

# Memorandum



CITY OF DALLAS

DATE August 5, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **WEE Committee & Racial Equity Plan**

Dear Honorable Mayor and City Council Members:

On August 3, 2022, the Office of Equity and Inclusion (OEI) provided the City Council a briefing of the Racial Equity Plan's (REP).

During the August 3<sup>rd</sup> briefing, Workforce, Education and Equity (WEE) Committee Chair Schultz invited City Council Members to attend the Monday, August 8, 2022, WEE Committee to share any additional insight surrounding the REP Action Targets and Department Progress Measures. This memo is a follow-up to that request.

The City's Workforce, Education and Equity Committee laid out a visionary statement that the City of Dallas would become the most equitable city in the nation. Big Audacious Goals, Action Targets and Department Progress Measures were developed throughout the working sessions with City departments and community members, businesses, non-profits and other stakeholders.

**Big Audacious Goals (BAGs)** are a part of the Plan's collective commitment to establish equity in the City of Dallas over the next 15 to 20 years. The BAGs are broader mid- to longer-term equity goals that include Action Targets across several departments to achieve transformative impact.

**Department Progress Measures (DPMs) in alignment with the BAGs, DPMs** are categorized as the City's short and mid-term equity measures that departments will operationalize to address disparities.

The REP is scheduled for City Council adoption on August 24, 2022. In preparation OEI staff will be available to capture the feedback provided at the Monday, August 8, 2022, WEE committee meeting.

Should you have any questions or concerns, please do not hesitate to contact me or Dr. Lindsey Wilson, Director of the Office of Equity and Inclusion, at [lindsey.wilson@dallas.gov](mailto:lindsey.wilson@dallas.gov)

A handwritten signature in black ink, appearing to read 'Liz Cedillo-Pereira'.

M. Elizabeth (Liz) Cedillo-Pereira  
Assistant City Manager

DATE August 5, 2022  
SUBJECT **WEE Committee & Racial Equity Plan**

### Attachments

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

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

## VI. APPENDIX

- A. INDIVIDUAL DEPARTMENT PROGRESS MEASURES
- B. BIG AUDACIOUS GOALS
- C. RELATED CITY PLANS
- D. DEPARTMENT ACRONYMS
- E. EQUITY INDICATORS WITH SCORES
- F. GLOSSARY

RACIAL EQUITY PLAN

# DEPARTMENT PROGRESS MEASURES

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August 1, 2022

## APPENDIX A. DEPARTMENT PROGRESS MEASURES

### 311 CUSTOMER SERVICE CENTER

#### Strategic Priority: Government Performance

 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"> <li>Deliver support with access to City services via phone, web, mobile app, and City Hall On-the-Go</li> </ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"> <li><b>Indicator 39: Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey</li> </ul>
 <p><b>Progress Measures:</b></p> <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> <li>Increase the number of City Hall On-the-Go visits/events in historically disadvantaged communities by 20% year over year. [\$] [Ei 39]</li> <li>Eliminate the wait time gap between English and Spanish speaking residents calling 311 by 3:00 minutes by the end of 2024. [Ei 39]</li> <li>Increase the percent of bilingual Supervisors in the 311 Department from 0% to 30% by December 2024.[\$] [Ei 39]</li> <li>Increase the percent of bilingual Customer Service Agents from 9% to 30% by December 2026.[\$] [Ei 39]</li> <li>Increase the number of self-service transactions able to be completed in Spanish on the external facing web portal from 0 to 20 by December 2022 and establish the foundation for multi-language support to add additional self-service transactions in Spanish and other languages by December 2026. [Ei 39]</li> </ol>

## APPENDIX A. DEPARTMENT PROGRESS MEASURES

### AVIATION

#### Strategic Priority: Transportation & Infrastructure

 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"> <li>Provide operation and maintenance of Dallas Love Field, Dallas Executive Airport, and the Dallas Vertiport</li> </ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"> <li>Indicator 5 - Unemployment: Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.</li> <li>Indicator 6 - High-Growth, High-Paying Employment: Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.</li> <li>Indicator 9 - Median Household Income: Ratio between the average number of businesses in racially diverse and majority-Black neighborhoods.</li> <li>Indicator 36 - Transit Frequency: Ratio between the average number of public transit trips available to majority-Hispanic and majority-Black neighborhoods on Monday between 4:30 a.m. and midnight.</li> </ul>
 <p><b>Progress Measures:</b></p> <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> <li>Expand recruiting efforts to increase the diversity of collegiate interns, particularly focusing on recruitment among historically disadvantaged students. [\$] [HR, CVS] [Ei 6]</li> <li>By December 2023, make a recommendation to DART to run earlier (4:30am) dedicated routes to Love Field and Dallas Executive Airport [✓][Ei 5, 36]</li> <li>Increase the number of annual recruitment trips to HBCUs and HACs from 0 to 2 by December 2023 [\$][HR, CVS] [Ei 6]</li> </ol>

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DEPARTMENT PROGRESS MEASURES

AVIATION

Strategic Priority: Transportation & Infrastructure



**Progress Measures:**

Key Department Actions:  
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4. Increase the number of marketing communication around aviation employment in high unemployment areas in proximity to airports from 0 to 2 by December 2023[\$] [Ei 5]
5. Increase the number of job and career fairs hosted in high unemployment areas in proximity to the airports (DAL and DEA) from 3 to 6 a year by December 2024 [\$] [Ei 5]
6. Increase number of outreach events hosted at ethnic Chambers of Commerce and Contractor’s Associations to hold Aviation opportunities sessions for prospective vendors from 4 to 6 by December 2026 [Ei 9]

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DEPARTMENT PROGRESS MEASURES

BOND & CONSTRUCTION MANAGEMENT

Strategic Priority: Transportation & Infrastructure



**Key Department Actions:**

- Lead the oversight of the City’s Bond Programs to ensure delivery of infrastructure improvements.



**Aligned Equity Indicators:**

- Indicator 25: Homeownership: Ratio between the percentages of White and Black households who own their home.
- Indicator 31: Long-Term Residential Vacancies: Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.
- Indicator 37: Sense of Community: Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.



**Progress Measures:**

Key Department Actions:  
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1. Provide strategic recommendations to expedite 2017 Bond projects that experience delays within or near Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs) – in accordance with civil rights and fair housing laws – monthly beginning October 2022 to ensure all project funds are committed by September 2023. [Ei 25, 31] (BCM will prepare a monthly report to relevant directors that includes project updates from staff responsible for implementation of the 2017 Bond projects located in R/ECAP census tracts to ensure that the City remains on schedule with committing funds and completing projects within an acceptable timeframe. This project management process will be implemented in future programs.)

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DEPARTMENT PROGRESS MEASURES

BOND & CONSTRUCTION MANAGEMENT

Strategic Priority: Transportation & Infrastructure



Progress Measures:

Key Department Actions:  
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- By December 2023, develop a Community Outreach Strategy that engages residents through neighborhood meetings, social media, surveys, and other mediums to create an effective two-way communication channel between City staff and residents to focus the infrastructure needs of historically disadvantaged communities in the future bond program. [Ei 37]
- Based on the equity-driven selection framework recommend an increase of future bond allocation to address housing needs in Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs) – in accordance with civil rights and fair housing laws – in the next Bond program. [Specific amount to be updated in by December

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DEPARTMENT PROGRESS MEASURES

BUDGET & MANAGEMENT SERVICES

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

- Provide fiscally responsible forecasting and allocation of resources
- Monitor of revenues, expenditures, and grant funds
- Track and monitor strategy and performance measures initiatives



Aligned Equity Indicators:

- Indicator 37: Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.
- Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey



Progress Measures:

Key Department Actions:  
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- Increase budget engagement outreach in historically disadvantaged communities (public hearings, surveys, town halls, engage with community organizations, neighborhood events) by 10% year over year [Ei 37]
- Increase translation of publication materials (budget development, budget in brief, community development, annual plans) by 5% year over year. [Ei 39]
- Increase participation in the annual budget survey in historically disadvantaged communities by 10% by June 2025. [Ei 37]
- Increase the percent of departments using the Racial Equity Plan (REP) measures as a budget book measure from 10% in 2023 to 40% by October 2025. [Ei 39]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

BUILDING SERVICES

Strategic Priority: Transportation & Infrastructure

 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"> <li>Provides facility services to customer departments in support of their service to residents, visitors, and businesses of Dallas.</li> </ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"> <li><b>Indicator 5: Unemployment:</b> Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.</li> <li><b>Indicator 52 - Chronic Disease:</b> Ratio between the percentages of White adults and adults of color diagnosed with a chronic disease.</li> <li><b>Indicator 59 - Physical Activity:</b> Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job.</li> <li>Air Quality Monitor Indicator Under Development</li> </ul>
 <p><b>Progress Measures:</b></p> <p>Key Department Actions:                  \$ = Fiscal Impact                  ✓ = Policy Impact                  DEPT = Collaborating Department(s)                  Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> <li>Improve the indoor air quality at City buildings in historically disadvantaged communities with high asthma rates by installing HEPA filtration into 20% (35) buildings by October 2024 <b>[\$] [Ei 52]</b></li> <li>Decrease the number of non-emergency repairs required at parks and recreation centers in historically disadvantaged communities by December 2024 [baseline to be established by <b>EOY 2022] [SBC] [Ei 59]</b></li> <li>BSD will identify positions to be allocated to the City's FreshStart program, providing a living wage and on-the-job training opportunities to individuals from historically disadvantaged groups by 2024.<b>[\$, SBC] [Ei 5]</b></li> </ol>

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

CITY CONTROLLER'S OFFICE

Strategic Priority: Government Performance & Financial Management

 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"> <li>Financial reporting and audits of state and federal grants, Dallas Water Utilities, Love Field Airport Modernization Corporation, and other related entities.</li> <li>Managing all bank accounts and processing a billion dollars in annual payroll for 13,000 employees and oversight and management of employee assets in the deferred compensation plans</li> <li>Updating and managing all Administrative Directives, paying vendor invoices and contract management compliance. (Pending Director Approval)</li> </ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"> <li><b>Indicator 2: Business Ownership:</b> Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e., own an incorporated or unincorporated business)</li> <li><b>Indicator 9: Median Household Income:</b> Ratio between the median household incomes for White and Black households.</li> <li><b>Indicator 27: Home Loan Denials:</b> Ratio between the percentages of home loan application denials to Black and White applicants.</li> </ul>
 <p><b>Progress Measures:</b></p> <p>Key Department Actions:                  \$ = Fiscal Impact                  ✓ = Policy Impact                  DEPT = Collaborating Department(s)                  Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> <li>Increase by 25% the number of annual audits for suppliers with contracts exceeding \$500k regarding compliance with the living wage on general services contracts by 2022. <b>[Ei 9]</b></li> <li>Increase invoices paid via electronic fund transfer to M/WBE vendors by 2024. <b>[Ei 2]</b> (Paying M/WBE vendors electronically promotes equity because it allows them to get paid for the goods or services provided by the city within 1-2 days of the invoices being processed increasing cash flow for their operations.)</li> </ol>

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DEPARTMENT PROGRESS MEASURES

CITY CONTROLLER'S OFFICE

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Key Department Actions:  
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3. CCO will increase from 0 to 1 socially responsible banking factor during the procurement of banking services, starting in 2024. [Ei 27]
4. Per the Responsible Banking Ordinance, CCO will become an annual recipient of a report from the City's depository bank detailing the institution's statement of work, including factors related to socially responsible banking according to section 2-78 including commitment to long-term community reinvestment strategies, anti-predatory lending practices, community banking needs, community involvement, homeownership and consumer credit needs, small business lending and other community development services in historically disadvantaged communities in Dallas by 2025. [Ei 27]
5. Increase the percent of invoices (that are eligible for payment) to M/WBE vendors paid within 30 days from 80% to 95% by 2025. [Ei 2]

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DEPARTMENT PROGRESS MEASURES

CIVIL SERVICE

Strategic Priority: Government Performance and Financial Management



Key Department Actions:

- Provide staffing, hiring, and promotional solutions to client departments
- Oversee hearing process for employees to appeal charges of discrimination and unfair application of rule and regulations.



Aligned Equity Indicators:

- **Indicator 5 - Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- **Indicator 6 - High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations
- **Indicator 9: Median Household Income:** Ratio between the median household incomes for White and Black households.



Progress Measures:

Key Department Actions:  
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1. Expand recruiting efforts to increase the diversity of candidates for city employment. (historically disadvantaged communities) [HR] [Ei 9]
2. By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers within uniform positions in the City of Dallas. [DPD, DFR] [Ei 9]
3. By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers within civil service positions in the City of Dallas. [All Depts] [Ei 6, 9]

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DEPARTMENT PROGRESS MEASURES

CIVIL SERVICE

Strategic Priority: Government Performance and Financial Management



Progress Measures:

Key Department Actions:  
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4. By December 2023, establish an Equity Recruitment Exchange to increase the number of cross-departmental meetings to streamline and bolster marketing and outreach efforts to historically disadvantaged communities from 0 to 4 annually. [\$] [All Depts] [Ei 9]
5. By FY23-24, recommend an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff equity surveys and employment barriers assessment, in compliance with applicable employment laws. [All Depts] [✓] [Ei 5]
6. Seek diversity by increasing inclusive pool of candidates by December 2027. [Baseline to be established] [All Depts] [Ei 9]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

CODE COMPLIANCE

Strategic Priority: Quality of Life/Arts & Culture



Key Department Actions:

- Oversee and Enforce Compliance for Consumer Health, Neighborhood Code Compliance Services and Neighborhood Nuisance Abatement



Aligned Equity Indicators:

- **Indicator 2** - Business Ownership: Ratio between the percentages of White and Black adults who are self-employed.
- **Indicator 5** - Unemployment: Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- **Indicator 28** - Housing Cost Burden: Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- **Indicator 31**- Long-term Rental Vacancies: Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.



Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
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 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Recommend Boarding Home ordinance improvements (related to living conditions, repeat violations, etc.) to City Council by May 2023. [✓] [Ei 31]
2. Increase the number of proactive Illegal Dumping Pro-TEAMS deployed in historically disadvantaged communities from 2 to 4 by May 2024 to reduce blight. [Ei 31]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

CODE COMPLIANCE

Strategic Priority: Quality of Life/Arts & Culture



Progress Measures:

Key Department Actions:  
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3. Increase community engagement to build relationships between Code Inspectors and community members in historically disadvantaged communities by December 2025. [baseline to be established EOY 2022. **[Ei 28]**
4. Through outreach, increase the number of independent, M/WBE mobile food vending companies registered in historically disadvantaged communities from 0 to 75 by June 2027. Baseline established by EOY 2023. **[\$] [Ei 2,5]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

COMMUNICATIONS, OUTREACH, & MARKETING SERVICES

Strategic Priority: Workforce, Education and Equity



Key Department Actions:

- Enhance transparency and educate internal and external audiences about City news, events, and services through multimedia platforms
- Provide programming and online streaming for government access cable channels
- Drive social media initiatives across the City of Dallas



Aligned Equity Indicators:

- **Indicator 2 - Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e., own an incorporated or unincorporated).
- **Indicator 37 – Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.
- **Indicator 38 - Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey.

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## COMMUNICATIONS, OUTREACH, & MARKETING SERVICES

### Strategic Priority: Workforce, Education and Equity



#### Progress Measures:

Key Department Actions:  
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 Ei # = 2019 Equity Indicator Report Number

1. Increase number of outreach events to interfaith and multicultural organizations including information on how to apply for board and commission vacancies to 12 by December 2023 [baseline to be established in 2023 progress shown in FY2024].[\$] [Ei 38]
2. Increase the number of outreach deliverables supporting M/WBE vendor recruitment by December 2023 [baseline set this FY2022-23]. [Ei 2]
3. Increase the number of communication deliverables supporting recruitment of historically disadvantaged women and community members in the City of Dallas by December 2023 [ baseline set this FY2022-23]. [Ei 39]
4. Audit existing methods for targeting and engaging residents in order to inform a standardized policy for cross-departmental communication, outreach and engagement by 2024. [Ei 37]
5. By November 2024, establish cross-departmental policy rooted in equity and inclusion by incorporating audit outcomes to explicitly define outreach, engagement, and the processes for meaningful public participation. [Ei 37]
6. Increase views of City department-created original content in Spanish by 5-10% yearly by 2025. [Ei 39]
7. Increase subscribers to Spanish text and social channels by 5-10% yearly by 2025. [Ei 39]

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# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## COMMUNICATIONS, OUTREACH, & MARKETING SERVICES

### Strategic Priority: Workforce, Education and Equity



#### Progress Measures:

Key Department Actions:  
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8. Increase investment in advertising in Spanish and Asian language and Black media outlets as percentage of all departmental advertising Citywide by 2025. [\$] [Ei 39]
9. Increase investment in marketing City programs and services through paid advertising and in-kind support for nonprofits partners serving historically disadvantaged communities by December 2026 [baseline to be established in FY2022-23]. [\$] [Ei 2]

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## CONVENTION & EVENT SERVICES

### Strategic Priority: Economic Development



#### Key Department Actions:

- Provides the management, marketing and promotion of the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) and facilitation of the management agreement with OVG360
- Conducts contract compliance and management oversight for the American Airlines Center, Shed 1 of the Dallas Farmers Market, the Omni Dallas Hotel and Dallas Convention Center Hotel Development Corporation, VisitDallas, and Hotel Occupancy Tax distribution
- Oversees the lease agreement, capital projects and general operations of the Eddie Bernice Johnson Union Station
- Approves permitting for outdoor events, street pole banners, street seats, filming, the Dallas Farmers Market, and neighborhood farmers markets through the Office of Special Events
- Processes registrations for the Promoters Ordinance and facilitate the nighttime economy division through the Office of Special Events
- Manages, coordinates, and facilitates the process for the development of the KBHCCD Master Plan with implementation planned for 2024

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## CONVENTION & EVENT SERVICES

### Strategic Priority: Economic Development



#### Aligned Equity Indicators:

- **Indicator 2: Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 8: Median Hourly Wage:** Ratio between the median hourly wages for White and Hispanic adults aged 25-64 employed part-time or full-time.
- **Indicator 9: Median Household Income:** Ratio between the median household incomes for White and Black households.



#### Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
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1. Permit mobile food vending areas in 3 historically disadvantaged communities with goal of adding 1-2 per year (Per Council Approval) [✓] [Ei 2]
2. Increase diversity from historically disadvantaged high school and college hotelier interns who once employed full-time achieve living wage employment from 0 to 60 by December 2025 with a 3% increase afterwards [CVS, HR] [Ei 8]
3. Increase the percent of historically disadvantaged business spend through OVG360 (formerly Spectra) from 47% to 50% of the overall operations and event expenses of the Kay Bailey Hutchison Convention Center (KBHCCD) by October 2026 [\$] [Ei 2]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

CONVENTION & EVENT SERVICES

Strategic Priority: Economic Development



Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
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4. Increase the percent of historically disadvantaged businesses contracted through VisitDallas from 16.4% to 18.4% by October 2025, and 21.6% by 2027. [\$] [Ei 2]
5. 5. Through the IAVM partnership, increase the number of historically disadvantaged hotel employees participating actively provide mentorship opportunities from 0 to 120 by December 2027 [\$] [Ei 9]
6. 6. Procure 50% historically disadvantaged business participation through contracts related to the master plan by October 2027. [\$] [Ei 2]
7. Further diversify and expand recruiting efforts to include historically disadvantaged women and groups in the Convention Center Internship program with a 3% increase per year through 2027 (By end of 2023- First 20) [\$, CVS, HR] [Ei 8]  
 Permit mobile food vending areas in 3 historically disadvantaged communities with goal of adding 1-2 per year (Per Council Approval) [✓] [Ei 2]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

COURT & DETENTION SERVICES

Strategic Priority: Public Safety



Key Department Actions:

- Jury Duty Management
- Court programs: Work Release, Deferred Disposition, Driver Safety
- Provide clerical functions for the Marshal & Detention Center
- Provide clerical functions for Warrants, Bonds, & Holds



Aligned Equity Indicators:

- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey
- **Indicator 40 - Fines and Fees:** Ratio between the average amounts of fines and fees paid by Black and Asian defendants for cases adjudicated guilty by City of Dallas Municipal Courts.
- **Indicator 41 - Jail Admissions:** Ratio between the number of Black and Asian adults per 1,000 booked into jail by the Dallas Police Department.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

COURT & DETENTION SERVICES

Strategic Priority: Public Safety



Progress Measures:

Key Department Actions:  
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1. Increase community engagement meetings to provide education resources to historically disadvantaged communities about illegal dumping from 5 to 10 by September 2023. [Ei 40]
2. Increase percentage of residents from historically disadvantaged communities agreeing to a referred service to 30% respectively by December 2023 [baseline to be established EOY 2022]. [Ei 41]
3. Reduce the number of chronic dumpsites in Southern Dallas from 28 to 25 by September 30, 2022. [Ei 40]
4. Based on observation, provide considerations addressing underlying cause of illegal dumping by December 2022 : [✓]
  - Add a Transfer Station in Southern Dallas. [\$] [Ei 39]
  - Increase the operation of landfills from 1 day a week to 3 days a week for residents in Southern Dallas. [\$] [Ei39]
5. Increase percentage of historically disadvantaged residents who respond within the initial appearance date to avoid additional fines and fees by September 2025 [baseline to be established EOY 2022]. [Ei 40]
6. Increase participation of historically disadvantaged residents in non-payment court programs by September 2025 [baseline to be established EOY 2022]. [\$] [Ei 40]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS ANIMAL SERVICES

Strategic Priority: Quality of Life/Arts & Culture



Key Department Actions:

- Enforce animal-related laws and ordinances and ensure public safety.



Aligned Equity Indicators:

- **Indicator 2** - Business Ownership: Ratio between the percentages of White and Black adults who are self-employed.
- **Indicator 5** - Unemployment: Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- **Indicator 28** - Housing Cost Burden: Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- **Indicator 31**- Long-term Rental Vacancies: Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.



Progress Measures:

Key Department Actions:  
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1. Recommend Boarding Home ordinance improvements (related to living conditions, repeat violations, etc.) to City Council by May 2023. [✓] [Ei 31]
2. Increase the number of proactive Illegal Dumping Pro-TEAMS deployed in historically disadvantaged communities from 2 to 4 by May 2024 to reduce blight. [Ei 31]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS FIRE & RESCUE

Strategic Priority: Public Safety

 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"> <li>• Fire, Emergency, and Medical Services</li> <li>• Fire Prevention, Education, and Investigation</li> <li>• Communications, Recruiting, and Information Technology</li> </ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"> <li>• <b>Indicator 6 - High-Growth, High-Paying Employment:</b> Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.</li> <li>• <b>Indicator 7 - Median Full-Time Income:</b> Ratio between the median annual incomes for currently employed White and Hispanic adults aged 25-64 working 30+ hours per week.</li> <li>• <b>Indicator 19 - College Readiness:</b> Ratio between the percentages of White and Hispanic students rated college-ready in English and math.</li> <li>• <b>Indicator 53 - Mortality:</b> Ratio between the percentages of deaths for White and Hispanic residents.</li> </ul>
 <p><b>Progress Measures:</b></p> <p>Key Department Actions:                  \$ = Fiscal Impact                  ✓ = Policy Impact                  DEPT = Collaborating Department(s)                  Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> <li>1. Improve DFR's diversity composition by October 1, 2027. [Ei 6, 7]</li> <li>2. Increase the number of fire safety training/educational program deliveries and smoke alarm installations by 5%, to reduce the number of civilian fire fatalities in historically disadvantaged communities by October 1, 2027.[\$] [Ei 53]</li> </ol>

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS FIRE & RESCUE

Strategic Priority: Public Safety

 <p><b>Progress Measures:</b></p> <p>Key Department Actions:                  \$ = Fiscal Impact                  ✓ = Policy Impact                  DEPT = Collaborating Department(s)                  Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> <li>3. Assess and recommend strategies to code enforcement for improving signage and lighting of multi-family dwellings (apartment complexes) in historically disadvantaged communities to help improve response times by an average of 10 seconds by October 1, 2027. [Ei 53]</li> <li>4. Utilize the Pathways in Technology Early College High School (P-Tech) program in the Dallas independent School District to employ 5% of their graduates into the Dallas Fire Rescue Department by October 1, 2027. [Ei 19]</li> </ol>
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APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS POLICE DEPARTMENT

Strategic Priority: Public Safety



**Key Department Actions:**

- Provide preventive, investigative, and enforcement services
- Partner with community to deploy crime prevention/ monitoring tactics
- Provide Public safety.



**Aligned Equity Indicators:**

- **Indicator 42 - Juvenile Detentions:** Ratio between the number of detentions, internal placements, and external placements of Black and Asian juveniles (under age 18) per 1,000
- **Indicator 43 – Arrests:** Ratio between the number of Black and Asian individuals per 1,000 arrested by the Dallas Police Department.
- **Indicator 44 - Police Force Diversity:** Ratio between the proportional representation of White and Hispanic residents in the Dallas Police Department.
- **Indicator 45 - Traffic Stops and Searches:** Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search.
- **Indicator 48 - Domestic Violence:** Ratio between the number of domestic violence incidents reported in Black and Asian neighborhoods per 1,000 residents.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS POLICE DEPARTMENT

Strategic Priority: Public Safety



**Progress Measures:**

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Increase the number of students from P-TECH high schools who are hired onto DPD from 3 to 9 by December 2023. **[Ei 44]**
1. Increase recruiting visits to include Hispanic Association for Colleges and Universities, Hispanic Serving Institutions and Historically Black Colleges and Universities by December 2024. **[Ei 44]**
2. Increase the number of students from [schools] served by {prevention program} by December 2025. [new program to be established]. **[Ei 42]**
3. Increase the number of Domestic Violence engagements related to awareness and outreach resources available from 4 per year to 12 per year by December 2025. **[Ei 48]**
4. Increase the number of home visits to prior domestic Violence offenders from 0 to 480 by December 2025. **[Ei 48]**
5. Decrease the percent of residents from historically disadvantaged communities arrested for low-level offenses from 7,585 to 6,068 by December 2025. **[Ei 43, 45]**
6. Increase the number of youths from historically disadvantaged communities engaged in the First Offenders Program in lieu of criminal prosecution by December 2027. **[Ei 42]**
7. Decrease the number of youth runaways from historically disadvantaged communities by December 2027. **[Ei 42]**
8. Seek diversity by increasing inclusive pool of candidates by December 2027 **[Ei 44]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS PUBLIC LIBRARY

Strategic Priority: Priority: Workforce, Education & Equity



Key Department Actions:

- Manage Digital and Physical Library Resources
- Promote Lifelong Learning and Literacy



Aligned Equity Indicators:

- **Indicator 5 - Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed
- **Indicator 15 - Kindergarten Readiness:** Ratio between the percentages of White and Black Dallas ISD students testing as kindergarten-ready.
- **Indicator 16 - Third-Grade Reading Proficiency:** Ratio between the percentages of White and Black third graders approaching grade level in reading.
- **Indicator 22 - Adults with No High School Diploma:** Ratio between the percentages of Hispanic and White adults aged 25-64 with no high school diploma.
- **Indicator 29- Internet Access:** Ratio between the percentages of Black and White households without access to the internet.
- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS PUBLIC LIBRARY

Strategic Priority: Priority: Workforce, Education & Equity



Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Increase enrollment in High School Equivalency programs from 66 to 120 in libraries serving historically disadvantaged communities by September 30, 2024 (Fiscal) [\$] [Ei 22]
2. Increase workforce development programs from 100 to 200 offered at libraries serving historically disadvantaged communities by September 30, 2024 [\$] [Ei 5]
3. Increase early childhood literacy initiatives, i.e., Storytime, kindergarten readiness programs, early literacy outreach, from 12 to 48 at libraries serving historically disadvantaged communities by September 30, 2024. [Ei 15]
4. Increase enrollment in the S.M.A.R.T Summer Reading Challenge from 394 to 1,102 at libraries serving historically disadvantaged communities by September 30, 2024. [\$] [Ei 16]
5. Increase the percentage users from historically disadvantaged communities who rate the materials collection as poor/fair to good/excellent from 65% to 75% by September 30, 2026. [Ei 39]
6. Increase the percentage of residents from historically disadvantaged communities who report visiting the library from 35.6% to 45.6% by September 30, 2026. [Ei 39]
7. In partnership with OEI, increase the number of residents who access the Enhanced Library Card from 0 to 13,000 by December 2027 [OEI] [\$] [Ei 39]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS WATER UTILITIES

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

- Provide water production and delivery services
- Provide wastewater collection and treatment services
- Provide storm drainage and floodplain management services



Aligned Equity Indicators:

- **Indicator 28 - Housing Cost Burden:** Ratio between the percentages of Black and White households with housing costs exceeding 30% of income
- **Indicator 30 - Utility Expenses:** Ratio between the percentages of household income going to electricity, gas, heating fuel, and water in Hispanic and Asian households
- **Indicator 37 - Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey
- **Indicator 38: Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS WATER UTILITIES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
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 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. In collaboration with the Office of Cultural Affairs, construct the Memorial for Victims of Racial Violence public art project at Martyr’s Park contributing a total of \$812,000 for this public art space by December 2022. **[\$] [OAC] [Ei 38]**
2. Stormwater flood gates project with \$100,000 in public arts funding for 2 public art installations to be installed within the 75207 and 75215 zip codes by 2023. **[\$] [OAC] [Ei 37]**
3. Complete an inventory of all city owned lines and provide outreach and free lead and copper testing programs at private schools in historically disadvantaged communities with the greatest need by 2023. **[Ei 39]**
4. Increase the investment in water and wastewater infrastructure improvements to all occupied, unserved areas from \$3.5 million annually for ten years to \$34.7 million (ARPA) by December 2025, reducing the implementation time by 70%. **[\$] [Ei 30]**
5. In partnership with the United States Army Corps of Engineers, over the next 4-5 years design and construction of multiple flood risk reduction projects will be performed to enhance the Dallas Levee System. The Dallas Levee System protects over 400,000 people, most of whom are from historically disadvantaged communities. Continue to increase the flood risk mitigation for Council Districts 4, 5, 6 and 7 by Fall of 2026. The projects combined cost estimates exceed \$350M. **[\$] [Ei 28]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DEVELOPMENT SERVICES

Strategic Priority: Economic Development



**Key Department Actions:**

- Plan review services for commercial and residential development
- Issue construction and trade permits
- Process Certificate of Occupancy applications for new and existing businesses



**Aligned Equity Indicators:**

- **Indicator 2 - Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 3 - Long-Term Business Vacancies:** Ratio between the percentages of long-term business vacancies in majority-Hispanic and racially diverse neighborhoods
- **Indicator 9 - Median Household Income:** Ratio between the median household incomes for White and Black households.
- **Indicator 25 - Homeownership:** Ratio between the percentages of White and Black households who own their home
- **Indicator 31- Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DEVELOPMENT SERVICES

Strategic Priority: Economic Development



**Progress Measures:**

**Key Department Actions:**  
 \$ = Fiscal Impact  
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 Ei # = 2019 Equity Indicator Report Number

1. Increase participation of diverse developers, contractors, architects, from historically disadvantaged communities to be a part of the Building Code development process. **[Ei 9]**
2. Streamline permitting processes for small business owners within historically disadvantaged communities. **[Ei 2, 3]**
3. Track and increase trainings on the permitting process with historically disadvantaged contractors, developers, residents from 0 to 25% by December 2023. **[\$] [Ei 2, 31]**
4. Decrease average number of days to complete first review of residential permit application in historically disadvantaged communities from 12 to 4 weeks by May 2024. **[Ei 31]**
5. Streamline permitting process for affordable housing developers to reduce the amount of time to build affordable housing from 12 weeks to 4 weeks by May 2024. **[Ei 25, 31]**

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## ECONOMIC DEVELOPMENT

### Strategic Priority: Economic Development



#### Key Department Actions:

- Promote Dallas as a diverse, equitable, and globally competitive business destination
- Provide tools and incentive programs to assist real estate, community development, and job creation projects within the City of Dallas
- Develop a citywide business retention and recruitment strategy



#### Aligned Equity Indicators:

- **Indicator 1: Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods..
- **Indicator 3: Long-Term Business Vacancies:** Ratio between the percentages of long-term business vacancies in majority-Hispanic and racially diverse neighborhoods.
- **Indicator 4: Labor Force Non-Participation:** Ratio between the percentages of Black and White adults aged 25-64 who are not in the labor force.
- **Indicator 6: High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations..
- **Indicator 7: Business Establishments:** Ratio between the median annual incomes for currently employed White and Hispanic adults aged 25-64 working 30+ hours per week
- **Indicator 25: Homeownership:** Ratio between the percentages of White and Black households who own their home.

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## ECONOMIC DEVELOPMENT

### Strategic Priority: Economic Development



#### Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
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 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Increase amount of incentive dollars or number of incentivized projects that assist non-residential projects in historically disadvantaged communities. The goal metrics will be determined once baseline data is evaluated by September 2023.  
 [\$] [Ei 1, 3]
2. Increase the number of jobs created or retained through incentive agreements that require a minimum wage indexed to the MIT Living Wage Calculator figures from 1293 to 1500 jobs in historically disadvantaged communities by October 2023.  
 [\$] [Ei 1, 4, 6, 7]
3. Increase number of affordable housing units created or retained through economic development incentive programs from 75 in FY21 to 300 in FY27 in High Opportunity Areas.  
 [\$] [Ei 25]

EQUIPMENT & FLEET MANAGEMENT

Strategic Priority: Transportation & Infrastructure



**Key Department Actions:**

- Promote Dallas as a diverse, equitable, and globally competitive business destination
- Provide tools and incentive programs to assist in workforce development of underserved communities
- Develop collaborative strategies with customer departments to promote equity in service delivery



**Aligned Equity Indicators:**

- **Indicator 2 - Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 6 - High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.
- **Indicator 9 - Median Household Income:** Ratio between the median household incomes for White and Black households
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey

EQUIPMENT & FLEET MANAGEMENT

Strategic Priority: Transportation & Infrastructure



**Progress Measures:**

**Key Department Actions:**  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Develop credible supplier/vendor list comprised of businesses from historically disadvantaged communities that provide services to fleet management organizations with the purpose to share this database with the Office of Procurement Services to enhance outreach and entrepreneurial opportunity in historically disadvantaged communities. [Ei 2]
2. Use EFM's position on various Advisory Boards of Automotive and Diesel Technology vocational schools (UTI, TSTC, Dallas College, Lincoln Tech) to enhance the diversity of recruiting students from historically disadvantaged communities. [CVS,HR] [Ei 6]
3. Promote no greater than 10% difference for on-time preventative maintenance by service area. [Ei 39]
4. Seek diversity by increasing inclusive pool of candidates' technicians hired by the Equipment and Fleet Department by 5% annually thru December 2025 by enhancing the recruitment via the temp-to-hire program. [CVS, HR] [Ei 9]

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## HOUSING & NEIGHBORHOOD REVITALIZATION

### Strategic Priority: Housing & Homeless Solutions



#### Key Department Actions:

- Invest in the development and preservation of housing in Dallas
- Provide homebuyer assistance to qualified households
- Develop policy to improve availability, quality, and equity of housing in Dallas



#### Aligned Equity Indicators:

- **Indicator 25 - Homeownership:** Ratio between the percentages of White and Black house holds who own their home
- **Indicator 27: Home Loan Denials:** Ratio between the percentages of home loan application denials to Black and White applicants.
- **Indicator 28: Housing Cost Burden:** Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- **Indicator 31 - Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## HOUSING & NEIGHBORHOOD REVITALIZATION

### Strategic Priority: Housing & Homeless Solutions



#### Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
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 Ei # = 2019 Equity Indicator Report Number

1. Complete revisions to the Comprehensive Housing Policy based on the Equity Audit by December 2022. [✓] [Ei 25, 28]
2. Develop a strategy for identifying neighborhoods most at risk of gentrification and displacement by December 2023. [Ei 25,31]
3. Complete at least three impact assessments of catalytic projects, neighborhood revitalization efforts, or housing programs to ensure equitable program impacts by October 2024. [Ei 27,31]
4. Increase the proportion of unrestricted market rate units in City-supported developments in historically disadvantaged communities from 11% to 30% by October 2027. [\$] [Ei 31]
5. Designate three to five Neighborhood Revitalization Strategy Areas and collaborate with community members, City of Dallas services, developers, nonprofits, and other organizations to bring \$100 million of investment to historically disadvantaged communities by December 2027. [\$] [Ei 25,31]

## APPENDIX A. DEPARTMENT PROGRESS MEASURES

### HUMAN RESOURCES

#### Strategic Priority: Government Performance, Workforce

 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"> <li>Maintain a diverse, talented, innovative, and engaged workforce delivering services to the residents of Dallas</li> </ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"> <li><b>Indicator 14 - Early Education Enrollment by Income:</b> Ratio between the percentages of three- and four-year-olds in the top and middle-income groups enrolled in pre-K.</li> <li><b>Indicator 37 - Sense of Community:</b> Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey</li> <li><b>Indicator 50 – Health Insurance:</b> Ratio between the percentages of Hispanic and White residents without health insurance.</li> </ul>
 <p><b>Progress Measures:</b></p> <p>Key Department Actions:          \$ = Fiscal Impact          ✓ = Policy Impact          DEPT = Collaborating Department(s)          Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> <li>Improve engagement of employees in the childcare subsidy program through refinement of existing program criteria, educational programs and outreach to eligible participants. Initiatives will be designed to gain potential participant input in all aspects of program. [Ei 14]</li> <li>HR will develop outreach initiatives designed to better educate and increase enrollment of lower-wage employees in the health plan by a minimum of 1–3% by 2027. [Ei 50]</li> <li>Increase the percentage of diverse and hourly employees positively responding to questions related to “sense of community” in the City of Dallas Employee Engagement survey 1-3% annually beginning FY2022 thru 2027. [Ei 37]</li> </ol>

## APPENDIX A. DEPARTMENT PROGRESS MEASURES

### INFORMATION & TECHNOLOGY SERVICES

#### Strategic Priority: Government Performance & Financial Management

 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"> <li>Guides technology acquisition, business process changes and architecture decisions</li> <li>Provides the IT infrastructure, hardware, software, and technical support for processing 911 telephone calls.</li> <li>Provide secure, reliable, and responsive enterprise-level technology, data, and business solutions</li> <li>Provides installation, repair, and replacement of handhelds, fixed, and in-car mobile radio communication technology</li> </ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"> <li><b>Indicator 2 - Business Ownership:</b> Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).</li> <li><b>Indicator 29 - Internet Access:</b> Ratio between the percentages of Black and White households without access to the internet.</li> <li><b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey</li> </ul>

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

INFORMATION & TECHNOLOGY SERVICES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Host or participate in 5 events targeting students from historically disadvantaged communities through IT initiatives, P-TECH and Innovation Lab. [Ei 39]
2. Boost and extend free public Wi-Fi at all Park and Recreation facilities. Complete expansion of free public Wi-Fi at 11 facilities located in historically disadvantaged communities where 6 of the top 10 zip codes with the highest percentage of households without internet. [\$] [PKR] [Ei 29]
3. By December 2023, upgrade the City's existing financial system to support all departments which manage invoices and payments to vendors. The upgrade will automate the accounts payable process improving accuracy and efficiency. [\$] [BMS, CCO] [Ei 2,39]
4. Redesign the City's website by December 2023 to include enhancements to the style guide for more user-friendly designs and site-wide accessibility and language access improvements to ensure equitable access to resources and information. A comprehensive website audit is underway to analyze content, components, and features. [\$] [Ei 39]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

MAYOR & CITY COUNCIL

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

- Provide policy, communications and administrative support to the Mayor and 14 City Council members.
- Initiate community outreach opportunities for the elected body on City initiatives.
- Organize neighborhood events and annual budget town hall meetings.



Aligned Equity Indicators:

- **Indicator 38 - Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.



Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Devote annual professional development funds for City Council, Commissions and Boards to hire external non-profits and organizations to conduct trainings and provide resources associated with implicit bias and inclusive governing. [\$] [Ei 39]
2. By December 2022, make a recommendation to City Council to adopt a policy end goal that boards and commissions would represent the demographics of those most impacted by the decisions. [✓] [Ei 38]
3. Increase the number of cross-city Council events focused on an equity-indicator from 0 to 14 by December 2023. [Ei 39]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

INFORMATION & TECHNOLOGY SERVICES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

4. Increase the number of relationships with social justice-oriented non-profits and organizations to strengthen the civic engagement of historically disadvantaged community members in government from 0 to 5 by 2023. **[Ei 38]**
5. By December 2024, make recommendations to council members for equity-focused expenditures. Each council district shall show at least 3 equity indicators on their purchase card spend dashboard by year-end and increase the spend that benefits historically disadvantaged communities by 10 percent. **[\$] [✓] [Ei 39]**
6. Increase the number of cross-collaborative council partnerships focused on equity-focused initiatives from 10 per year to 30 per year by December 2025. **[Ei 39]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF ARTS & CULTURE

Strategic Priority: Quality of Life, Arts & Culture



Key Department Actions:

- Fund Programs for artist, nonprofits, and Dallas residents
- Manage Public Art Programs
- Manage Cultural Venues



Aligned Equity Indicators:

- **Indicator 2: Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business)
- **Indicator 37: Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.
- **Indicator 38: Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF ARTS & CULTURE

Strategic Priority: Quality of Life, Arts & Culture



**Progress Measures:**

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. In collaboration with Dallas Water Utilities, construct the Memorial for Victims of Racial Violence public art project at Martyn's Park contributing a total of \$812,000 for this public art space by December 2022. **[\$] [OAC] [Ei 38]**
2. Increase percentage of cultural services funding to historically disadvantaged artists and organizations from 25% to 35% by FY 2023-24 **[\$] [Ei 2]**
3. Celebrate the many international cultures and people that make Dallas thrive by increasing the City's support dollars for historically disadvantaged community programming by 2023. **[\$] [Ei 37]**
4. Increase the number of historically disadvantaged community equity-specific works of art that confront historical racism commissioned for or donated to the Public Art Collection from 18 to 23 (of ~300 pieces total) by 2024. **[Ei 2]**
5. Increase historically disadvantaged community representation on arts boards from an average of 34% diversity to 39% diversity by 2025. **[Ei 38]**
6. To add and develop a historical committee to civil rights and racial equity. **[Ei ]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY CARE

Strategic Priority: Workforce, Education & Equity



**Key Department Actions:**

- Invest in Early Childhood and Out of School Time Services
- Manage Fresh Start Assistance Programs
- Deploy Senior Services
- Offer Social Services Support for temporary financial crisis



**Aligned Equity Indicators:**

- **Indicator 9 - Median Household Income:** Ratio between the median household incomes for White and Black households.
- **Indicator 10- Child Poverty:** Ratio between the percentage of Black and White children living at or below 100% of the poverty threshold.
- **Indicator 12 - Working Poverty:** Ratio between the percentages of Hispanic and White adults aged 25-64 currently employed 30+ hours per week and living at or below 200% of the poverty threshold.
- **Indicator 13 - Early Education Enrollment by Race:** Ratio between the percentages of White and Hispanic three- and four-year-olds enrolled in pre-K.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
- **Indicator 58 - Child Food Insecurity:** Ratio between the percentages of Black and White households with children under 18 that received SNAP benefits in the past 12 months.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY CARE

Strategic Priority: Workforce, Education & Equity



**Progress Measures:**

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. The Financial Empowerment Center will serve a minimum of 400 residents through professional financial coaching and financial capability clinics in historically disadvantaged communities by September 2023. [Ei 9]
2. Vital Statistics will maintain a staffing ratio of at least 50% of full-time staff being bilingual (English plus another language) to ensure service accessibility by September 2023. [Ei 39]
3. Support local providers in early childhood and out of school time programs with grants to increase the numbers of available quality childcare slots in historically disadvantaged communities by Goal: 20 facilities served.
4. Host four (1 per quarter) food service community engagement events in historically disadvantaged communities to provide 400 nutritional meal packages specifically targeting Single female-headed households, with children under 18 by October 2023. [Ei 10, 58]
5. Serve 500 families with cash transfers of \$250/mo. for one year, including case management as needed and additional wraparound supports by July 2024, as permitted by law. [Ei 12]
6. Through the Early Childhood/Out of School Time (ECOST) Program, increase the number of children served residing in historically disadvantaged communities from 94 to 127 by July 2024. [Ei 13]
7. Increase the monthly number of WIC clients receiving nutrition services by 25% in historically disadvantaged communities areas by July 2024. [Ei 10, 58]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY POLICE OVERSIGHT

Strategic Priority: Public Safety



**Key Department Actions:**

- Provide operative support to the Community Police Oversight Board
- Receive external civilian complaints and recommend outcomes to DPD: mediation, Internal Affairs investigation, or Divisional Referral investigations
- Community engagement on police matters and police issues that erode the public trust.
- Monitor DPD investigations regarding complaints, critical incidents, and other related issues.
- Review DPD policies and make recommendations regarding changes, updates, and/or items that may need to be removed from the General Orders and/or standard operating procedures for various departments.



**Aligned Equity Indicators:**

- **Indicator 37 – Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey
- **Indicator 40 - Fines and Fees:** Ratio between the average amounts of fines and fees paid by Black and Asian defendants for cases adjudicated guilty by City of Dallas Municipal Courts.
- **Indicator 42 - Juvenile Detentions:** Ratio between the number of detentions, internal placements, and external placements of Black and Asian juveniles (under age 18) per 10,000.
- **Indicator 45 - Traffic Stops and Searches:** Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search.

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## OFFICE OF COMMUNITY POLICE OVERSIGHT

### Strategic Priority: Public Safety



#### Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Increase the number of community-based organizations serving as OCPO Complaint Intake sites in [historically disadvantaged communities]. [Ei 39].
2. Increase partnerships with organizations serving youth and young adults serving as OCPO Complaint Intake sites in [historically disadvantaged communities]. [Ei 42]
3. Increase the number of organizations serving LGBTQ+ residents from historically disadvantaged communities serving as OCPO Complaint Intake sites in historically disadvantaged communities]. [Ei 37]
4. Increase the number of organizations serving immigrant residents serving as OCPO Complaint Intake sites in [historically disadvantaged communities]. [Ei 37]
5. Increase the number of organizations serving senior residents in historically disadvantaged communities as OCPO Complaint Intake sites. [Ei 37]
6. By December 2024, make a recommendation to DPD to extend the time to make a complaint from 60 days to 90 days. [✓] [Ei 40]
7. Increase the number of community-based organizations serving as OCPO Complaint Intake sites from 0 to 20 by December 2027; to include the following:
  - Increase the number of outreach and education efforts by the Community Outreach & Engagement Manager in historically disadvantaged communities from 12 to 25 by May 2024. [Ei 45]
  - Decrease the time between the occurrence of an incident and filing of complaint made by May 2027. [Baseline to be established] [Ei 39]

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## OFFICE OF EMERGENCY MANAGEMENT

### Strategic Priority: Public Safety



#### Key Department Actions:

- Provide planning, training, and exercise assistance to City departments and stakeholders responsible for mitigation, prevention, response, and recovery activities
- Utilize existing technology to ensure emergency management initiatives are efficient and effective
- Adopt an all hazards approach in planning, training, and exercising, to give the City of Dallas an enhanced ability to respond to and recover from disasters



#### Aligned Equity Indicators:

- **Indicator 26 - Evictions:** Ratio between the eviction rates in majority-Hispanic and majority-White neighborhoods.
- **Indicator 28 - Housing Cost Burden:** Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- **Indicator 31 - Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
- **Indicator 53 - Mortality:** Ratio between the percentages of deaths for White and Hispanic residents.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF EMERGENCY MANAGEMENT

Strategic Priority: Public Safety



Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. By December 2023, in partnership with Code Compliance, make a formal recommendation to update policies and codes related to increased disaster safety in multi-unit dwellings [✓] [CODE] [Ei 31]
2. Increase the number of Community Emergency Response Team (CERT) participants historically disadvantaged communities from 134 to 168 by December 2025 (25%) [Ei 53]
3. Translate 100% of our digital emergency preparedness outreach materials into the five most commonly spoken languages in the City of Dallas by December 2024.[\$] [Ei 39]
4. Increased number of community partnerships supporting renters' insurance in historically disadvantaged communities areas from 0 to 20 by May 2025 [Ei 28]
5. Increase number of partnerships with landlords of multi-dwelling units in historically disadvantaged communities from 0 to 40 by May 2025 [Ei 39]
6. Decrease the yearly number of displaced residents seeking shelter after apartment fines historically disadvantaged communities from 235 to 188 by May 2027 [Ei 26]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF ENVIRONMENTAL QUALITY & SUSTAINABILITY

Strategic Priority: Environment & Sustainability



Key Department Actions:

- Air Pollution Control and Air Quality
- Stormwater Management Compliance
- Comprehensive Environmental Climate Action Plan



Aligned Equity Indicators:

- **Indicator 30 - Utility Expenses:** Ratio between the percentages of household income going to electricity, gas, heating fuel, and water in Hispanic and Asian households.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
- **Indicator 52 - Chronic Disease:** Ratio between the percentages of White adults and adults of color diagnosed with a chronic disease.
- **Indicator 58 - Childhood Food Insecurity:** Ratio between the percentages of Black and White households with children under 18 that received SNAP benefits in the past 12 months.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF ENVIRONMENTAL QUALITY & SUSTAINABILITY

Strategic Priority: Environment & Sustainability



**Progress Measures:**

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Increase the amount of neighborhood level air quality monitors in historically disadvantaged communities by end of fiscal year 2025 [Baseline to be developed] **[\$] [Ei 52]**
2. Provide access to community solar opportunities for qualified households with the greatest need by December 2025. **[Ei 30]**
3. Increase acreage of neighborhood growing sites (e.g., commercial, community, and resident gardens) serving historically disadvantaged communities from 7 acres to 17 acres by December 2027. **[\$] [Ei 58]**
4. Increase the number of environmental outreach materials translated into [Asian-Pacific languages] from 1 annually to 8 annually (1 per quarter) by June 2027 **[\$] [Ei 39]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF EQUITY & INCLUSION

Strategic Priority: Workforce, Education & Equity



**Key Department Actions:**

- Provide technical assistance, education, and policy analysis to build robust community by promoting justice, diversity, and inclusiveness
- Build opportunities for strategic engagement, leveraging community partnerships, and collaborating and strengthening communication with all residents and constituents.
- Promote and preserve housing choice, provide education and training on housing discrimination, investigate fair housing complaints and provide support for eviction assistance



**Aligned Equity Indicators:**

- **Indicator 26 - Evictions:** Ratio between the eviction rates in majority-Hispanic and majority-White neighborhoods.
- **Indicator 37 - Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.
- **Indicator 38 - Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey.

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## OFFICE OF EQUITY & INCLUSION

### Strategic Priority: Workforce, Education & Equity



#### Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Increase education surrounding items mandated under the Texas Property Code (i.e., provide tenants with a copy of their lease, following the proper procedures for evictions) to Dallas tenants. **[Ei 26]**
2. Develop a fair housing action plan to improve fair housing outcomes while reducing burdens/challenges associated with the fair housing planning process. (Date based on federal government's publication of the new Affirmatively Furthering Fair Housing framework.) **[\$] [Ei 26]**
3. Increase the number of immigrant leaders on WCIA Taskforce from 25% to 40% by December 2023. **[Ei 38]**
4. By December 2023, all City of Dallas departments will adopt language access protocols to ensure a process for residents to effectively communicate with city staff and receive information in their preferred language [All Depts] **[Ei 39]**
5. Increase the percent of ADA service requests in historically disadvantaged communities completed within Service Level Agreement to 85% by October 2024. **[Ei 39]**
6. Increase the number of outreach programs targeted to increase historically disadvantaged residents' attendance and participation in the Fair Housing education and outreach programs from 10% to 25% by June 2024. **[Ei 26]**

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# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## OFFICE OF EQUITY & INCLUSION

### Strategic Priority: Workforce, Education & Equity



#### Progress Measures:

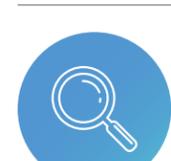
Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
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 Ei # = 2019 Equity Indicator Report Number

7. Increase number of Fair Housing education and outreach programs from 5% to 20% by May 2024 (Outreach presented to various housing providers to address the issue of housing discrimination and the housing providers role to eliminate the problem and ancillary issues). **[Ei 26]**
8. Annually, increase the percent of progress reporting on REP implementation across departments to WEE Committee and the Equity Indicators Symposium. **[Ei 39]**
9. In partnership with DPL, increase the number of residents who access the Enhanced Library Card from 0 to 13,000 by December 2027 **[\$] [LIB] [Ei 37]**

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## OFFICE OF GOVERNMENT AFFAIRS

### Strategic Priority: Government Performance

 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"> <li>• Serve as a primary contact for the City to local, regional, and federal level governments and external stakeholders.</li> <li>• Manage the City's state and federal legislative agendas.</li> <li>• Coordinate across departments to develop appropriate responses to state and federal legislative matters.</li> </ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"> <li>• <b>Indicator 38 - Representation in Government:</b> Ratio between the proportional representation of White and Hispanic residents on boards and commissions.</li> <li>• <b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.</li> </ul>

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## OFFICE OF GOVERNMENT AFFAIRS

### Strategic Priority: Government Performance

 <p><b>Progress Measures:</b></p>	<ol style="list-style-type: none"> <li>1. Increase number of community engagement activities to gather feedback on the City's federal and state legislative priorities in historically disadvantaged communities from 0 to 4 by December 2022.[\$] [Ei 39]</li> <li>2. Seek diversity by increasing the number of referrals to departments for grants and other resources that support equity-focused initiatives in historically disadvantaged communities by May 2023. [baseline to be established EOY 2022] [All Depts] [Ei 38]</li> <li>3. When adopting the City's federal and state legislative programs, provide a corresponding report to the City Council on those specific legislative initiatives that impact historically disadvantaged communities by March 2023. [Ei 39]</li> <li>4. Increase number of community members engaged in providing feedback on the City's federal and state legislative priorities in historically disadvantaged communities by December 2024. [Baseline to be established EOY 2022] [\$] [Ei 39]</li> <li>5. Track the City's lobbying efforts against federal and state legislative initiatives/programs that could negatively impact historically disadvantaged communities by December 2024. [Ei 39]</li> </ol>
<p><b>Key Department Actions:</b>          \$ = Fiscal Impact          ✓ = Policy Impact          DEPT = Collaborating Department(s)          Ei # = 2019 Equity Indicator Report Number</p>	

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## OFFICE OF HISTORIC PRESERVATION

### Strategic Priority: Economic Development



#### Key Department Actions:

- Administer the Landmark (historic) Designation process.
- Administer the Certificate of Appropriateness and Certificate for Demolition processes for exterior work on historic properties.
- Administer the Tax Exemption program for historic districts and historic landmarks.
- Administer Code Enforcement relating to historic districts and historic landmarks.



#### Aligned Equity Indicators:

- **Indicator 28: Housing Cost Burden:** Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- **Indicator 38: Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions.
- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## OFFICE OF HISTORIC PRESERVATION

### Strategic Priority: Economic Development



#### Progress Measures:

**Key Department Actions:**  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Recommend amendments to the existing Tax Exemption Program or develop a new incentive program aimed at influencing the likelihood that the percentage of resources allocated to historically disadvantaged communities will increase by October 2024.  
**[\$] [✓] [Ei 28]**
2. Make a recommendation to City Council to assess City support for historical homes/structures that are not tied to property value  
**[\$] [✓] [Ei 28]**
3. Increase number of historical preservation pieces of collateral, outreach events, education and awareness presentations/publications, in historically disadvantaged communities provided in English and Spanish from 0 to 3 by May 2025.  
**[\$] [Ei 39]**
4. Make a recommendation to increase the number of residents from historically disadvantaged communities on the Landmark Commission by October 2026.  
**[✓] [Ei 38]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF HOMELESS SOLUTIONS

Strategic Priority: Housing & Homeless Solutions



**Key Department Actions:**

- Manage Landlord Subsidized Leasing Program and consider expanding to those who are unstably housed.
- Build transitional and permanent supportive housing to target chronic homelessness.



**Aligned Equity Indicators:**

- **Indicator 28 - Housing Cost Burden:** Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF HOMELESS SOLUTIONS

Strategic Priority: Housing & Homeless Solutions



**Progress Measures:**

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. By December 2022 formalize a partnership between HOU, OCC, MDHA, and Dallas County to address permanent supportive housing for residents with no to low income. **[\$] [HOU, OCC] [Ei 28]**
2. In partnership with OGA and OEI, recommend a source of income discrimination legislation by December 2023. **[OGA, OEI] [Ei 39]**
3. By July 2024, in partnership with HOU, OCC, MDHA, and Dallas County create a city-wide plan for permanent supportive housing for residents with no- to low-income. **[\$] [HOU, OCC] [Ei 28]**
4. Decrease the number of unsheltered among those populations that exhibit the greatest need by 2025. **[Ei 39]**
5. In partnership with HOU, OCC, MDHA, and Dallas County add an additional 248 units to the availability of permanent supportive housing stock by December 2027. **[\$] [✓] [HOU, OCC] [Ei 28]**
6. Decrease the average placement time for program enrollment to housing placement for historically disadvantaged residents in Dallas REAL Time Rapid Rehousing from an average of 77 days to an average of 59 days by December 2027. **[Ei 39]**

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

### Strategic Priority: Public Safety



#### Key Department Actions:

- Providing a proactive response to persons experiencing behavioral or mental health crisis
- Facilitating response operations utilizing non-traditional law enforcement partners
- Improving quality of life by implementing Crime Prevention through Environmental Design principles
- Enhancing efforts to reduce violent crime and recidivism



#### Aligned Equity Indicators:

- **Indicator 41 - Jail Admissions:** Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents / Ratio between the number of Black and Asian adults per 1,000 booked into jail by the Dallas Police Department.
- **Indicator 43 - Arrests:** Ratio between the number of Black and Asian individuals per 1,000 arrested by the Dallas Police Department.
- **Indicator 46 - Property Crime:** Ratio between the number of property crimes reported per 1,000 residents living in majority Black and racially diverse neighborhoods.
- **Indicator 47 - Violent Crime:** Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents.

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

## OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

### Strategic Priority: Public Safety



#### Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Through Crisis Intervention Teams, increase number of eligible referrals for access to mental health resources in historically disadvantaged communities from 400 to 800 by December 2027 **[new program - baseline to be established EOY 2022] [DPD] [41, 43]**
2. Increase the percent of eligible behavioral health calls responded to by RIGHT Care teams in predominately historically disadvantaged communities from 60% to 80% by December 2025 **[DPD] [Ei 41, 43]**

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

## Strategic Priority: Public Safety



### Key Department Actions:

- Providing a proactive response to persons experiencing behavioral or mental health crisis
- Facilitating response operations utilizing non-traditional law enforcement partners
- Improving quality of life by implementing Crime Prevention through Environmental Design principles
- Enhancing efforts to reduce violent crime and recidivism



### Aligned Equity Indicators:

- **Indicator 41 - Jail Admissions:** Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents / Ratio between the number of Black and Asian adults per 1,000 booked into jail by the Dallas Police Department.
- **Indicator 43 - Arrests:** Ratio between the number of Black and Asian individuals per 1,000 arrested by the Dallas Police Department.
- **Indicator 46 - Property Crime:** Ratio between the number of property crimes reported per 1,000 residents living in majority Black and racially diverse neighborhoods.
- **Indicator 47 - Violent Crime:** Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents.

# APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

## Strategic Priority: Public Safety



### Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Through Crisis Intervention Teams, increase number of eligible referrals for access to mental health resources in historically disadvantaged communities from 400 to 800 by December 2027 **[new program - baseline to be established EOY 2022] [DPD] [41, 43]**
2. Increase the percent of eligible behavioral health calls responded to by RIGHT Care teams in predominately historically disadvantaged communities from 60% to 80% by December 2025 **[DPD] [Ei 41, 43]**
3. In partnership with Code, increase the investment in environmental improvements in high crime areas from \$250,000 to \$500,000 by December 2027 **[\$] [CODE ] [Ei 46]**
4. Reduce percentage of DPD calls and crime incidents in high-risk areas, as defined by the Risk Terrain Modeling Focus, by 20% more than the overall reduction in city crime by December 2027 **[DPD] [Ei 46, 47]**
5. Increase the number of eligible Jail Diversions by RIGHT Care teams in predominately historically disadvantaged communities from 18% to 25% by December 2027 **[DPD] [Ei 41]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF RISK MANAGEMENT

Strategic Priority: Government Performance & Financial Management

 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"> <li>Protect the City of Dallas' assets</li> <li>Guard against risk and safety hazards that could adversely impact City operations</li> </ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"> <li><b>Indicator 39: Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.</li> </ul>
 <p><b>Progress Measures:</b></p> <p>Key Department Actions:          \$ = Fiscal Impact          ✓ = Policy Impact          DEPT = Collaborating Department(s)          Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> <li>Increase the number of trainings offered outside of regular hours (multi-shift schedule) from 85 to 95 by December 2022. [Ei 39]</li> <li>Increase the number of trainings offered in Spanish from 14 to 18 by December 2022 and from 18 to 36 by December 2023 (if new position is approved). [Ei 39]</li> </ol>

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PARK & RECREATION

Strategic Priority: Quality of Life/Arts & Culture

 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"> <li>Oversee &amp; Maintain Parks and Trails</li> <li>Oversee &amp; Maintain City Owned Facilities (fields, aquatic, athletic, Dallas Zoo, Fair Park, etc.)</li> <li>Provide comprehensive recreation programming including health and wellness initiatives, for youth, adults and seniors.</li> </ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"> <li><b>Indicator 2: Business Ownership:</b> Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).</li> <li><b>Indicator 10- Child Poverty:</b> Ratio between the percentage of Black and White children living at or below 100% of the poverty threshold.</li> <li><b>Indicator 33 - Access to Parks:</b> Ratio between the average number of parks in majority-Black and racially diverse neighborhood.</li> <li><b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.</li> <li><b>Indicator 59 - Physical Activity:</b> Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job.</li> </ul>

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PARK & RECREATION

Strategic Priority: Quality of Life/Arts & Culture



Progress Measures:

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Recommend amendments to governing policy and PKR guidelines to allow for the permitting of mobile food units to include pushcarts and Palateros on park property by Fall 2023. [✓][Ei 2]
2. Increase out of school programming in historically disadvantaged communities by 10% by May 2024. [Ei 10, 39, 59]
3. Increase the percentage of residents enrolled in Park & Recreation active/fitness programming in historically disadvantaged communities by 10% of baseline by May 2024. [Ei 59]
4. Increase the percent of historically disadvantaged communities with access to parks within a 10-minute walk from 73% to 78%, impacting 46,000 plus residents by May 2027. [Ei 33]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PLANNING & URBAN DESIGN

Strategic Priority: Economic Development, Housing, Environment & Sustainability



Key Department Actions:

- Manage Land Use & Zoning
- Support Citywide & Area Planning
- Oversee Neighborhood Development + Planning



Aligned Equity Indicators:

- **Indicator 25 - Homeownership:** Ratio between the percentages of White and Black households who own their home.
- **Indicator 31 - Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.
- **Indicator 37: Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.
- **Indicator 38 - Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PLANNING & URBAN DESIGN

**Strategic Priority:** Economic Development, Housing, Environment & Sustainability



**Progress Measures:**

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. The P+UD will host a minimum of 5 capacity building training modules in historically disadvantaged communities by December 31, 2022. Capacity building modules will include Navigating City Services, Data is Power, Neighborhood Organization Guide and Let's Plan Together. **[Ei 37]**
2. Work with MCC to develop training programs for new and existing Commissions, Boards, and committee members, under coordination of PUD, that build their knowledge base and equity awareness to improve decision making and outcomes by the end of the FY22-23. **[Ei 38]**
3. Work with MCC to develop training for community members, related to serving on boards and commissions, to reflect the City population in accordance with the City Charter by end of FY22-23. **[MCC] [Ei 38]**
4. Work with MCC to recommend changes to the City's Zoning ordinance and rules and procedures for boards and commissions to better describe the qualifications and to reflect the city's population in accordance with the City Charter by end of FY22-23. **[✓][MCC] [Ei 38]**

continued on next page

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PLANNING & URBAN DESIGN

**Strategic Priority:** Economic Development, Housing, Environment & Sustainability



**Progress Measures:**

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

5. Make land use recommendations to HOU, ECO and City Council, as needed, to increase the developability of historically disadvantaged communities, with high residential vacancies, at the end of the ForwardDallas Policy development process (estimated June 2023). **[✓][HOU, ECO, City Council ] [Ei 31]**
6. Identify through ForwardDallas, mixed-use land uses in historically disadvantaged communities and rezone to increase walkable and affordable housing and economic development, specifically near transit to reduce overall housing and transportation costs by End of ForwardDallas Project Close Estimated July 2023. **[Ei 25]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PROCUREMENT SERVICES

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

- Purchase the City's goods and services through strategic and competitive procurement
- Provides oversight of Contract Management to support compliance, performance, and vendor relations
- Increase supplier diversity into contracting through incorporation of vendor equity initiatives into evaluation and award decisions
- Oversight and administration of the City's Local Preference Program, supporting local suppliers
- Increase transparency, training, and outreach to small, minority and non-profits to increase business diversity



Aligned Equity Indicators:

- **Indicator 1 - Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.
- **Indicator 2: Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 12 – Working Poverty:** Ratio between the percentages of Hispanic and White adults aged 25-64 currently employed 30+ hours per week and living at or below 200% of the poverty threshold.
- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PROCUREMENT SERVICES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

1. Increase the amount or percentage of large contracts broken down to smaller contracts targeting M/WBE from 0 to 15 by 2023 [**Baseline data to be established**] [Ei 2, 12]
2. Increase procurement educational training in historically disadvantaged communities from 0 to 4 annually by May 2024 (0-2 annually by May 2022 and 2 to 4 annually by May 2023) [\$] [Ei 1, 2, 39]
3. Increase the opportunity for M/WBE firms to submit a proposal or bid where the City's M/WBE program does not apply by October 2027. (Except construction contracts, not handled by OPS) [Ei 2]

Key Department Actions:  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PUBLIC WORKS

Strategic Priority: Transportation & Infrastructure



**Key Department Actions:**

- Maintain city streets, alleys, and sidewalks
- Create and maintain the fundamental transportation infrastructure systems
- Provide right-of-way management
- Oversee bond programs



**Aligned Equity Indicators:**

- **Indicator 25 - Homeownership:** Ratio between the percentages of White and Black households who own their home.
- **Indicator 32 - Street Quality:** Ratio between the average pavement condition index (PCI) ratings in racially diverse and majority-White neighborhoods.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
- **Indicator 59 - Physical Activity:** Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PUBLIC WORKS

Strategic Priority: Transportation & Infrastructure



**Progress Measures:**

**Key Department Actions:**  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Paving model will be refined to have a minimum of 20% of lane miles come from historically disadvantaged communities starting in FY 23. [Ei 32]
2. Reconstruct or provide maintenance in historically disadvantaged communities in FY 2023, increasing from 70 lane miles to 153 lane miles. [\$][Ei 25, 39]
3. Updates to the Sidewalk Masterplan will include 20% of the projects in historically disadvantaged communities by 2027. [Ei 32]
4. Increase the percent of sidewalk maintenance projects completed in historically disadvantaged communities from 5% to 20% by 2027. [\$] [Ei 59]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

SANITATION SERVICES

Strategic Priority: Quality of Life/Arts & Culture



**Key Department Actions:**

- Strive for sustainability by considering the entire life cycle of products, processes, and systems;
- Demonstrate that the goals of economic growth, environmental stewardship and fiscal responsibility are inextricably linked;
- Reduce the volume of discarded materials and maximize diversion from disposal; and,
- Spur economic growth by recovering valuable raw materials and clean energy from discarded materials.



**Aligned Equity Indicators:**

- **Indicator 12 - Working Poverty:** Ratio between the percentages of Hispanic and White adults aged 25-64 currently employed 30+ hours per week and living at or below 200% of the poverty threshold.
- **Indicator 30 - Utility Expenses:** Ratio between the percentages of household income going to electricity, gas, heating fuel, and water in Hispanic and Asian households.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

SANITATION SERVICES

Strategic Priority: Quality of Life/Arts & Culture



**Progress Measures:**

**Key Department Actions:**  
 \$ = Fiscal Impact  
 ✓ = Policy Impact  
 DEPT = Collaborating Department(s)  
 Ei # = 2019 Equity Indicator Report Number

1. Make a recommendation to City Council to develop a Dallas Rate Assistance Program to support income-eligible households with utility fees by October 2023. **[\$] [✓] [Ei 12, 30]**
2. In partnership with Code Compliance, increase Batteries, Oil, Paint, and Antifreeze (BOPA) participation at all neighborhood trash-off events from 200 to 250 participants in historically disadvantaged communities by September 2024. **[CODE] [Ei 30]**
3. Increase the number of commercial roll carts at scheduled/known charitable feeding events from 25 to 50 in historically disadvantaged communities by September 2024. **[Ei 39]**
4. Increase fiscal aid to support income-eligible households with franchise fees assessed on Sanitation enterprise fund from \$0 to \$1 million by May 2027 (Offset rate increases). **[\$] [Ei 12, 39]**

## APPENDIX A. DEPARTMENT PROGRESS MEASURES

### SMALL BUSINESS CENTER

#### Strategic Priority: Workforce, Education & Equity

 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"> <li>• Provide workforce development and reentry services</li> <li>• Increase entrepreneurship opportunity and foster growth and development</li> <li>• Promote business diversity</li> </ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"> <li>• <b>Indicator 1 - Business Establishments:</b> Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.</li> <li>• <b>Indicator 2 - Business Ownership:</b> Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).</li> <li>• <b>Indicator 4 - Labor Force Non-Participation:</b> Ratio between the percentages of Black and White adults aged 25-64 who are not in the labor force.</li> <li>• <b>Indicator 5 - Unemployed:</b> Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.</li> <li>• <b>Indicator 6 - High-Growth, High-Paying Employment:</b> Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.</li> <li>• <b>Indicator 7 - Median Full-Time Income:</b> Ratio between the median annual incomes for currently employed White and Hispanic adults aged 25-64 working 30+ hours per week.</li> </ul>

## APPENDIX A. DEPARTMENT PROGRESS MEASURES

### SMALL BUSINESS CENTER

#### Strategic Priority: Workforce, Education & Equity

 <p><b>Progress Measures:</b></p>	<ol style="list-style-type: none"> <li>1. Annually track how many MWBE subcontractors transition to become Primes in the City of Dallas on a year over year basis. <b>[Ei 2, 6,7]</b></li> <li>2. Increase spending by 25% with M/WBE subcontractors in accordance with the city's Business and Inclusion Development plan. <b>[Ei 2, 6,7]</b></li> <li>3. By 2024, breakdown and publicly publish the percentages within the City's M/WBE Categories. <b>[Ei 1,6, 7]</b></li> <li>4. Increase the number of M/WBE businesses engaged in the mentor protege program from 10 to 20 by December 2024. <b>[Ei 4,5, 6, 7]</b></li> </ol>
<p><b>Key Department Actions:</b>          \$ = Fiscal Impact          ✓ = Policy Impact          DEPT = Collaborating Department(s)          Ei # = 2019 Equity Indicator Report Number</p>	

## APPENDIX A.

# DEPARTMENT PROGRESS MEASURES

### TRANSPORTATION

## Strategic Priority: Transportation & Infrastructure

 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"> <li>• Manage citywide system of traffic signals and signs.</li> <li>• Implement neighborhood traffic calming</li> <li>• Generate parking tickets and collect ticket fees</li> <li>• Respond to Service Requests for Traffic Issues</li> <li>• Implement Vision Zero Action Plan</li> </ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"> <li>• Indicator 32 - Street Quality: Ratio between the average pavement condition index (PCI) ratings in racially diverse and majority-White neighborhoods</li> <li>• Indicator 45 - Traffic Stops and Searches: Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search.</li> <li>• Indicator 47 - Violent Crime: Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents.</li> </ul>
 <p><b>Progress Measures:</b></p> <p>Key Department Actions:          \$ = Fiscal Impact          ✓ = Policy Impact          DEPT = Collaborating Department(s)          Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> <li>1. In partnership with Office of Integrated Public Safety Solutions, implement 30 new street lighting projects in historically disadvantaged communities by May 2023 (from 40 to 70). <b>[\$] [OIPSS] [Ei 47]</b></li> <li>2. Increase implementation of traffic calming projects as noted in the Vision Zero Action Plan in historically disadvantaged communities from 7 to 10 by May 2023. <b>[\$] [DPD] [Ei 32,45]</b></li> <li>3. Increase number of street lighting projects in historically disadvantaged communities to 100 by May 2024 (from 70). <b>[\$] [Ei 47]</b></li> </ol>

APPENDIX B.

# BIG AUDACIOUS GOALS



## APPENDIX B. BIG AUDACIOUS GOALS



### 1. BIG AUDACIOUS GOAL

ECONOMIC, WORKFORCE, & COMMUNITY DEVELOPMENT

#### ACTION TARGETS

##### Ei Report Theme 1: Economic Opportunity

Become the most economically inclusive City by eliminating the wealth gap through workforce and economic inclusion, fostering full participation in cultural and civic life of Dallas by acknowledging contributions of historically disadvantaged communities, and investing in economic and human development in equity priority areas.

## APPENDIX B.

# BIG AUDACIOUS GOALS, CON'T



## 1. BIG AUDACIOUS GOAL ECONOMIC, WORKFORCE, & COMMUNITY DEVELOPMENT

Become the most economically inclusive City by eliminating the wealth gap through workforce and economic inclusion, fostering full participation in cultural and civic life of Dallas by acknowledging contributions of historically disadvantaged communities, and investing in economic and human development in equity priority areas.

### ECONOMIC OPPORTUNITY

#### ACTION TARGETS

- 1.1** Integrate Economic Development Policy equity efforts across multiple departments.
- 1.2** Increased procurement accessibility by building a pipeline of diverse contractors, vendors, and suppliers to increase economic stability and workforce development.
- 1.3** Improving small to large scale development where food insecurity and predatory lending institutions have further marginalized residents from historically disadvantaged communities.
- 1.4** Implement new economic incentive policies to address commercial developments in need of economic incentives.
- 1.5** Enhance economic vitality for historically disadvantaged communities to encourage mid- and long-term growth placing all residents in opportunities to thrive with increased economic and workforce development.
- 1.6** Pilot “prepared meal opportunities” for historically disadvantaged families to help working parents overcome cost barriers to serving nutritious foods.
- 1.7** Invest in community gardens and urban agriculture with capacity for meaningful production of produce and edible goods.

- 1.8** Support alternative community-based retail, like community farmers markets, corner stores, community- owned/co-op food stores, etc.
- 1.9** Increase access to quality, affordable, nutritious options for food and meals by aligning social services, nutrition education, urban agriculture, and financial investments in communities with greatest barriers to access.
- 1.10** Engage residents through arts and cultural programs that fully integrate neighborhoods and historically disadvantaged communities into civic life and create a community ecosystem where art and culture are valued in every neighborhood.
- 1.11** Invest with small businesses and entrepreneurs to support and increase banking transactions in historically disadvantaged communities.
- 1.12** Implement Workforce Dallas with leadership from the Mayor’s Workforce Czar to address young adult male residents (18-24 years of age) from historically disadvantaged groups and communities with workforce re-entry skills, FreshStart opportunities, upskilling and on-the-job training employment requirements.
- 1.13** Economic Development Agency Fellow Opportunity

## APPENDIX B.

# BIG AUDACIOUS GOALS, CON'T



## 2. BIG AUDACIOUS GOAL ENVIRONMENTAL JUSTICE

Equitably engage and address the disproportionate impact pollution and climate issues have on historically disadvantaged communities.

### NEIGHBORHOOD AND INFRASTRUCTURE; 5: PUBLIC HEALTH

#### ACTION TARGETS

- 2.1** Quantify negative environmental impacts on historically disadvantaged communities through data analytics (e.g., screening tool).
- 2.2** Implement annual citywide environmental justice training for staff and integrate environmental justice screening analysis into city employee work.
- 2.3** Improve air and water quality in historically disadvantaged communities to promote equitable environmental and public health outcomes using data to assess trends and areas of concern (e.g., nature-based solutions, neighborhood air quality monitoring program by deploying non-regulatory air monitors in overburdened communities).
- 2.4** Use EJ Screen, incorporate policies and programs (e.g., Forward Dallas and other available data) on existing pollution sources to identify compatible land use decisions in/near historically disadvantaged communities.
- 2.5** Support building relationships with and in historically disadvantaged communities to advance, investigate, and address illegal dumping site cleanups. (e.g., expediting site cleanup and reducing environmental and human health exposures).
- 2.7** Increase green infrastructure and other tools to address flooding conditions in historically disadvantaged communities by completing flooding and drainage analysis for neighborhood drainage, (e.g., particularly in historically disadvantaged communities).
- 2.8** Implement actions to increase both access to local health food and local production.
- 2.9** Protect and enhance the tree canopy in historically disadvantaged communities while encouraging sustainable development.
- 2.10** Provide better community understanding and engagement through improved language access and increased engagement with historically disadvantaged communities during City decision making processes.
- 2.11** Reduce illegal commercial truck parking and idling in historically disadvantaged communities.
- 2.12** Increase building efficiency through weatherization, access to clean energy through community solar programs, and reduce energy use in historically disadvantaged communities through other related programs.
- 2.13** Implement a new Brownfield Program.
- 2.14** Support the local urban agriculture ecosystem in communities overburdened by environmental pollution.
- 2.15** Develop and implement an Environmental Equity checklist for use on City projects to prevent inappropriate batch plant locations in or near critical receptors, particularly on City-construction efforts. (OEQS/OBC/PBW)
- 2.16** Address persistent apartment sanitary overflows in problem properties.

## APPENDIX B.

# BIG AUDACIOUS GOALS, CON'T



## 3. BIG AUDACIOUS GOAL Housing

Close the homeownership gap and secure housing stability.

### ECONOMIC OPPORTUNITY; 3: NEIGHBORHOOD AND INFRASTRUCTURE

#### ACTION TARGETS

- 3.1** Target affordable housing investments and neighborhood revitalization in stronger housing markets (e.g., Market Value Analysis – MVA), underserved communities to address longstanding inequities in one of the 15 federally-designated Opportunity Zones; areas where it is possible to drive capital to support new businesses and investments by providing deferred capital gains taxes, among other tax benefits.
- 3.2** Deploy anti-displacement strategies in transitioning neighborhoods (e.g., gentrification) to address longstanding inequities by ensuring zoning is inclusive of historically disadvantaged communities to encourage sustainability and thriving opportunities.
- 3.3** Improve and build stable housing communities for unhoused populations that contribute to neighborhood safety and economic opportunity.
- 3.4** Address properties in areas with identified environmental rehabilitation challenges (e.g., new Brownfields programs, the Texas Voluntary Cleanup Program, and other ways of addressing site contaminants) to ensure future development is protective of human health and the environment.

- 3.5** Address pre-development costs (e.g., rehabilitation) in historically disadvantaged communities.
- 3.6** Revitalize and renovate existing housing stock that currently does not meet code requirements.
- 3.7** Integrate photovoltaic solar panels, electric vehicle charging infrastructure, energy efficiency measures, and weatherization into development of new homes and renovation of existing homes through city programs.
- 3.8** Provide resources to purchase and maintain homes and improve availability and access to mortgage financing services throughout the City regardless of location.
- 3.9** Provide construction financing and other incentives for affordable and mixed income housing projects.

## APPENDIX B.

# BIG AUDACIOUS GOALS, CON'T



## 4. BIG AUDACIOUS GOAL Infrastructure

Close infrastructure gaps where intentional historical disinvestment previously occurred.

### NEIGHBORHOOD AND INFRASTRUCTURE

#### ACTION TARGETS

- 4.1** Prioritize the FY 2023-24 Infrastructure Bonds Package/Proposition to address Infrastructure investments in historically disadvantaged communities (e.g., Jeffries-Meyers, The Bottoms, 5-Mile, etc.).
- 4.2** Build and improve infrastructure services to support increases in historically disadvantaged communities who have been burdened by floods and high energy utility costs.
- 4.3** Address infrastructure needs to ensure future development of affordable and mixed-market homes.
- 4.4** Ensure capacity for current and future developers to recognize the advantage of developing South of I-30 (Specific areas to be identified). This target is here to highlight the economic good and benefit of implementing infrastructure equity (e.g., attracting businesses).
- 4.5** Work with the City of Dallas, DISD, and DART to transition the bus and light duty fleet to 100% electric by 2040.

- 4.6** Work with DART to improve bus shelter amenities in historically disadvantaged communities.
- 4.7** Increase Electric Vehicle (EV) charging infrastructure in historically disadvantaged communities.
- 4.8** Utilize partnerships to increase access to micro-mobility services in historically disadvantaged communities (e.g., buses, biking trails, scooters, etc.).
- 4.9** Work with DART to fund and construct mobility hubs in historically disadvantaged communities.
- 4.10** Plans for I-345 (the highway segment connecting US75 and I-45) on the east and I-30 on the south of Downtown will dramatically change our urban core for the next generation. City's components of these projects include I-345/City Street grid improvements, I-30/City street grid improvements, and D2/I-345 /City street grid improvements.

## APPENDIX B.

# BIG AUDACIOUS GOALS, CON'T



## 5. BIG AUDACIOUS GOAL

### Public Safety and Wellness

Make Dallas communities safe in ways that prevent harm and promote wellness, healing, and justice.

## JUSTICE AND GOVERNMENT

### ACTION TARGETS

**5.1** Decrease the percent of historically disadvantaged communities arrested for low-level offenses.

**5.2** Decrease the number of detentions, internal and external placements of historically disadvantaged juveniles.

**5.3** Decrease the number of domestic violence incidents in historically disadvantaged communities (e.g., collaborative partnership with law enforcement and other agencies that encourage a holistic approach).

**5.4** Reduce number of gun violence incidents.

**5.5** Allow volunteer work that impacts the community instead of arrest and charges (e.g., highway clean-up).

**5.6** Create alternatives in the criminal justice system to positively impact outcomes for historically disadvantaged groups.

**5.7** Providing resources and services to low-level offenders (e.g., referring offenders in the sobriety center to assisting agencies).

**5.8** Prioritize community impact to mitigate low level offenses through partnerships with outside entities, associations, and organizations.

**5.9** Prioritize Police Department and community organization collaboration to better address city public safety.

**5.10** Provide mental health assistance to juveniles from historically disadvantaged communities.

**5.11** Train community and provide resources to address trauma (e.g., coping/overcoming traumatic events).

**5.12** Work with historically disadvantaged communities and entities (e.g., Inter-Tribal Center) to address Missing Murdered Indigenous Women/Persons (MMIW/P) – (DPD Community Affairs).

**5.13** Uphold community wellness while utilizing a holistic approach in tandem with public safety (e.g., community outreach and education on rights).

## APPENDIX C.

# RELATED CITY PLANS

### INFRASTRUCTURE CITY PLANS/INITIATIVES

Neighborhood Plus

Forward Dallas - 2000 residents engaged

Complete Streets Design Manual - 518 interviews

Connect Dallas: Strategic Mobility Plan - 8,806 residents engaged

Dallas Park and Recreation Comprehensive Plan - 1,200 responses to public survey

### HOUSING RELATED CITY PLANS/INITIATIVES

Comprehensive Housing Policy - 98 participants for in-person town hall; 38,690 participants for virtual town hall

Housing Policy Audit - 93 residents; 20 events

Fair Housing Analysis - 400 participants in public meetings; 1500+ via survey

Dallas Collaborative for Equitable Development - 150 participants in outreach events/info sessions

### PUBLIC SAFETY CITY PLANS/INITIATIVES

DPD Violent Crime Reduction Plan - N/A

RIGHT Care Teams - N/A

Office of Community Police Oversight - N/A

Mayor's Task Force on Safe Communities - N/A

Dallas Risk Terrain Modeling - N/A

Audit of City Boards and Commissions - N/A

### ECONOMIC, WORKFORCE, & COMMUNITY DEVELOPMENT CITY PLANS/INITIATIVES

Strategic Engagement Plan - N/A

Economic Development Policy - N/A

Dallas Economic Development Entity - N/A

Dallas Blueprint - N/A

Industry Profiles - N/A

Community Driven Growth - 4,337 surveys; 550 residents/stakeholders participated in 20+ events

### ENVIRONMENTAL JUSTICE CITY PLANS/INITIATIVES

Comprehensive Environmental & Climate Action Plan (CECAP) (April 2020) - 6 formal community meetings, 40 informal CECAP events, 1,235 survey responses, 3,000+ community suggestions