anticipated hire date by spring 2023. The seven positions to be hired by PBW have been posted. Five positions have been filled, and the remaining two have been posted and are awaiting qualified candidates.

**7 Comprehensive Environmental & Climate Action Plan (CECAP) Outreach** ✓

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

**STATUS** During the first three months of FY 2022-23 a vendor was selected to develop the marketing tool kit. The CECAP media plan is currently being consolidated into the overall OEQS department engagement plan and the effort will be facilitated by the OEQS Outreach and Engagement Team moving forward. The initial draft plan has been reviewed and there will be monthly meetings to refine and implement the media plan.

**8 Solar Energy Initiative** ✓

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

**STATUS** An RFP solicitation for a \$1M (\$500,000 Solar PV + \$500,000 Battery) Solar Photovoltaic and Battery Energy Storage System at the Bachman Recreation Center was opened on January 18 and closes on February 24. BSD is currently auditing the 8 resiliency centers, specifically focusing on ways to weatherize and increase energy efficiency, to determine the best use of the remaining \$500,000.

## FY 2022-23 Budget Initiative Tracker

**ENVIRONMENT & SUSTAINABILITY****9 Brownfield Program** 

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

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

**10 Comprehensive Environmental and Climate Action Plan (CECAP)** 

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

**STATUS** The first batch of monitors have been calibrated and deployed. The first three of eight are in the field and transmitting data from West Dallas and Dixon Circle. Staff are working with affected communities, Environmental Commission, and Council Members to schedule implementation of the remaining monitors in Joppa, Floral Farms, and Dixon Circle. Arrangements are being finalized for a monitor to be installed in the Joppa neighborhood, with a tentative installation of date of March 8, 2023. Additionally, a community meeting was held with the residents of the Floral Farms neighborhood on February 21, 2023. This meeting generated new information that staff is currently incorporating into future plans.

**11 Environmental Justice (EJ)** 

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

**STATUS** Human Resources is currently finalizing the job description for the Environmental Coordinator position. Hiring is anticipated by early spring 2023.

## 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 FY 2022-23 funds. One Engine has been ordered through general fund monies (approved budget amendment) and seven Engines, two Trucks, nine Ambulances, and three Wildland Type VI vehicles have been ordered from the remaining funding allocation. Purchase agreements for two remaining Ambulances are in the process of being finalized for a total of 11. DFR was recently awarded a grant from the North Central Council of Governments for the acquisition of three blocker vehicles (to be ordered and delivered in FY 2022-23) to protect residents, first responders, and emergency fleet units during freeway responses. EFM has ordered 188 units using department funds totaling \$29.1 million. Departments include CCS (18 units), CTS(3), AVI (1), DFD (9), DPD (101), DWU (3), EFM(1), OEM (1), PBW (13), PKR (4), SAN (33), SEC (1).

## FY 2022-23 Budget Initiative Tracker

**HOUSING & HOMELESSNESS SOLUTIONS****13 Addressing Homelessness** ✓

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

**STATUS** The Dallas Rapid Rehousing Initiative has housed 1,610 individuals since its onset in October 2021 through January 2023. Of those individuals housed, 47% percent are from households consisting of adults with children and 53% 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 January 2023, the three organizations contracted by OHS have provided services for 525 clients.

**14 Homeless Action Response Team (HART)** ✓

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

**STATUS** The departments involved in the HART initiative are currently all in various stages of filling positions. OHS hired seven positions in November; the IPSS position was filled and became operational in December; PBW has onboarded the supervisor position, the Crew Leader position has been filled and will start in January, four Street Maintenance Worker positions have been filled with January and February starts, and the remaining Street Maintenance Worker position has interviews scheduled for the end of March; PKR will be attending job fairs in January and February, is in the process of posting positions, and anticipates filling positions in mid-April; DAS positions were filled with current employees to move the HART initiative forward and they are using already procured vehicles while DAS works with EFM to purchase the vehicles allotted to DAS for HART. CCS has filled and onboarded four of their eight positions and plans to continue hiring efforts. While waiting on heavy equipment procurement, CCS's HART abatement team is working jointly with the Nuisance Abatement Heavy Clean Teams to cover the program's needs. CTS launched two teams in December with two existing Deputy Marshals, one new Deputy has been hired and is currently in the six-month training program, and the Marshal's Office is currently conducting interviews for the remaining positions. According to CTS, the two HART teams have visited 128 locations, cleaned up and/or closed 8 sites, and removed 37,700lbs of debris.

## FY 2022-23 Budget Initiative Tracker

**PUBLIC SAFETY****16 Police Response Times** ✓

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

**STATUS** A new Academy class started in December 2022 with 30 recruits and Class 384 graduated with 18 officers. Year to date, DPD has hired 31 officers with a goal of hiring 321 by the end of FY 2022-23. DPD anticipates ending the fiscal year with 3,200 officers, an increase of 116 officers from September 2022.

**17 Innovative Equipment and Technology** ✓

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

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

**18 Single Function Paramedic Program** ✓

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

**STATUS** The shift-based supervisors for the Single Function Paramedic units were put into service on February 15, 2023 to provide direct oversight for the two existing Single Function Rescues. Civil Service has closed applications and administered testing for new hires and will be providing a list of eligible candidates to DFR by the end of February. Timeline to hire new personnel is on track for the end of April.

**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** In the month of January, there has been an increased focus on conducting inspections in the Henderson/Greenville area in preparation for the St. Patrick's Day Parade. To date, \$20,347 has been collected in permits and fees. There have been 224 code activities that has resulted in 912 hazards identified. Additionally, the team has been able to follow up on Alternative Fire Watches (AFW), to ensure compliance with the Dallas Fire Code.

**20 City Facility Security Assessment** ✓

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

**STATUS** CTS is continually receiving quotes and proposals for lighting, fencing, access controls and camera systems. As of January, CTS has encumbered \$1.2 million and expensed \$390,000 of the department's \$2.9 million ARPA allocation in FY 2022-23.

## FY 2022-23 Budget Initiative Tracker

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

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

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

**22 Multi-Family Violence Crime Reduction Plan** 

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

**STATUS** Seven Code Compliance Officers have been hired as of February 1, 2023 and three offers have been extended for the remaining Code Compliance Officers. The teams are up and running as anticipated. Orientation and expected launch of all new staff are projected to begin late February.

**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 FY23 to expand hours at 15 locations. The extended hours begin January 17, 2023.

**24 Historic Resource Survey** 

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

**STATUS** OHP has applied for a grant to increase funding for the Historic Resources Survey. The department anticipates contracting with HR&A Advisors in February to provide services to begin this work.

## FY 2022-23 Budget Initiative Tracker

**TRANSPORTATION & INFRASTRUCTURE****25 Sidewalk Master Plan** 

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

**STATUS** As of January, PBW has spent \$350,400 of its General Fund appropriations to complete three sidewalk projects and 1.89 lane miles of sidewalk improvements to date. PBW anticipates spending \$272,000 to complete 3.00 miles of sidewalk improvements in January, spending \$500,000 to complete 1.00 miles of sidewalk improvement in February, and spending \$700,000 to complete 1.15 miles of sidewalk improvements in March. After March, PBW is on track to complete the remaining 9.44 miles of sidewalk improvements by the end of September.

**27 Vision Zero Action Plan** 

**INITIATIVE** Invest funding in Dallas's mobility infrastructure, emphasizing a system 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.

**29 Crosswalks** 

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

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

**26 Bridge Maintenance** 

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

**STATUS** Construction on bridge maintenance began in January with invoices for expenses expected to be submitted in February. Maintenance on three bridges were completed in January, two are planned in February, and the remaining 15 are on track to be completed by September 2023. PBW received City Council authorization in November to spend \$334,250 on emergency repairs for State Highway 356 Bridge and will request authorization in February to spend \$569,500 on emergency repairs to Ron Kirk Pedestrian Bridge.

**28 Traffic Signals** 

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

**STATUS** As of January, TRN received the match fund agreement from TxDOT for the design of 44 signals in total and will be going to City Council for approval in April. The project to replace traffic lights will be a multi-year effort.

## FY 2022-23 Budget Initiative Tracker

**TRANSPORTATION & INFRASTRUCTURE****30 School Zone Flashing Beacons**

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

**STATUS** As of January, 180 flashing beacons have been installed. TRN expects to complete installation of the 500 school zone flashing beacons by year end.

**31 Bike Lanes**

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

**STATUS** The bike plan consultant continues work and as expected, City Council consideration of the bike plan update is anticipated in Summer 2023. The bike plan update will inform the strategic bike lane locations to implement in the coming years. In the meantime, engineering work is being finalized on several bike lane projects with a plan for implementation in the coming months, utilizing in-house resources. Transportation staff is coordinating with the City Attorney's Office to develop a bike lane engineering contract structure that allows flexibility for upcoming projects, while complying with federal, state, and city procurement guidelines.

## FY 2022-23 Budget Initiative Tracker

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

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

**STATUS** Applications for the SBC Mentor Protégé Coordinator position were reviewed in early January. Staff is also working to complete the procurement for the proposed vendor for the Mentor-Protégé Match Making system. A planning meeting to strategize the recruitment was held on January 17.

**33 Equity Education Through Engagement** 

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

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

**34 Accessibility** 

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

**STATUS** OEI is continuing ADA building assessments and of the 20 assessments planned, 10 completed during 2022 have revised reports being reviewed by OEI staff and 6 additional buildings have been reviewed in 2023. The department review, consisting of the collection and review of department programs, services, and activities, has been completed. OEI has received back 100% of the ADA Department surveys and department interviews are anticipated to follow in in the next few months. Online ADA training courses are being reviewed and staff will arrange for stakeholder input before the training course is finalized. Online training is anticipated in early 2023.

**35 Bridging the Digital Divide** 

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

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

## FY 2022-23 Budget Initiative Tracker

**MULTI-YEAR INITIATIVES**

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

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

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

**STATUS** OHP staff and external consultant presented the final report to the Landmark Commission on May 2, 2022 and to the City Plan Commission on June 2, 2022. OHP is working with the contracted organization on completing the presentation during the FY 2022-23. Concurrently with adoption, the ordinance regarding demolition delay overlays will be amended to include the Historic Resources Survey. This is being addressed currently, but there is not a projected completion date at this time.

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

**INITIATIVE** Launch the economic development entity called for in the Economic Development Policy with \$7 million over three years to pay formation costs and hire staff to begin the entity's business and real estate development work, after which it will be self sustaining. In FY22, ECO will spend \$2.0 million to launch operations, hire a new Economic Development Corporation Director, develop a 3-year work plan, and develop an operational budget for Year 2 (FY 2022-23) and Year 3 (FY 2023-24). (ECO)

**STATUS** City Council approved creation of the Economic Development Corporation (EDC) on January 12, 2022, and the certificate of formation was filed with the State of Texas in February. The City Council approved the initial Board of Directors to the EDC on August 24, 2022. In January 2023, the EDC board prioritized the following for the upcoming year: hiring a search firm to hire an EDC Director, hiring a EDC director, and developing a strategic plan and funding plan (including budget). The search committee met earlier this month and the language for the RFP for the search firm has been drafted with the anticipation of being sent out in March 2023.

**6 Comprehensive Food & Urban Agriculture Plan**

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

**STATUS** OEQS staff are continuing efforts under the contract for the Comprehensive Food & Urban Agriculture Plan, including internal and external engagement with over 35 different farms (both community and commercial scale) and other Dallas food stakeholders. OEQS staff are also working with the City's internal Food Equity Working group and the Office of Procurement efforts to pilot a project to provide small growing units for food desert homes. Once implemented, the units will be deployed on a rolling basis. On February 20 and 21, Dallas Inner City Growers Summit was convened at the Briscoe Hall at the Texas State Fairgrounds. About 150 people attended and heard presentations about farm finance, growing, farm to market opportunities, as well as walking farm tours. A post-event survey was distributed to assess feedback for programmatic planning.

## FY 2022-23 Budget Initiative Tracker

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

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

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

**13 Affordability Housing Units** ✓

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

**STATUS** Housing is implementing this new funding along with other measures through the existing Notice of Funding Availability. On January 12, 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 still undergoing predevelopment processes and have not yet begun construction. 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 72 applications and staff has so far committed \$1,413,821 across 16 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. Three councilmembers have committed \$1.35 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 began a partial transfer in January 2023 with an anticipated full transition in April.

## 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 of the network equipment for the remaining 49 WiFi locations 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 FY22 spend \$3.5m to design 46 traffic signals to leverage federal and county funds

**STATUS** As of January, TRN received the match fund agreement from TxDOT for the design of 44 signals in total and will be going to City Council for approval in April. The project to replace traffic lights will be a multi-year effort.

**32 Bike Lanes** 

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

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

**34 Accessibility** 

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

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

**35 Water/Wastewater Service** 

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

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

# PROCESS IMPROVEMENT

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

The Process Improvement Team has focused on building awareness among departments, creating an organization-wide framework for process improvement, and establishing a cross-functional knowledge base for greater inter-departmental coordination. The following table summarizes current Process Improvement projects for FY 2022-23 which will be reported as Complete, On Track, Delayed, Cancelled, or Pre-Kickoff.

The Baseline for Key Performance Indicators is the starting point of metric to engage success for completing projects. Additional projects will be added to the list throughout the course of the fiscal year.



**Project Status**



**2**  
Complete



**4**  
On Track



**1**  
Delayed



**1**  
Cancelled



**0**  
Pre-Kickoff

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
1	<b>SFD Building Permit Process</b> Decrease building permits issuance lead time for single-family residential developments (DEV)		Feb 2022 - TBD	Permit Application Internal Processing Time (12 days)	29 days	TBD
			<b>Status Update:</b> Action items from the Rolling Action Items List have been submitted for work through ITS team and all enhancements are being worked in to the project management schedule. Project manager has been assigned and is being implemented.			
2	<b>DPD Workload Optimization</b> Assess current operational demands to identify process improvement opportunities for workload management (DPD)		Jan 2022 - TBD	TBD	TBD	TBD
			<b>Status Update:</b> Final strategies are being developed with the DPD team. Access to data has been identified as an opportunity for workload management. The Process Improvement team is actively engaged.			
3	<b>DFR Workload Optimization</b> Assess current operational demands to identify process improvement opportunities for workload management (DFR)		Jan 2022 - TBD	TBD	TBD	TBD
			<b>Status Update:</b> Several different strategies have been developed and are being vetted by the DFR team. Following the vetting process, leadership will present the most viable strategies for consideration. Timeline extended due to awaiting DFR leadership decision.			

# PROCESS IMPROVEMENT

#	Measure	Status	Timeline	Key Performance Indicators		
				Measure (Target)	Baseline	Current
4	<u><b>New Employee Onboarding</b></u> Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. Establish Customer Survey for hiring managers and new hires (HR)		Aug 2022 - Dec 2022	Percentage of hiring managers providing survey feedback to HR (15%)	0%	TBD
			<b>Status Update:</b> <b>Project complete.</b> Open action items and out of scope action items have been turned over to the Human Resources and Civil Service team. The team has transitioned to a continuous improvement phase that will include ongoing review of data and ongoing implementation of process improvements.			
5	<u><b>Contract Review and Execution</b></u> Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors. (OPS)		June 2022 - March 2022	Average number of contract development days (90 days)	190	TBD
			<b>Status Update:</b> This project was cancelled and will be internally managed by the Office of Procurement Services.			
6	<u><b>Risk Review &amp; Certificate of Insurances</b></u> Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance (ORM)		Aug 2022 - March 2023	Days and time to process Risk Reviews and Certificates of Insurance, Reduce amount of backlog	TBD	TBD
			<b>Status Update:</b> 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 end of March 2023. The project completion date was extended from December 2022 to March 2023.			
7	<u><b>"Lew Sterrett Officer Turnaround Process"</b></u> Decrease the amount it takes to write arrest reports		Dec 2022 - June 2023	Streamline arrest reporting to minimize cycle time while maintaining effectiveness and accuracy.	TBD	TBD
			<b>Status Update:</b> Executive kick-off meeting scheduled for early March.			
8	<u><b>Water/Wastewater Permit Process</b></u> Reduce cycle time of Water/Wastewater Permit Application Process to decrease overall building permit lead time (DEV/DWU)		Nov 2021 - March 2022	Permit Application Cycle Time (1 day)	45 days	1 day
			<b>Status Update:</b> Complete and continuing to track progress. DEV, DWU, 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.			

