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**CITY SECRETARY
DALLAS, TEXAS**

City of Dallas

*1500 Marilla Street,
Council Chambers, 6th Floor
Dallas, Texas 75201*

Public Notice

230418

POSTED CITY SECRETARY
DALLAS, TX



Workforce, Education, and Equity Committee

May 8, 2023

9:00 AM

(For General Information and Rules of Courtesy, Please See Opposite Side.)

(La Información General Y Reglas De Cortesía Que Deben Observarse

Durante Las Asambleas Del Consejo Municipal Aparecen En El Lado Opuesto, Favor De Leerlas.)

2022 CITY COUNCIL APPOINTMENTS

COUNCIL COMMITTEE	
ECONOMIC DEVELOPMENT Atkins (C), Arnold (VC), McGough, Narvaez, Resendez, West, Willis	ENVIRONMENT AND SUSTAINABILITY Blackmon(C), Ridley (VC), Arnold, Bazaldua, Resendez, Schultz, West
GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT Mendelsohn (C), Willis (VC), Atkins, Bazaldua, McGough, Ridley, West	HOUSING AND HOMELESSNESS SOLUTIONS Thomas (C), Moreno (VC), Arnold, Blackmon, Mendelsohn, Ridley, Schultz
PUBLIC SAFETY McGough (C), Mendelsohn (VC), Atkins, Moreno, Resendez, Thomas, Willis	QUALITY OF LIFE, ARTS, AND CULTURE Bazaldua (C), West (VC), Arnold, Blackmon, Narvaez, Ridley, Thomas
TRANSPORTATION AND INFRASTRUCTURE Narvaez (C), Atkins (VC), Bazaldua, Mendelsohn, Moreno, Schultz, Willis	WORKFORCE, EDUCATION, AND EQUITY Schultz (C), Thomas (VC), Blackmon, McGough, Moreno, Narvaez, Resendez
AD HOC JUDICIAL NOMINATING COMMITTEE Resendez (C), Arnold, Bazaldua, Ridley, Thomas, West, Willis	AD HOC LEGISLATIVE AFFAIRS Atkins (C), McGough, Mendelsohn, Narvaez, Willis
AD HOC COMMITTEE ON PROFESSIONAL SPORTS RECRUITMENT AND RETENTION Johnson (C), Atkins, Bazaldua, Blackmon, Thomas	AD HOC COMMITTEE ON GENERAL INVESTIGATING & ETHICS Mendelsohn (C), Atkins, Blackmon, McGough, Schultz
AD HOC COMMITTEE ON ADMINISTRATIVE AFFAIRS Willis (C), McGough, Moreno, Schultz, West	

(C) – Chair, (VC) – Vice Chair

Note: A quorum of the Dallas City Council may attend this Council Committee meeting.

General Information

The Dallas Council Committees regularly meet on Mondays beginning at 9:00 a.m. and 1:00 p.m. in the Council Chambers, 6th floor, City Hall, 1500 Marilla. Council Committee agenda meetings are broadcast live on bit.ly/cityofdallastv and on Time Warner City Cable Channel 16.

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Información General

Los Comités del Concejo de la Ciudad de Dallas se reúnen regularmente los lunes en la Cámara del consejo en el sexto piso del Ayuntamiento, 1500 Marilla, a partir de las 9:00 a.m. y la 1:00 p.m. Las reuniones de la agenda del Comité del Consejo se transmiten en vivo por la estación de bit.ly/cityofdallastv y por cablevisión en la estación *Time Warner City Cable Canal 16*.

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<https://dallascityhall.webex.com/dallascityhall/j.php?MTID=m8c450f0a128cd25ba2825dcb8a634223>

Call to Order

MINUTES

1. [23-1278](#) Approval of the April 10, 2023 Workforce, Education, and Equity Committee Meeting Minutes

Attachments: [Minutes](#)

ACTION ITEM

2. [23-955](#) College Advisory Commission Overview and Recommendation
Action Requested: Recommendation for adoption of College Advisory Commission by the City Council
[Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office;
Chandler K. Hill, City Manager's Office]

Attachments: [Presentation](#)

BRIEFING ITEMS

- A. [23-1274](#) Equity (Internal): Welcoming 2.0: A Proposed Update to Welcoming Dallas Strategic Plan
[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Christina da Silva, Welcoming Communities and Immigrant Affairs Officer, Office of Equity and Inclusion]

Attachments: [Presentation](#)

- B. [23-1275](#) Workforce (Internal): Best Place to Work: Employee Retention Strategies
[Kimberly Bizer Tolbert, Deputy City Manager; Nina Arias, Human Resource Director]

Attachments: [Presentation](#)

BRIEFING MEMORANDUMS

- C. [23-1276](#) Equity (Internal): Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to ARPA-Funded Community Mental Health, ARPA-Funded Family Violence Prevention and Intervention, ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth Development - May 2023
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Attachments: [Memorandum](#)

- D. [23-1277](#) Equity (Internal): Memo Regarding Dallas' Business Case for Equity
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Attachments: [Memorandum](#)

ADJOURNMENT

EXECUTIVE SESSION NOTICE

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]
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6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex Govt. Code §551.089]



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 23-1278

Item #: 1.

Approval of the April 10, 2023 Workforce, Education, and Equity Committee Meeting Minutes

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, APRIL 10, 2023

23-0019

WORKFORCE EDUCATION & EQUITY COMMITTEE
CITY COUNCIL CHAMBER, CITY HALL/VIDEO CONFERENCE
COUNCILMEMBER JAYNIE SCHULTZ, PRESIDING

PRESENT: [7] Schultz, Thomas, Moreno (**9:11 a.m.), *Resendez (**9:17 a.m.), Narvaez (**9:06 a.m.), Blackmon, McGough

ABSENT: [0]

The meeting was called to order at 9:02 a.m. with a quorum of the committee present.

The meeting agenda, posted in accordance with Chapter 551, "OPEN MEETINGS," of the Texas Government Code, was presented.

After all business properly brought before the committee had been considered, the meeting adjourned at 10:18 a.m.

Chair

ATTEST:

City Secretary Staff

Date Approved

The agenda is attached to the minutes of this meeting as EXHIBIT A.

The actions taken on each matter considered by the committee are attached to the minutes of this meeting as EXHIBIT B.

The briefing materials are attached to the minutes of this meeting as EXHIBIT C.

***Note: Members of the Committee participated in this meeting by video conference.**

**** Note: Indicates arrival time after meeting called to order/reconvened.**

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, APRIL 10, 2023

EXHIBIT A

RECEIVED

2023 APR -6 PM 7: 23

**CITY SECRETARY
DALLAS, TEXAS**

City of Dallas

*1500 Marilla Street,
Council Chambers, 6th Floor
Dallas, Texas 75201*

Public Notice

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POSTED CITY SECRETARY
DALLAS, TX



Workforce, Education, and Equity Committee

April 10, 2023

9:00 AM

(For General Information and Rules of Courtesy, Please See Opposite Side.)

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GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT Mendelsohn (C), Willis (VC), Atkins, Bazaldua, McGough, Ridley, West	HOUSING AND HOMELESSNESS SOLUTIONS Thomas (C), Moreno (VC), Arnold, Blackmon, Mendelsohn, Ridley, Schultz
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AD HOC COMMITTEE ON ADMINISTRATIVE AFFAIRS Willis (C), McGough, Moreno, Schultz, West	

(C) – Chair, (VC) – Vice Chair

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Call to Order

MINUTES

1. [23-951](#) Approval of the March 7, 2023 Workforce, Education, and Equity Committee Meeting Minutes

Attachments: [Minutes](#)

ACTION ITEM

2. [23-952](#) Consideration of Committee Recommendation to Council Regarding Proposed Resolution: Confronting and Combating Antisemitism in Our Communities
Action Requested: Recommendation of Proposed Resolution for Council's Consideration and Adoption
[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion]

Attachments: [Resolution](#)

BRIEFING ITEMS

- A. [23-953](#) Education (Internal): Dallas Youth Commission Update Regarding FY 21-22 and FY 22-23 Strategic Plan and Dallas Youth Scholarship [Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office; Taylor Moody, Youth Commission Director, City of Dallas; Ricardo Corpus, Chair, Dallas Youth Commission, City of Dallas; Arran Davis, 2nd Vice Chair, Dallas Youth Commission, City of Dallas]

Attachments: [Presentation](#)

- B. [23-956](#) Equity (Internal): Language Access Efforts in the City of Dallas
[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Nina Arias, Director, Human Resources; Adriana Portillo, Language Access Coordinator, Office of Equity and Inclusion; Gonzalo Reyes, Supervisor of Translation, Communication, Outreach, & Marketing]

Attachments: [Presentation](#)

BRIEFING MEMORANDUMS

- C. [23-957](#) Workforce (Internal): Small Business Center Workforce Development Day Labor Center Update
[Kimberly Bizer Tolbert, Deputy City Manager, City Manager’s Office]

Attachments: [Memorandum](#)

- D. [23-958](#) Workforce (Internal): Small Business Center Workforce Development Upskilling Dallas Grant Update
[Kimberly Bizer Tolbert, Deputy City Manager, City Manager’s Office]

Attachments: [Memorandum](#)

- E. [23-959](#) Education (Internal): Updates on Educational Partnerships for Upskilling City of Dallas Employees
[Kimberly Bizer Tolbert, Deputy City Manager, City Manager’s Office]

Attachments: [Memorandum](#)

- F. [23-1023](#) Equity (Internal): Upcoming Office of Community Care Agenda Item - Amendment to Dallas County Housing Opportunities for Persons with AIDS Interlocal Agreement - April 26, 2023
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager’s Office]

Attachments: [Memorandum](#)

ADJOURNMENT

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MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, APRIL 10, 2023

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 10, 2023

Item 1: Approval of the March 7, 2023 Workforce, Education, and Equity Committee Meeting Minutes

Councilmember Blackmon moved to adopt the minutes as presented.

Motion seconded by Councilmember Thomas and unanimously adopted. (Moreno, Resendez, Narvaez absent when vote taken)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 10, 2023

ACTION ITEM

Item 2: Consideration of Committee Recommendation to Council Regarding Proposed Resolution: Confronting and Combating Antisemitism in Our Communities
Action Requested: Recommendation of Proposed Resolution for Council's Consideration and Adoption

The following individuals briefed the committee on the item:

- Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office;
- Dr. Lindsey Wilson, Director, Office of Equity and Inclusion

Councilmember Thomas moved to forward the item to city council.

Motion seconded by Councilmember Blackmon and unanimously adopted. (Moreno, Resendez, Narvaez absent when vote taken)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 10, 2023

BRIEFING ITEMS

Item A: Education (Internal): Dallas Youth Commission Update Regarding FY 21-22 and FY 22-23 Strategic Plan and Dallas Youth Scholarship

The following individuals briefed the committee on the item:

- Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office;
- Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office;
- Taylor Moody, Youth Commission Director, City of Dallas;
- Ricardo Corpus, Chair, Dallas Youth Commission, City of Dallas; and
- Arran Davis, 2nd Vice Chair, Dallas Youth Commission, City of Dallas.

Councilmember Blackmon moved to forward the item to city council.

Motion seconded by Deputy Mayor Pro Tem Narvaez and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 10, 2023

BRIEFING ITEMS

Item B: Equity (Internal): Language Access Efforts in the City of Dallas

The following individuals briefed the committee on the item:

- Dr. Lindsey Wilson, Director, Office of Equity and Inclusion;
- Nina Arias, Director, Human Resources;
- Adriana Portillo, Language Access Coordinator, Office of Equity and Inclusion; and
- Gonzalo Reyes, Supervisor of Translation, Communication, Outreach, & Marketing

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 10, 2023

BRIEFING MEMORANDUMS

- Item C: Workforce (Internal): Small Business Center Workforce Development Day Labor Center Update
- Item D: Workforce (Internal): Small Business Center Workforce Development Upskilling Dallas Grant Update
- Item E: Education (Internal): Updates on Educational Partnerships for Upskilling City of Dallas Employees
- Item F: Equity (Internal): Upcoming Office of Community Care Agenda Item - Amendment to Dallas County Housing Opportunities for Persons with AIDS Interlocal Agreement - April 26, 2023

The committee discussed the items.

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, APRIL 10, 2023

EXHIBIT C



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 23-953

Item #: A.

Education (Internal): Dallas Youth Commission Update Regarding FY 21-22 and FY 22-23 Strategic Plan and Dallas Youth Scholarship

[Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office; Taylor Moody, Youth Commission Director, City of Dallas; Ricardo Corpus, Chair, Dallas Youth Commission, City of Dallas; Arran Davis, 2nd Vice Chair, Dallas Youth Commission, City of Dallas]



City of Dallas

**Dallas Youth Commission
Update Regarding FY 21-22 and
FY 22-23 Strategic Plan and
Dallas Youth Scholarship
Workforce, Education and
Equity Committee
April 10, 2023**

Kimberly Bizer Tolbert, Deputy City Manager
Taylor Moody, Youth Commission Director
Ricardo Corpus, Chair, Dallas Youth Commission
Arran Davis, 2nd Vice Chair, Dallas Youth Commission

Overview



- Mission
- Structure & Active Commissioners
- Fiscal Year Budget 20-23
- All- America City Award & FY 21-22 At a Glance
- Project Highlights
 - District 6 Community Closet
 - Dallas Youth Magazine
 - Town Hall for Teens
- FY 22-23 Strategic Plan & Looking Forward
- Proposed Action
- Next Steps



Mission



- The Dallas Youth Commission (YC) aims to inspire Dallas youth to become lifelong leaders actively engaged in civic affairs, public policy, and advocacy. Originally founded in 1994, the Youth Commission provides a much-needed voice for students here in Dallas with the purpose to address and advocate for issues and bring impactful change to the community.
- We work hand in hand with city officials, departments, and organizations to create and promote our initiatives - whether it be environmentally or civically.
- Additional information about the Youth Commission can be found [here](#)



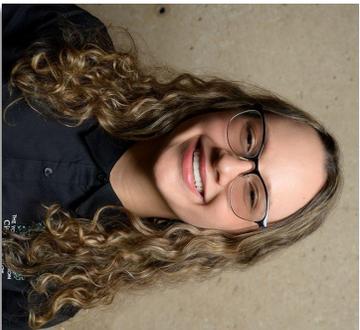
Structure & Active Commissioners



The Dallas Youth Commission is comprised of a group of 15 civically engaged and diverse youth located in the City of Dallas.



Ricardo Corpus
DISTRICT 1
CHAIR



Andrea Mercado-Cruz
DISTRICT 14
VICE CHAIR



Keira Ruibal
DISTRICT 2



Myles Sturns-Thomas
DISTRICT 3



Reginald Compton
DISTRICT 4



Melanie Rojas
DISTRICT 5



Margarita Hernandez
DISTRICT 6



Arran Davis
DISTRICT 9



Alexi Felton
DISTRICT 7
SECRETARY



Malajah Hawthorne
DISTRICT 8



Simon Cohan
DISTRICT 11



Rachel Jennings
DISTRICT 12



Chloe Hawkins
DISTRICT 13



Hilton Sampson
DISTRICT 15

*District 10 is currently vacant.



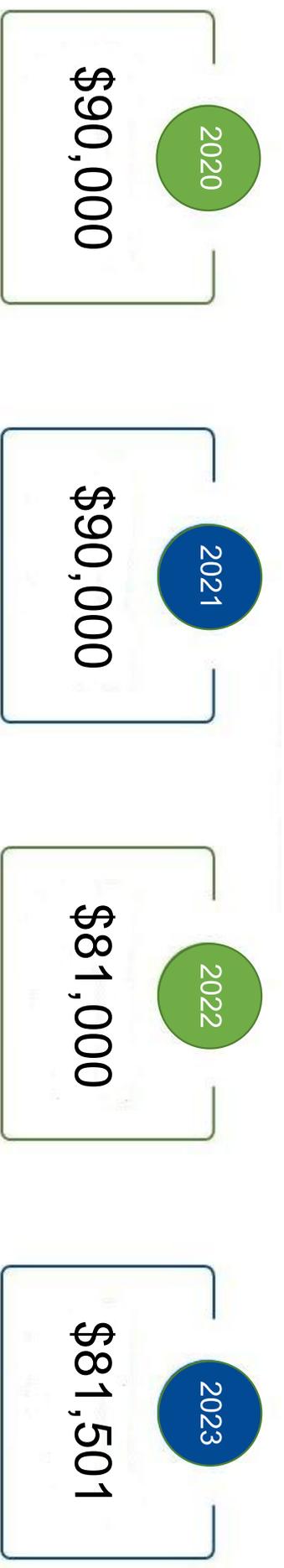
2ND VICE CHAIR

SECRETARY

Fiscal Year Budget 20-23



Each fiscal year, the YC Budget has been fully exhausted with exception of FY21 due to the Covid 19 Pandemic.



*The approved budgets for FY20-23 do not include staff expenses to support the YC.



All-America City Award



- Dallas was recently named one of the 2023 All-America City Finalists – A Program of the National Civic League
- The theme this year was Creating Thriving Communities through Youth Engagement
- 74th All-America City Awards will be hosted Denver, Colorado, June 9-11, 2023



Dallas, TX

2★0★2★3

All-America City Finalist

www.nationalcivicleague.org



FY 21-22 At a Glance



Through their Teens For Dallas Grant Initiative with CAO, The Dallas Youth Commission completed over 100 hours of community service with grant awardees.



The Commissioners collaborated between their districts to host 6 separate town halls with themes such as environmental justice, higher education, and arts and culture.



On May 31st, the Dallas Youth Commission held the Dallas Youth Spotlight to highlight students that have stood out and excelled, in their first back to normal school year after Covid.



Collaborated and coordinated with over 20 external organizations and 12+ city departments such as DPD, OEQS, OCC, OWC, CES and OEI on various youth initiatives and projects.



Partnerships



City of Dallas



UNIVERSITY OF
TEXAS
ARLINGTON



Austin Youth Council



LEAGUE OF WOMEN VOTERS
OF DALLAS



DALLAS
INDEPENDENT SCHOOL DISTRICT



American
Heart
Association



NATIONAL
LEAGUE
OF CITIES



dallas water utilities
city of dallas



Dallas
Park & Recreation



HEALTHY
FUTURES
OF TEXAS



north texas alliance
to reduce unintended
pregnancy in teens



Community Closet & Gold Award Project



- In support of the City's Period Access Dallas Initiative,
 - Commissioner Margarita Hernandez opened the first Community Closet at Pinkston High School in District 6 and has since provided over 200 students with necessary hygiene items.
 - Commissioner Arran Davis worked alongside District 9 students to complete the Girl Scout Gold Award Project which aimed to aid 100 in-need youth unsheltered and in foster care with feminine hygiene products.
 - Commissioner Chloe Hawkins will be opening another closet this year at Thomas Jefferson High School.



Dallas Youth Magazine



- In August 2022, the Dallas Youth Magazine Committee produced its very first edition!
- With work from talented, local youth, the committee created a 12-article magazine with the help of the City of Dallas' Communications & Marketing department.
- Over 50,000 copies were printed, and approximately 40,000 were distributed directly to DISD high schools.



Town Hall for Teens



- Dallas Youth Commission was proud to collaborate with the North Texas Alliance to Reduce Unintended Pregnancy in Teens to host a Town Hall for Teens in October – an event that educated 150 youth about the importance of inclusive wellness education, safety, and more via one-on-one discussions and a Q&A panel.



National League of Cities



Looking Ahead



- The Youth Commission has two primary goals to increase engagement with school-age students:
- More inclusive collaboration with our schools, including ISDs, Charters, Private and Home school programs
 - More district-specific events throughout the year



FY 22-23 Strategic Plan



- In order to create more impactful and intentional events and opportunities for youth in Dallas, the Dallas Youth Commission established the following committees and project priorities for FY 22-23.

Committee Name	Committee Description
Arts & Culture Advocacy	Chair – Reginald Compton Priority Project – Youth Arts Spotlight
Branding Committee	Chair – Andrea Mercado Priority Project – All Teens Everywhere Podcast
Dallas Youth Magazine	Chair – Arran Davis Priority Project – Dallas Youth Magazine
Dallas Youth Scholarship	Chair – Ricardo Corpus Priority Project – Dallas Youth Scholarship
Young Entrepreneurship Academy	Chairs – Malajah Hawthorne & Alexi Felton Priority Project – Young Entrepreneurship Academy



FY 22-23 Strategic Plan continued



DISTRICT SPECIFIC EVENTS WITH CITY COUNCIL

In an effort to foster greater relationship building and engagement in each district represented, the Youth Commission:

- Will work with their respective Council Member to identify specific issues as it relates to youth in their respective districts.
- Develop and coordinate targeted events in partnership with their respective Council Member that engages and benefits students and their parents.
- Develop a plan of action for engagement of youth in each district that will culminate in an annual Council meet and greet with the youth of the district.

TEXAS STATE-WIDE YOUTH CONFERENCE & NORTH TEXAS SUMMIT

- The Youth Commission will collaborate with state-wide youth innovators, creators, builders and leaders among the major cities in Texas.
- These leaders will come together to address opportunities and best practices for youth to promote advocacy, economic prosperity, and development.
- The Texas Youth Advisory Conference convened in Dallas in February 2023.

YOUTH COMMUNITY & SKILL DEVELOPMENT WORKSHOPS

The Youth Commission will encourage civic engagement amongst youth, as well as aid in developing their leadership skills:

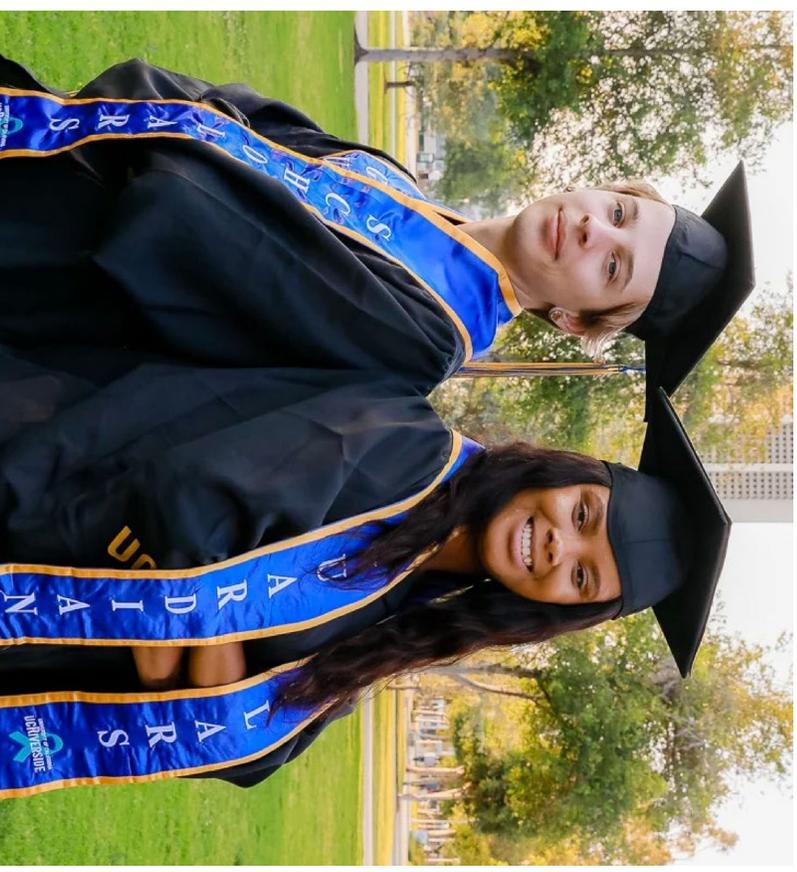
- Help Council Offices identify youth in their district who may be ideal candidates to participate in young leadership workshops, as well as potential nominees for the Youth Commission.
- Work with respective council members to build citywide community youth affinity groups that specifically work with public safety officers on youth programming and needs.
- Work with strategic partners who can provide guidance, training, and resources for students for skill development and potential employment.
- Providing youth in Dallas with employability and job opportunities will repel youth from crime and anti-community activities and boost overall community growth.



Proposed Dallas Youth Scholarship



- The Dallas Youth Scholarship is a proposed city-wide scholarship opportunity available for High School seniors who live in Dallas County.
- The Dallas Youth Scholarship aims to promote the pursuit of higher education by providing financial assistance to overachieving students.
- A goal prize pool of \$30,000 where 1st place receives \$15,000, 2nd place \$10,000 and 3rd place \$5,000.
- Unlike traditional scholarships, DYS is entirely led by and operated by youth.
- The Dallas Youth Commission will be in charge of reviewing applicants and selecting finalists.



Proposed Criteria - Dallas Youth Scholarship



- Applicant must live or attend school in Dallas County
- Applicant must have a ≥ 3.2 unweighted GPA
- Applicant must be involved in at least one after school activity
- Applicant must have ≥ 10 hours of community service in the current calendar year
- Applicant must be pursuing higher education or vocational school



Proposed Timeline



- **April 10, 2023** – Dallas Youth Commission presents Dallas Youth Scholarship to the WEE Committee
- **April 26, 2023** – City council approves Dallas Youth Scholarship
- **April 27, 2023** – Youth Commission publicizes scholarship, applications open.
- **May 18, 2023** – Application deadline
- **June 2023** – Finalists are publicly announced.
- **July 2023** – Finalist ceremony at City Hall & podcast feature.



Recommendation



- Dallas Youth Commission recommends the Workforce Education & Equity Committee support the creation of the Dallas Youth Scholarship Program for implementation in FY 2023.



Next Steps



- WEE Committee feedback
- Council Action
 - Approval of the Dallas Youth Scholarship at the April 12, 2023 City Council Agenda Meeting





City of Dallas

**Dallas Youth Commission
Update Regarding FY 21-22 and
FY 22-23 Strategic Plan and
Dallas Youth Scholarship
Workforce, Education and
Equity Committee
April 10, 2023**

Kimberly Bizer Tolbert, Deputy City Manager
Taylor Moody, Youth Commission Director
Ricardo Corpus, Chair, Dallas Youth Commission
Arran Davis, 2nd Vice Chair, Dallas Youth Commission



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 23-956

Item #: B.

Equity (Internal): Language Access Efforts in the City of Dallas

[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Nina Arias, Director, Human Resources; Adriana Portillo, Language Access Coordinator, Office of Equity and Inclusion; Gonzalo Reyes, Supervisor of Translation, Communication, Outreach, & Marketing]

Language Access Efforts in City of Dallas

Workforce, Education & Equity Committee
April 10, 2023

Dr. Lindsey Wilson, Director
Office of Equity & Inclusion
Nina Arias, Director
Human Resources

Adriana Portillo, Language Access Coordinator
Office of Equity & Inclusion
Gonzalo Reyes, Supervisor of Translation
Communication, Outreach, & Marketing¹²⁸



City of Dallas

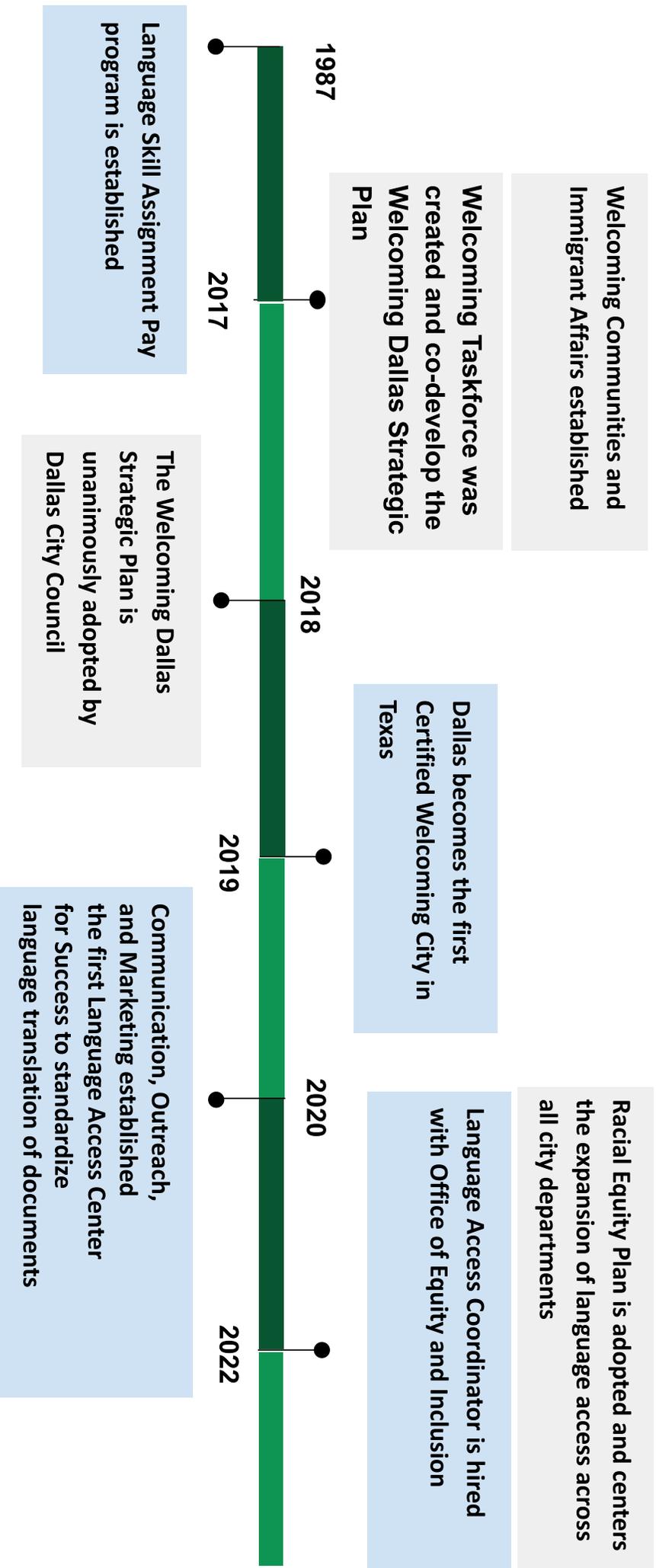


Presentation Overview

- Language Access Timeline
- Background and Demographics
- Language Skill Assignment Pay
- Interpretation and Translation Services
- Trainings & REP Investment: Community Ambassador
- Next Steps



Language Access Timeline



Racial Equity Plan Alignment



Department Progress Measures **Office of Equity and Inclusion.4**

Big Audacious Goal **Environmental Justice 2.10**

By December 2023, **all City 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].

Provide better community understanding and engagement through **improved language access** and increased engagement with historically disadvantaged communities during City decision making processes.

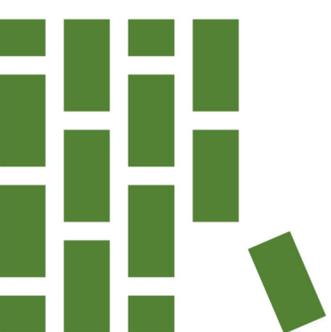


All 15 language inclusive DPMs and BAGs can be found in the REP or Exhibit A

Ongoing Efforts



- **Multi-department efforts** and needs are unique
- **More education** on Language Access is needed
- **Role and expectations** of employees who have
Language Skill Assignment Pay
- **Centralized** budget/invoicing system
- **Decentralized** coordination system





Background and Demographics

1





What is Language Access?

Language access - means providing Limited English Proficient (LEP) people with reasonable access to the same services as English-speaking individuals.



History of Language Access



Title VI of the Civil Rights Act of (1964)

Prohibits discrimination based on race, color, or national origin from any program receiving federal funds



Lau v. Nichols No. 72-6520 Supreme Court of the United States 414 U.S 56 (1974)

“National origin” covers limited English proficiency



Executive Order 13166 (2000)

Improving Access to Services for Persons with Limited English Proficiency



Executive Order 13985 (2021)

Advancing Racial Equity and Support for Underserved Communities Through the Federal Government



City of Dallas Language Diversity



- 1 in 4 Dallas residents are born outside the U.S.
- 42% of Dallas residents speak a language other than English at home
 - 36% speak Spanish
 - Over 90 languages spoken in the City

Top Languages other than English in City of Dallas	
Spanish	
Vietnamese	
Chinese (simplified)	
Korean	
Amharic	
French	
Arabic	
Swahili	
Burmese	
Hindi	



Source: 2020 U.S Census Data ↗

Language Map

An interactive tool that helps users identify the languages spoken by people in the area.

Language Map -- City of Dallas

Select Zip Code

All	75019	75051	75052
75201	75202	75203	
75204	75206	75207	
75208	75209	75210	
75211	75212	75214	
75215	75216	75217	
75218	75219	75220	
75223	75224	75225	
75226	75227	75228	
75229	75230	75231	
75232	75233	75234	
75235	75236	75237	
75238	75240	75241	
75243	75244	75246	
75247	75248	75249	
75251	75252	75253	
75254	75257		

Population Speaking Spanish (75019)
2.59 %

Foreign Born Population
Zip Code: 75019
25.9%

Non English Speaking Population
Zip Code: 75019
5.5%

Diversity Index Probability
Zip Code: 75019
59.5

Population Speaking Spanish (75019)

Predominant Languages (Not Including English & Spanish)	Korean
Prevalent Group	White 50.70%
African Languages	0.00
Arabic	0.01
Chinese	1.02
French, Ind-Fran, Catin	0.02
German	0.00
Hebrew	0.00
Hindi	0.25
Japanese	0.26
Korean	1.97
Laotian	0.00
Mon-Khmer & Cambodian	0.29
Other Asian Languages	0.44
Other Indic Languages	0.04
Other Indo European	0.00

Select Council District

All	1	2	3	4	5	6
7	8	9	10	11	12	
13	14					

[Language Map – City of Dallas Link](#)





2

Language Skill Assignment Pay (LSAP)

Human Resources



AD 3-37 Language Skills Assignment Pay



The City provides an additional monthly payment to employees who speak another language, that meet certain criteria

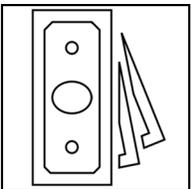
Employees provide COD residents needed oral speaking and listening services in another language

Supports the City of Dallas's Racial Equity Plan goal of being a welcoming city to residents and employees of all languages, races, and ethnicities.

Enables the City of Dallas to be at the forefront of recognizing the value of employee language skills in conducting business and providing services along the continuum of language access services.

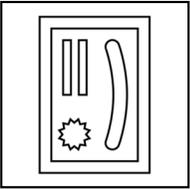
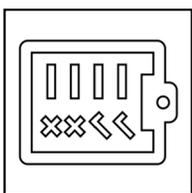


AD 3-37 Language Skills Assignment Pay



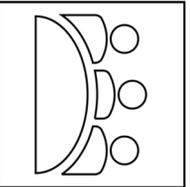
Compensates employees who meet the requirements for LSAP

Ensures that employees are in specified positions with a documented business need for oral and listening skills for identified languages



Certifies employees meet the qualifications for LSAP

Recognizes that official interpretation and translation are coordinated through Communication, Outreach and Marketing (COM) and Office of Equity and Inclusion (OEI)

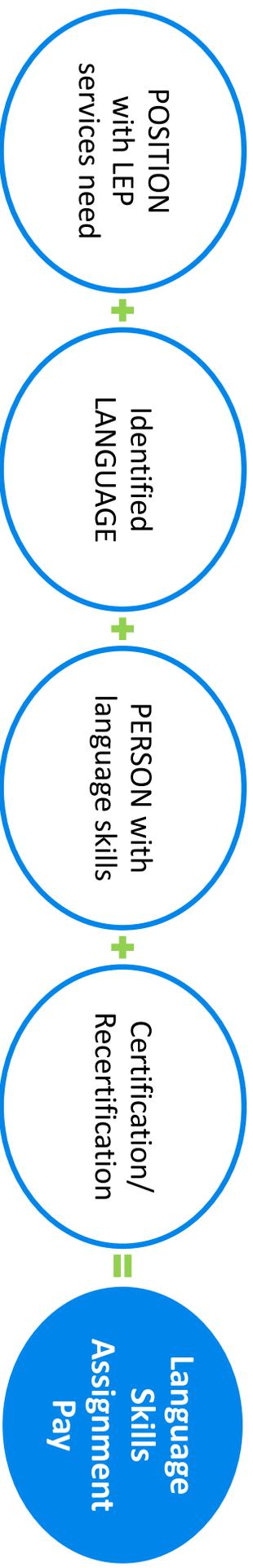


Language Skills Assignment Pay



Language Skills Assignment Pay is **language**, **position** and **person** dependent:

- The **language** is classified as an “identified language” to support people with Limited English Proficiency (LEP) as approved by department directors
- The **position** documents the need for services to support people with LEP
- A **person** in a position eligible for LSAP must be certified for oral language proficiency prior to receiving the pay and receive periodic recertification



LSAP Implementation Plan



Verification

- Verify the department continues to need each language
- Verify that all employees currently receiving LSAP meet the department criteria by position
- Verify that the employee uses the language

Education

- Complete the training for use of LSAP and receive the certification form
- Certify all employees as appropriate to certify eligibility for language pay

Registration

- Enter the training completion and certification information into Workday
- Enter certification renewal date (two or five years depending on proficiency level)

Continuation

- Provide annual review of use of LSAP through the performance evaluation process
- Recertify through HR recertification process before certification expires
- If changing job, hiring manager must agree to the LSAP and confirm the department criteria





3

Interpretation and Translation Services

Communication, Outreach, and Marketing



Interpretation vs Translation



Translation is **written**



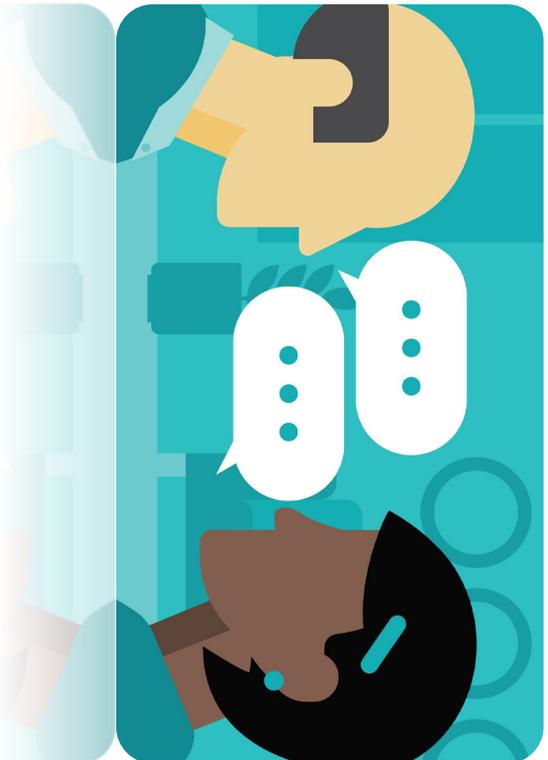
Interpretation is **oral** or
visual through
American Sign
Language



Oral Interpretation



The City of Dallas offers interpretation services for virtual and in-person events that OEI-WCIA coordinates.



- City Council Meetings
 - bit.ly/cityofdallastv
 - Channel 95
- Budget Town Halls
- Conferences and Symposiums
- City of Dallas Training
- Webinars
- Community Listening Sessions



Written Translation



COM's Language Access Center of Excellence, created in 2020 (FY21) works to engage the public in **English and Spanish**, at minimum.

In the past year, we:

- Have supported all City departments.
- Provided translations in 22 languages.
- Increased service activity by 1,675% from FY21 to FY22.

	2021	2022
Words	36,738	652,413
Languages	11	22



Written Translation



The number of languages COM has facilitated requests for doubled from FY21 to FY22.

Language Access Center translations provided in 2022

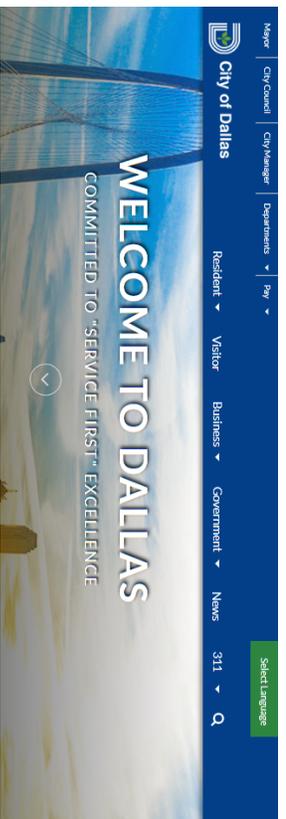
Spanish	Vietnamese	Chinese	Korean	French
Yoruba	Swahili	Hindi	Burmese	S'gaw Karen
Russian	Amharic	Arabic	Pashto	Dari
Tagalog	Somali	Ukrainian	Rohingya	French (France)
Spanish (Mexico)	Persian			

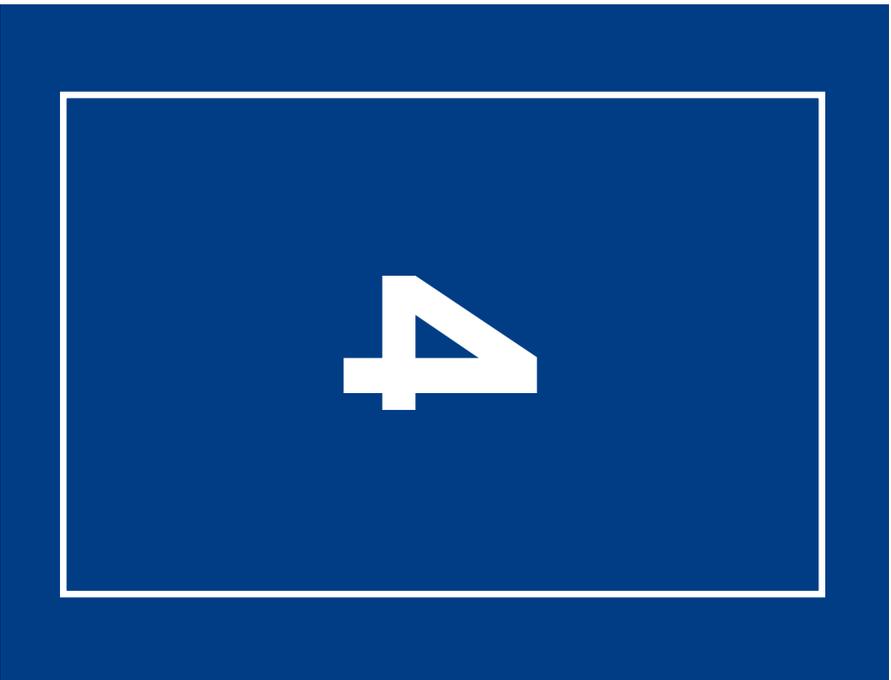


Written Translation



- Key public outreach campaigns in FY22/23:
 - Racial Equity Plan (five languages)
 - Affordable Connectivity Plan Guide
 - Give Responsibly
 - Summer of Safety
 - Opioid Response Campaign
 - Budget Book and Process
 - CECCAP





Trainings & Community Engagement



Trainings



First Language Access Training – Code Compliance Officers

1. Interactive Language Access Training (piloted)
 - Code Compliance
 - HR Supervisor Training
 - Boards and Commissions
2. Pre-recorded Training in the Works
 - Available to all staff



REP Investment: Community Ambassador Program



Goal: To Increase Engagement, Access and Trust

- Receive feedback from immigrant communities directly on how to improve communications and outreach while also providing information on city services.
- Strengthen civic engagement
- Community input will inform language access protocols.



OEI-WCIA Outreach with DPD Unidos in Northwest Dallas





Next Steps

5



Next Steps



- Assess and develop formalized language access protocols with City Departments
- Educate and train City of Dallas Employees on available language resources
- Launch Community Ambassador program to garner community feedback that informs the City's language access efforts
- Update the language access protocols as part of the Welcoming Strategy 2.0
- Continue education, evaluation, and recertification of City of Dallas employees receiving LSAP



Language Access Efforts in City of Dallas

Workforce, Education & Equity Committee
April 10, 2023

Dr. Lindsey Wilson, Director
Office of Equity & Inclusion
Nina Arias, Director
Human Resources

Adriana Portillo, Language Access Coordinator
Office of Equity & Inclusion
Gonzalo Reyes, Supervisor of Translation
Communication, Outreach, & Marketing¹⁵⁴



City of Dallas



Language Access Specific Department Progress Measures

Department Name	Progress Measure
311 CUSTOMER SERVICE CENTER	Eliminate the wait time gap between English and Spanish speaking residents calling 311 by 3:00 minutes by the end of 2024.
311 CUSTOMER SERVICE CENTER	Increase the percent of bilingual Supervisors in the 311 Department from 0% to 30% by December 2024.
311 CUSTOMER SERVICE CENTER	Increase the percent of bilingual Customer Service Agents from 9% to 30% by December 2026.
311 CUSTOMER SERVICE CENTER	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
COMMUNICATIONS, OUTREACH, & MARKETING SERVICES	Increase views of City department-created original content in Spanish by 5-10% yearly by 2025.
COMMUNICATIONS, OUTREACH, & MARKETING SERVICES	Increase investment in advertising in Spanish and Asian language and Black media outlets as percentage of all departmental advertising Citywide by 2025.
COMMUNICATIONS, OUTREACH, & MARKETING SERVICES	Increase subscribers to Spanish text and social channels by 5-10% yearly by 2025
INFORMATION & TECHNOLOGY SERVICES	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. 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.
OFFICE OF COMMUNITY CARE	Translate 100% of our digital emergency preparedness outreach materials into the five most commonly spoken languages in the City of Dallas by December 2023.
OFFICE OF EMERGENCY MANAGEMENT	Increase the number of environmental outreach materials translated into [Asian-Pacific languages] from 1 annually to 8 annually (2 per quarter) by June 2027.
OFFICE OF ENVIRONMENTAL QUALITY & SUSTAINABILITY	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
OFFICE OF EQUITY & INCLUSION	Maintain Spanish translation on 95% of all our public facing products
DATA ANALYTICS & BUSINESS INTELLIGENCE	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.
OFFICE OF HISTORIC PRESERVATION	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).
OFFICE OF RISK MANAGEMENT	



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 23-957

Item #: C.

Workforce (Internal): Small Business Center Workforce Development Day Labor Center Update
[Kimberly Bizzor Tolbert, Deputy City Manager, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE April 7, 2023
 TO Honorable Members of the Workforce, Education, and Equity Committee: Jaynie Shultz (Chair), Casey Thomas (Vice-Chair), Jaime Resendez, Paula Blackmon, Jesse Moreno, Adam McGough, Omar Narvaez
 SUBJECT **Small Business Center Workforce Development Day Labor Center Update**

The purpose of this memorandum is to provide an update on the Day Labor Center Program.

The Day Labor Program will help reduce safety hazards, deter crime, promote fair wages for day/hours of work, provide an organized and safe method of engagement between laborers and employers seeking daily or hourly employment, decrease the labor gap by providing access to skilled workers, and act as a community connector of services linking local small businesses, homeowners, faith-based organizations and contractors with skilled day labor workers for employment opportunities, safeguarding fair pay and respectable working conditions.

In February, the Small Business Center (SBC) implemented the pilot program, which included the hiring of a program coordinator to continue the gathering of baseline data for future feasible location(s) for the program, in collaboration with Workforce Solutions of Greater Dallas. The Day Labor Outreach Center Coordinator is scheduled to start on March 20, 2023. SBC will continue working with Workforce Solutions of Greater Dallas and internal city departments for possible locations to pilot the program. A follow-up to provide information on deliverables and outcomes from this phase will be provided in May 2023, with a recommendation of resources needed to support a full implementation at additional sites.

Staff will be available during the Workforce, Education, and Equity Committee meeting on April 10, 2023, to respond to questions or provide additional information. In the meantime, please feel free to contact me or Joyce Williams, Director, Small Business Center at joyce.williams@dallas.gov.

Kimberly Bizer Tolbert
 Deputy City Manager

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

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



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 23-958

Item #: D.

Workforce (Internal): Small Business Center Workforce Development Upskilling Dallas Grant Update
[Kimberly Bizzor Tolbert, Deputy City Manager, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE April 10, 2023

Honorable Members of the Workforce, Education, and Equity Committee: Jaynie

TO Schultz (Chair), Casey Thomas (Vice-Chair), Jaime Resendez, Paula Blackmon, Jesse Moreno, Adam McGough, Omar Narvaez

SUBJECT **Small Business Center Workforce Development Upskilling Dallas Grant Update**

The purpose of this memorandum is to provide an update on the Upskilling Dallas grant administered by the Small Business Center. An update was provided at the February 10, 2023, WEE Committee. Due to the delays in the finalizations of the contract, the item was moved to the April 12, 2023, Council agenda.

This grant, supported by ARPA funds, provides workforce training to re-skill or up-skill City of Dallas residents that have been financially impacted by COVID-19 and addresses the skills gap in the Dallas labor market for advanced skill training. The awardees will provide training for registered behavior technicians (RBT) and industry recognized IT certified technicians in high demand areas. In addition, job readiness and employment placement services are included for all participating individuals.

The grant solicitation opened in May 2022 and closed July 2022 with six active vendor submissions who scored as follows:

Supplier	Total pts (out of 100)
Dallas College	86.67
Dallas County Mental Health and Mental Retardation Center	82
United Way of Metropolitan Dallas	78.33
Zan Wesley Holmes, Jr. Community Outreach Center	74.67
Green Careers Dallas	64
CitySquare	63

Based upon the evaluation and service needs, the Small Business Center will be recommending the following applicants for City Council action on April 12, 2023:

Vendor	Amount	Services
Dallas College	\$250,000	IT training and certification
Dallas County Mental Health and Mental Retardation Center dba Metrocare Services	\$250,000	RBT training and certification

DATE April 10, 2023
SUBJECT **Small Business Center Workforce Development Upskilling Dallas Grant**

Staff will be available during the Workforce, Education, and Equity Committee meeting on April 10, 2023, to respond to questions or provide additional information. In the meantime, please feel free to contact me or Joyce Williams, Director, Small Business Center at joyce.williams@dallas.gov.



Kimberly Bizzor Tolbert
Deputy City Manager

- c:
- | | |
|--|--|
| T.C. Broadnax, City Manager | Majed A. Al-Ghafry, Assistant City Manager |
| Chris Caso, City Attorney | M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager |
| Mark Swann, City Auditor | Dr. Robert Perez, Assistant City Manager |
| Biliera Johnson, City Secretary | Carl Simpson, Assistant City Manager |
| Preston Robinson, Administrative Judge | Jack Ireland, Chief Financial Officer |
| Jon Fortune, Deputy City Manager | Genesis D. Gavino, Chief of Staff to the City Manager |
| | Directors and Assistant Directors |



City of Dallas

1500 Marilla Street
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Agenda Information Sheet

File #: 23-959

Item #: E.

Education (Internal): Updates on Educational Partnerships for Upskilling City of Dallas Employees
[Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE April 10, 2023
 TO Honorable Members of the Workforce, Education, and Equity Committee: Jaynie Schultz (Chair), Casey Thomas (Vice-Chair), Jaime Resendez, Paula Blackmon, Jesse Moreno, Adam McGough, Omar Narvaez
 SUBJECT **Updates on Education Partnerships for Upskilling City of Dallas Employees**

This memorandum is to provide an update to the Workforce, Education, and Equity Committee (WEE) on the City of Dallas' Educational Partnership program.

In 2019, the Human Resources Department (HR) revamped the City's Educational Partnership Program to expand strategic collaborations with institutions of higher learning. The partnerships provide financial benefits for City employees and their families such as reduced tuition, fee waivers, and reduced cost of course materials. Additionally, HR is working with the institutions to customize degree programs based on the upskilling needs of the organization.

Approved Educational Partnerships

To date, the city has agreements with the following four higher learning institutions:

- Amberton University
- Dallas Baptist University
- University of Phoenix
- Western Governors University

All above institutions offer undergraduate and graduate level degree plans; three of the institutions offer undergraduate and graduate level certificate programs that will allow for coursework to be applied towards a full bachelor's degree. The financial benefits vary by institution and include some of the following types of cost savings for employees and their families:

- Waived deferred payment fees and exemption from finance charges for deferred payment option
- Waived application fee and registration fees
- Waived tuition for every 6th course taken
- Waived student service fee for online courses
- Flat rate tuition for a block of courses
- Scholarship for 25% of student's total tuition each semester
- Employee can earn up to 30 hours of undergraduate credit through work experience
- Coursework is offered online and in-person

Staff continues to work on increasing the number and diversity of higher learning institutions to the Program. Negotiations are in progress with several institutions, and we currently have seven agreements under review with Dallas College, DeVry University, Texas A&M Commerce, Texas State Technical College, University of Arizona-Global Campus, University of the Incarnate Word, and The University of Texas at Dallas- MPA Program.

DATE April 10, 2023
 SUBJECT **Updates on Education Partnerships for Upskilling City of Dallas Employees**
 PAGE **2 of 2**

Tuition Reimbursement Program

Effective October 1, 2022, the City Council approved the addition of tuition reimbursement for technical and trade school coursework. Previously, tuition reimbursement only applied to coursework taken at accredited colleges and universities towards undergraduate and above degree programs. Employees that apply and are approved can be reimbursed up to \$1500 per fiscal year on a first-come, first-serve bases.

Educational Partnership College Fair

The HR Talent, Engagement and Development team hosted an Educational Partnership College Fair Tuesday, March 14, 2023, to introduce the partnerships to employees. It was held in the City Hall Lobby and Plaza from 10:00am-2:00pm. Both approved and pending Educational Partners participated in the College Fair.

The College Fair was promoted via internal communication avenues such as Citywide announcements, TCB, communication directly to department Directors and Assistant Directors, and the [Employee Experience SharePoint](#) site. A press release was also shared externally through the Communications, Outreach, and Marketing department in both English and Spanish. A summary and wrap up of the college fair will be added to the April edition of DBrief.

We will continue efforts to expand the partnerships and engage employees in taking full advantage of the opportunities to increase their skill set for promotional opportunities. In addition, the program can support our retention efforts. Staff will be available at the April 10, 2023, WEE Committee meeting to respond to questions and provide additional information as needed.

Please reach out to me or Nina Arias, HR Director at nina.arias@dallas.gov if you have any questions or concerns.



Kimberly Bizer Tolbert
 Deputy City Manager

c: T.C. Broadnax, City Manager
 Tammy Palomino, Interim City Attorney
 Mark Swann, City Auditor
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City of Dallas

1500 Marilla Street
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Dallas, Texas 75201

Agenda Information Sheet

File #: 23-1023

Item #: F.

Equity (Internal): Upcoming Office of Community Care Agenda Item - Amendment to Dallas County Housing Opportunities for Persons with AIDS Interlocal Agreement - April 26, 2023
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE April 10, 2023

TO Honorable Chair and Members of the Workforce, Education and Equity Committee

SUBJECT **Upcoming Office of Community Care Agenda Item – Amendment to Dallas County Housing Opportunities for Persons with AIDS Interlocal Agreement – April 26, 2023**

On April 26, 2023, the following Office of Community Care item would be considered by City Council:

File ID:23-954: Authorize Supplemental Agreement No. 1 to the Interlocal Agreement with Dallas County on behalf of Dallas County Health and Human Services, to increase the contract amount in an amount not to exceed \$150,000.00, from \$2,273,350.00 to \$2,423,350.00, for the provision of scattered site housing assistance for persons with HIV/AIDS for the period October 1, 2022, through September 30, 2023 – Not to exceed \$150,000.00 - Financing: Housing Opportunities for Persons with AIDS Grant

BACKGROUND

This item authorizes the amendment of the ILA with Dallas County to provide additional FY2021-22 and FY2022-23 HOPWA funds to the County for Short-Term Rent/Mortgage/Utility (STRMU) Emergency Assistance. This amendment will allow the County to serve additional eligible persons residing primarily in Dallas County with STRMU Emergency Assistance to prevent homelessness.

Office of Homeless Solutions (OHS) developed and executed this Contract and worked directly with Dallas County staff on the budget, however for FY2022-2023, all HOPWA programming was centralized under the management of the Office of Community Care (OCC). OCC received the Contract once it was fully executed on December 19, 2022. The Contract budget for the FY2022-23 year included \$150,000 for STRMU assistance. This was level funding compared to the prior FY2021-22 year, but Dallas County also had \$97,420 in HOPWA CARES STRMU funding in the prior FY2021-22 year, which did not carry over to the current FY2022-23 year.

On January 30, 2023, Dallas County notified City staff that they were out of the STRMU funding for the year and would have to refer clients to the City of Dallas. Dallas County had spent (or committed to spend) an average of \$37,500 per month in the first 4 months of the contract term (serving 41 clients with an average assistance of about \$3,658 per client). An increase in rental rates also contributed to the depletion of funds. Demand for HOPWA STRMU assistance is highest at the start of each HOPWA program year because clients start over with new HOPWA STRMU caps on October 1 of each year, thus spending is typically higher in the first months of the year.

DATE April 10, 2023

SUBJECT **Upcoming Office of Community Care Agenda Item – Amendment to Dallas County Housing Opportunities for Persons with AIDS Interlocal Agreement – April 26, 2023**

OCC staff conferred with the Office of Budget regarding funding, and subsequently met with Dallas County staff about a plan of action. It was determined that there was a need to increase the contract budget for the current year. This additional funding is needed, and will be used, for the Dallas County program site to remain open for the rest of the program year and continue service clients (with the STRMU case manager already on staff). As an interim solution, a small budget revision was processed to reallocate funds into the STRMU budget line item, but those funds will need to be replenished before the end of the contract term.

The City of Dallas has received HOPWA funds since 1993 to support eligible activities within the Dallas Eligible Metropolitan Statistical Area (“Dallas EMSA”) which includes the counties of Dallas, Collin, Denton, Ellis, Hunt, Kaufman, and Rockwall. HOPWA Grant Funds are to assist grantees in meeting the housing needs of low-income persons with HIV/AIDS and HIV-related illness and their families. HOPWA Grant Funds may be expended for eligible purposes within three years of HUD’s award.

Since approximately 1993, through ILAs with the City, the County has provided HOPWA scattered site housing assistance, comprised of Tenant-Based Rental Assistance (“TBRA”), Short-Term Rent/Mortgage/Utility (“STRMU”) Emergency Assistance, supportive services, and administrative costs, to eligible persons primarily residing in Dallas County.

All HOPWA projects use the local Homeless Management Information System (“HMIS”) to collect client-level data for service coordination and reporting/evaluation purposes.

PRIOR ACTION/REVIEW (COUNCIL, BOARDS, COMMISSIONS)

On June 9, 2021, City Council adopted the FY 2021-22 HUD Consolidated Plan Budget for the U.S. Department of Housing and Urban Development Grant Funds by Resolution No. 21-0974.

On June 22, 2022, City Council adopted the FY 2022-23 HUD Consolidated Plan Budget for the U.S. Department of Housing and Urban Development Grant Funds by Resolution No. 22-1339.

On September 28, 2022, City Council authorized an Interlocal Agreement with Dallas County/Dallas County Health and Human Services to provide scattered site housing assistance for persons with HIV/AIDS for the period October 1, 2022, through September 30, 2023, by Resolution No. 22-1465.

DATE April 10, 2023

SUBJECT **Upcoming Office of Community Care Agenda Item – Amendment to Dallas County Housing Opportunities for Persons with AIDS Interlocal Agreement – April 26, 2023**

If you have any questions, please contact me or Office of Community Care Director, Jessica Galleshaw, at jessica.galleshaw@dallas.gov.



M. Elizabeth Cedillo-Pereira
Assistant City Manager

c: T.C. Broadnax, City Manager
 Tammy Palomino, City Attorney
 Mark Swann, City Auditor
 Bilierae Johnson, City Secretary
 Preston Robinson, Administrative Judge
 Kimberly Bizer Tolbert, Deputy City Manager
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City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 23-955

Item #: 2.

College Advisory Commission Overview and Recommendation

Action Requested: Recommendation for adoption of College Advisory Commission by the City Council

[Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office; Channler K. Hill, City Manager's Office]



City of Dallas

College Advisory Commission Overview and Recommendation

**Workforce, Education
and Equity
May 8, 2023**

Kimberly Bizer Tolbert, Deputy City Manager
Channler K. Hill, City Manager's Office

Presentation Overview



- Overview of Youth Commission
- College Advisory Commission
 - Mission Statement
 - Purpose
- Dallas County Higher Education External Stakeholders
- Proposed Governance
 - Duties and Responsibilities
 - Membership
 - Meeting Requirements
- Staff Recommendations
- Next Steps



Overview of Youth Commission



- The **Youth Commission** began serving the high school students of Dallas in 1994 with a restart in 2016, allowing them to serve their community while gaining the tools necessary to become effective and dedicated leaders in the future
- Members are appointed by individual Council members to represent their respective districts for two years





College Advisory Commission



Proposed Mission Statement



- The **College Advisory Commission** will serve the collegiate youth of Dallas County, allowing them to apply their collegiate experience to real-world challenges with aspirations of political or policy related careers



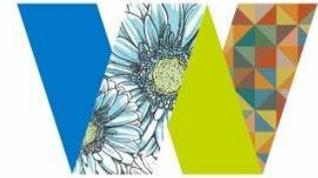
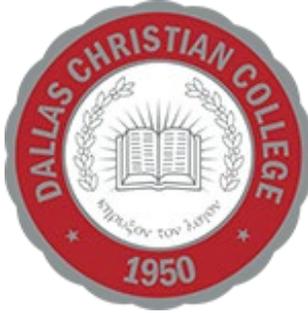
Purpose



- Represent the interests of students attending colleges and universities in Dallas County
- Serve as an advisory board to the Dallas City Council and City Manager's Office regarding issues impacting collegiate residents



Dallas County Higher Education Stakeholders



Proposed Governance



- Each college and university in Dallas County will select one member for the College Advisory Commission
- Appointments are made in October of each year for a one-year term beginning on October 2
- The Advisory will choose its own chair and vice-chair at the start of a new term
- Must be a full-time student
- Must be at least 18 years old and no older than 24 at time of appointment
- Must be a resident of Dallas County for at least six months prior to the date of appointment
- Must not be in arrears on any obligations owed to City



Proposed Governance Continued



- The CAC will be composed of 17 members, including a chair and vice-chair
- At least 13 of 17 members must be present to maintain quorum
- The commission must meet at least once a quarter
- Additional monthly meetings may be held at the request of the chair



Duties and Responsibilities



The Commission shall:

- Advise the City Council and City Manager's Office on topics that impact college students in Dallas, such as, transportation, housing, affordability, immigration and public safety
- Review and propose programs, policies and practices that could enhance the quality of life of college students in Dallas County
- Provide opportunities for college students to contribute to the City's culture, economy and character



Staff Recommendation



- City Council support for the creation of the College Advisory Commission to provide collegiate youth an opportunity to engage with the City of Dallas and to provide insight and leadership among college students in Dallas County
- Begin inaugural class effective October 2, 2023



Next Steps



- Receive WEE Committee feedback and comments
- City Council action on June 28, 2023
- Develop implementation plan to include informational sessions and formal application process for October 2, 2023 kickoff





City of Dallas

College Advisory Commission Overview and Recommendation

**Workforce, Education
and Equity
May 8, 2023**

Kimberly Bizer Tolbert, Deputy City Manager
Channler K. Hill, City Manager's Office



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 23-1274

Item #: A.

Equity (Internal): Welcoming 2.0: A Proposed Update to Welcoming Dallas Strategic Plan

[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Christina da Silva, Welcoming Communities and Immigrant Affairs Officer, Office of Equity and Inclusion]



City of Dallas

Welcoming 2.0: A Proposed Update to Welcoming Dallas Strategic Plan

**Workforce Education Equity Committee
May 8, 2023**

Lindsey Wilson Ph.D, Director
Christina da Silva, Welcoming Communities and
Immigrant Affairs Officer
Office of Equity and Inclusion

Presentation Overview



- Background
- Foundation for Welcoming Efforts In Dallas
- Welcoming Dallas Strategic Plan
- Areas of Opportunity
- Welcoming Plan 2.0
- Next Steps



Racial Equity Plan Alignment



Department	Progress Measure
OFFICE OF EQUITY AND INCLUSION	<p>Increase the number of immigrant leaders on WCIA Taskforce from 25% to 40% by December 2023. [Ei 38]</p> <p>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</p>



Dallas' History with Intersectional Equity Initiatives



In conjunction with the implementation of the Welcoming Dallas Strategic Plan, the City of Dallas also developed the following initiatives:

2018
Resilient Dallas
Strategic Plan



2019
Dallas Equity
Indicators
Report



2020
Equity
Assessment
Tool

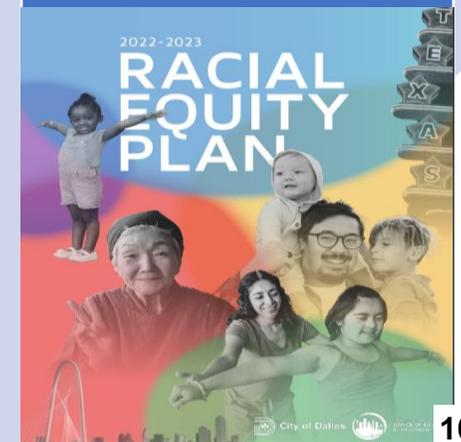
EQUITY IMPACT ASSESSMENT TABLE

ZIP CODE	HISPANIC POPULATION OVER 15%	BLACK POPULATION OVER 15%	POPULATION OVER 65 OR OLDER	HOMEOWNERSHIP RATE	POPULATION 50% OR MORE IN POVERTY	POPULATION 15% OR OLDER	SOCIAL ECONOMIC SUSTAINABILITY	COMPOUND RISK SCORE BAR
75216	97.20%	27.99%	48.88%	13.27%	High	4		
75241	97.14%	23.17%	58.68%	15.02%	High	4		
75211	91.37%	21.45%	49.89%	8.07%	High	4		
75236	90.00%	16.08%	34.65%	6.09%	High	4		
75228	72.68%	17.97%	46.59%	9.38%	High	4		
75215	91.72%	26.50%	33.24%	11.82%	High	4		
75232	92.19%	23.85%	56.46%	17.40%	High	4		
75224	89.76%	22.26%	48.37%	8.17%	High	4		
75203	90.69%	26.15%	26.76%	8.77%	High	4		
75240	70.57%	19.89%	24.07%	8.30%	High	4		
75233	88.80%	19.49%	49.93%	11.32%	High	4		
75210	98.96%	34.99%	23.41%	8.30%	High	4		
75217	94.11%	26.36%	61.02%	7.20%	High	3		
75220	60.83%	16.25%	31.24%	6.57%	High	3		
75227	90.34%	22.18%	57.83%	8.06%	High	3		
75212	86.38%	29.76%	50.83%	9.77%	High	3		
75243	67.64%	20.72%	24.14%	8.14%	High	3		
75237	96.32%	32.36%	14.63%	5.91%	High	3		
75231	59.87%	21.18%	17.67%	7.72%	High	3		
75223	79.99%	24.20%	52.45%	9.94%	High	3		
75246	59.39%	23.24%	11.41%	18.33%	High	3		

2021
Broadband and
Digital Equity
Strategic Plan



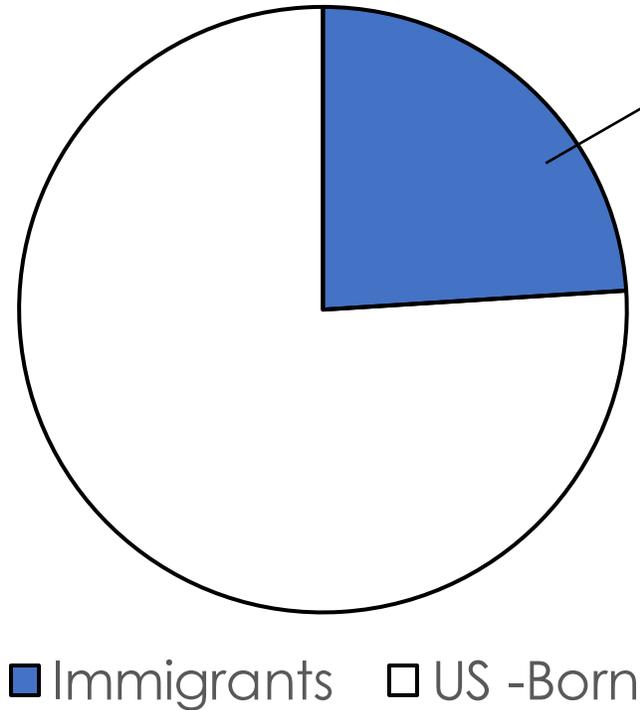
2022
Dallas Racial
Equity Plan



Dallas' Immigrant Population Data



Total Resident Population



Immigrants make up approx. 24% of Dallas' resident population*

An Immigrant is person living in a country other than that of their birth**

Approximately 26% of immigrants living in Dallas are naturalized citizens.*



*Source: Census Bureau 2021 American Community Survey 5 – Year Estimate

**Migration Policy Institute, [Explainer: Who is an Immigrant](#)

Dallas' Immigrant Population Data



- Immigrants make up **30% of Dallas' workforce**
- **30% of Small business** owners are immigrants
- **42% of Dallas households** speak another language other than English at home
- There are **over 90 languages spoken in Dallas**
- **Top 6 Languages Spoken:** English, Spanish, Amharic, Vietnamese, Korean, Chinese

Q Search

The Dallas Morning News

OPINION

Welcoming cities for immigrants are reaping the benefits

Immigrants are filling out essential jobs in many communities. They are also overrepresented among America's inventors and entrepreneurs.



Why is Welcoming important?



Immigrants are key to Dallas's growth.

- As an economically inclusive city
- As a world class international city that is vibrant and diverse
- As a city where everyone can thrive



Immigrant Heritage Month Proclamation, June 2019



The Foundation for a Welcoming Dallas



In establishing Welcoming Communities and Immigrant Affairs, the City of Dallas was able to:

1. Recognize its role in promoting immigrant inclusion
2. Mobilize and convene a core group of community leaders



Identifying Community Needs



Survey results from service providers, educators and listening sessions with residents, identified the following:

1. Fear of Immigration Enforcement
2. Lack of English language skills
3. Poverty/lack of resources
4. Transportation
5. Affordable housing



2018 Welcoming Strategy - Short, mid, and long term



SHORT TERM 1-2 YEARS **WELCOME, NEIGHBOR**

- Launch community awareness campaign and actively seek out opportunities for media coverage for immigrant related stories
- Host naturalization ceremonies
- Enhance understanding and trust between long-term residents of Dallas and immigrant communities by creating shared experiences
- Maintain comprehensive directory
- Increase the number of Dallas immigrants who become naturalized U.S. citizens
- Promote participation in the 2020 Census
- Ensure that English language learning opportunities are available throughout the City in convenient and safe locations

CONNECTING DALLAS

- Establish a city office to house immigrant integration efforts
- Establish a welcoming city employee resource group
- Expand Dallas civic engagement and leadership opportunities
- Establish and maintain ongoing dialogue with first responders and public safety officials
- Increase knowledge of local government for immigrant communities in Dallas

FORWARD TOGETHER

- Engage local, governmental, business, and civic leaders to elevate the myriad benefits of being a welcoming and diverse city
- Create partnerships to address changing needs related to evolving immigration policy
- Participate in partnership opportunities to support the financial literacy needs of immigrants

MID TERM 2-3 YEARS **WELCOME, NEIGHBOR**

- Establish welcoming hubs
- Revitalize sister city relationships
- Create youth taskforce on welcoming & promote next-gen leadership
- Promote higher education and workforce opportunities
- Enhance levels of civic participation and leadership among immigrants

CONNECTING DALLAS

- Raise awareness throughout the community of the federally-designated sensitive locations
- Develop and oversee a language access plan
- Support endeavors to research & launch a City ID program
- Identify & revise policies that may exclude or discriminate
- Partner with philanthropy & service providers regarding civil immigration services and rights information programs
- Raise awareness of the unauthorized practice of immigration law and other predatory practices
- Utilize data-driven approaches to conduct equity analyses with other relevant offices
- Implement and increase access to justice for immigrants and refugees

FORWARD TOGETHER

- Promote voter education and registration among new U.S. citizens
- Raise awareness of and improve immigrant integration in workforce systems and improve U.S. professional licensing processes
- Promote growth for immigrant and minority businesses
- Engage local, governmental, business, and civic leaders to elevate the myriad benefits of being a welcoming and diverse city
- Create partnerships to address changing needs related to evolving immigration policy
- Create partnership opportunities to support the financial literacy needs of immigrants

LONG TERM 3+ YEARS **WELCOME, NEIGHBOR**

- Remove barriers to immigrant and refugee families to ensure full access in all educational opportunities that exist in the City of Dallas

CONNECTING DALLAS

- Improve housing accessibility
- Improve transportation accessibility
- Collect data to conduct an equity analysis for decision making processes
- Improve health care accessibility
- Collect and utilize data-driven approaches to conduct equity analyses for decision-making processes with other relevant offices

FORWARD TOGETHER

- Review and revise as needed



Snapshot of WCIA's Efforts



Leadership & Communications

- Annual Welcoming Week celebration
- Welcoming Resources Hub

Healthy Safe & Connected Communities

- Dallas Safe Program
- Esperanza Community Outreach Initiative

Civic Engagement

- #MyDallas Citizenship Grant
- Naturalization Ceremonies

Equitable Access

- Emma Lazarus Resilience Fund
- Language Access

Economic Opportunity & Education

- Supporting Internationally Trained Immigrants
- Refugee Youth Enrichment

More information about WCIA's initiatives has been published on the [Welcoming Dallas Strategic Plan Dashboard](#)



City of Dallas Youth Commission sharing multi-lingual welcoming messages during Welcoming Week 11/10/22

Areas of Opportunity



- Equitable Access
- Civic Engagement
- Education and Economic Opportunity



Naturalization Ceremony with residents from over 30 different countries
at Dallas City Hall June 2022



Dallas to Host 2024 Welcoming Interactive



Welcoming Interactive is an annual conference that attracts worldwide **leaders** to share practices and inspiring stories about **immigrant inclusion, programs, policies, and partnerships.**



Begin working with Welcoming Taskforce to develop strategic planning process for Welcoming Plan 2.0



Dist. 11 Día del Niño/Children's Day Celebration
April 2023

Welcoming Dallas Plan 2.0



- **Update** the Council and community on progress that has been made and **assess current needs**
- **Engage** immigrant community leaders in developing efforts
- **Review** citywide equity efforts with a lens towards immigrant inclusion, including language access etc.

Citizenship Workshop at
Vickery Park Branch Library September 2022



Welcoming Dallas Strategic Plan 2.0 Timeline



The following is a draft timeline for planning, engagement, and process to pass the Welcoming Dallas Plan 2.0

- **Phase 1 February – July 2023:** Reflection with community partners, research, and increasing immigrant leadership
- **Phase 2 July – October 2023:** Development of steering committee, community engagement framework, and confirming resources
- **Phase 3 November – December 2023:** Confirming priority areas and formation of working groups
- **Phase 4 January – February 2024:** Drafting strategies and coordinating logistics for community engagement
- **Phase 5 March – June 2024:** Deploying community engagement
- **Phase 6 July – August 2024 :** Incorporating feedback
- **Phase 7 September 2024:** Sharing a final draft for community review
- **Phase 8 October 2024:** City Council approval and publication





City of Dallas

Welcoming 2.0: A Proposed Update to Welcoming Dallas Strategic Plan

**Workforce Education Equity Committee
May 8, 2023**

Lindsey Wilson PhD, Director
Christina da Silva, Welcoming Communities and
Immigrant Affairs Officer
Office of Equity and Inclusion



Appendix





- [Welcoming Communities and Immigrant Affairs Division Website](#)
- [American Community Survey 2021 5-Year Estimates](#)
- Migration Policy Institute, [Explainer: Who is an Immigrant](#)



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 23-1275

Item #: B.

Workforce (Internal): Best Place to Work: Employee Retention Strategies

[Kimberly Bizer Tolbert, Deputy City Manager; Nina Arias, Human Resource Director]



City of Dallas

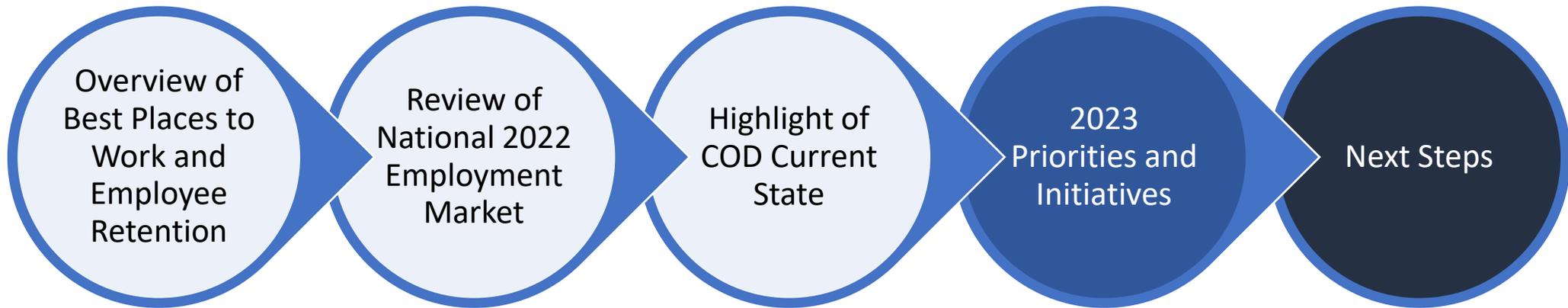
Best Place to Work Employee Retention Strategies

**Workforce, Education and
Equity Committee**

May 8, 2023

Kimberly Bizer Tolbert, Deputy City Manager
Nina Arias, Human Resources Director

Presentation Overview



Driving Success through a Positive Workplace Culture



Best Practices – Best Place to Work Experience



Meaningful Work	Strong Management	Positive Workplace	Health & Wellbeing	Growth Opportunity	Trust in the Organization
Job and values fit	Clear goals with stretch opportunity	Tools, processes and systems to get work done productively	Safety and security in all aspects of work	Open, facilitated job and role mobility	Mission and purpose beyond financial goals
Autonomy and agency	Regular coaching and feedback	Appreciation, recognition, and rewards	Personal fitness, health, and physical wellbeing support	Career growth in multiple paths	Transparency, empathy, and integrity of leadership
Agile teams, supportive coworkers	A focus on management development	Flexible hours and workspace	Psychological and emotional wellbeing and support	Many forms of learning as needed	Continuous investment in people
Time to focus, innovate, and recover	Transparent, simple performance management	Inclusive, diverse, and sense of belonging and community	Family and financial support	A culture that supports learning	Focus on society, environment, and community

Strength of impact



Source: Employee Experience: The Definitive Guide, © Josh Bersin Research, April 2021



Turnover Costs and Incentives



Entry-level employees cost **30 to 50%** of their annual salary to replace

Mid-level employees cost **150%** of their annual salary to replace

Specialized or high-level employees cost up to **400%** of their annual salary to replace

3% is the average raise an employee can expect...



Up to **20%** is the potential salary increase for an employee that leaves...



Source: Forbes

Source: Society for Human Resource Management - SHRM





Review
National
2022
Employment
Market State



Retention Changes and Challenges in the Job Market



About 55% of job seekers on ZipRecruiter are seeking jobs that allow them to work from home (ZipRecruiter)

Last year, almost 48 million workers quit their jobs, an annual record (Bureau of Labor Statics)

93% of US companies are concerned about employee retention (LinkedIn)

Voluntary turnover is now over 20% and could reach 24% or more in the coming years (Gartner)

Tenure for employees 25-34 years is 2.8 years, on average. (Bureau of Labor Statics)

48% of workers leaving their jobs change industries (McKinsey)

Nearly 1 in 5 workers quit in their first year (BambooHR)

73% of remote workers would look for a new job if their company mandates a return to the office (Harris Poll)



Government Talent Exodus and Labor Turnover



Job Openings and Labor Turnover Survey (JOLTS)

U.S. Bureau of Labor Statistics Vs. COD

2022

JOLTS: 20.2%

COD 2022: 13.59%

December 2022

JOLTS: 2.0%

COD 0.9%

Google

employee turnover texas 2022

This study was conducted in accordance with Texas Government Code, Section 651.007. The statewide turnover rate for classified, regular full- and part-time employees for fiscal year 2022 was 22.7 percent. That is the highest turnover rate in at least 10 years.



Texas.gov

<https://sao.texas.gov/reports/main> PDF

Classified Employee Turnover for Fiscal Year 2022

A mass exodus from government work

By McKenna Moore, Editor at LinkedIn News

People have been leaving government administration jobs in the U.S. en masse since the beginning of the pandemic — **many in search of better pay, more flexibility or more exciting positions**. In the last two years alone, there has been a 15.6% decrease in the pace at which workers are starting public sector jobs relative to the level of talent flow in the opposite direction, according to new LinkedIn data.

The trend is most prominent in Sunbelt metros such as Tampa, Fla., Charlotte, N.C. and Dallas-Fort Worth.





City of Dallas Current State



City of Dallas Data Points – 2022 Turnover



Start Headcount	End Headcount	Average Headcount	Total Terminations	Voluntary Terminations	Involuntary Terminations	Total Turnover Percentage	Voluntary Percentage	Involuntary Percentage
12284	12569	12426.5	1,689	1,429	260	13.59%	11.50%	2.09%

Regular Employees - Workday Source Data
Start Date:1/1/2022 | **End Date:** 12/31/2022



2022 Combined Employee Engagement Survey Summary



Scale / Items	2020 Average (Raw Score)	2022 Average (Raw Score)
Purpose and Direction	3.9	3.9
Execution	3.8	3.8
Valuing Diversity (New 2022)	-	3.8
Ethical Items	3.8	3.7
Respect for Employees	3.7	3.7
Leadership and Motivation	3.6	3.5
Overall Engagement	3.4	3.5
Accountability	3.4	3.4
Values	3.4	3.4
Workplace and Resources	3.4	3.4
Communication	3.2	3.3
Empowerment/ Autonomy	3.3	3.2
Personal Expression	3.2	3.2
Respect for Management	3.1	3.2
Teamwork	3.2	3.2
Compensation	3.0	3.0
Trust	2.9	2.9
Fairness	2.7	2.8
Stress and Workload	3.5	2.7

Top 3 Items 2022

Bottom 3 Items 2022

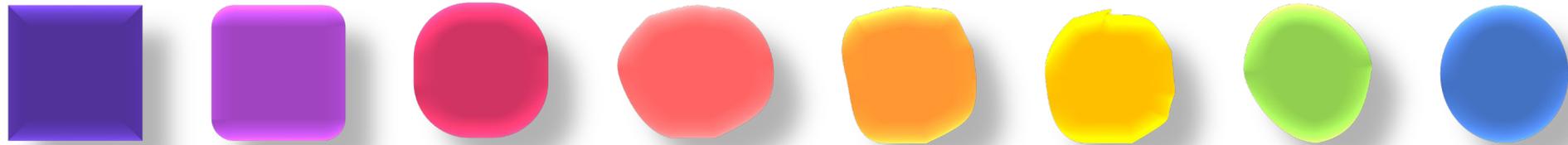




2022/2023
Successes,
Priorities and
Initiatives



To Boost Retention Requires A Paradigm Shift





2022/23 Retention Strategies and Highlights



Compensation & Benefits

- Implemented Phased Comp Study - Adjusted 3,614 employees' salaries, using \$3.4M from the General Fund and \$2.72 from Enterprise and other funds
- Aligned Min Wage to match MIT Living Wage
- Performance and Wellness Incentives
- COD Pension and 457 provide retirement security and options ahead of market
- Tiered premium benefits pricing
- PNC - City of Dallas Workplace Banking

Balance & Flexibility

- City Council approved paid parental leave
- Implemented Mental Health Platform Navigate
- Attendance Incentive Leave (AIL)
- Compassionate Leave
- Quarantine Leave
- Implemented Telework Program
- City Council approved mental health leave put the COD on par with market and ahead of government organizations
- Total Wellbeing Portal

Upskilling & Development

- Career Series Structure
- Added dedicated resource in 2023 to develop and manage formal upskilling program
- Education Partnerships and Discounts
- Tuition reimbursement
- College level internship program
- Linked-In online training on demand available to all employees
- SERVE Leadership Training Program



23/24 Program Continuation and Go Forward



Compensation & Benefits

- Implement pay-for-performance program for executives (approved for 2023)
- Use whole market comparables for competitive and hard-to-fill positions and functions

Balance & Flexibility

- Increase vacation allowance based on position level to match market
- Invest in change management and programs to help managers move to a culture that values work-life balance
- Provide COD managers training and resources to help them move to an employee-centric operations model
- Invest in spaces and systems that support a distributed workforce

Upskilling & Development

- Implement Workday Learning (approved for 2023)
- Expand Educational partnerships (Underway in 2023)
- Implement formal upskilling process (Underway in 2023)
- Increase support for Trade and related certifications



Other 23/24 Goals and Strategies



Strengthen Employer Brand

- Launch employee recruitment campaign
- According to research done by LinkedIn, a strong employer brand can reduce an organization's turnover by 28%.

Continue Biennial Employee Engagement Survey

- Compare results to previous years' results to identify and recognize progress, trends, and areas for improvement.

Continue to Invest in Supervisor Training and Resources

- Allocate resources, such as time and money, towards developing and improving the skills and knowledge of supervisors and managers.

Leverage Data and Technology

- Implement Workday Phase II for Performance and Development.
- Utilize dashboards and reports to drive decision making.

Embed Internships into Departmental Organizational Structures

- Fund Internship positions through 2023-24 Budget Process.

Develop a Formal Mentoring Program

- Conduct a pilot program to use mentoring to drive professional development and employee retention.



Next Steps



- Receive Committee input and feedback.
- Continue the implementation of 2023 priorities and initiatives using existing resources or by including them in the 2023-24 budget.
- Serve as strategic partner with and other external stakeholders.
- Continue to update the compensation study for hard-to-fill and hard-to-retain positions to align with the job market.
- Complete the branding strategy and marketing campaign and present to the Workforce Education and Equity committee in June 2023.





City of Dallas

Best Place to Work Employee Retention Strategies

**Workforce, Education and
Equity Committee**

May 8, 2023

Kimberly Bizer Tolbert, Deputy City Manager
Nina Arias, Human Resources Director



Appendix



What Is Employee Retention and Why it Matters?



Benefits of Employee Retention*

Cost Savings

Replacing employees is expensive, in particular for management and specialized skilled employees

Customer Satisfaction

Established employees are more likely to build strong relationships with customers, leading to improved customer satisfaction

Improved Productivity

Established employees are generally more productive as they have a better understanding of the organization's culture and processes

Talent Retention

When an employee leaves, others follow

Tenured Employees

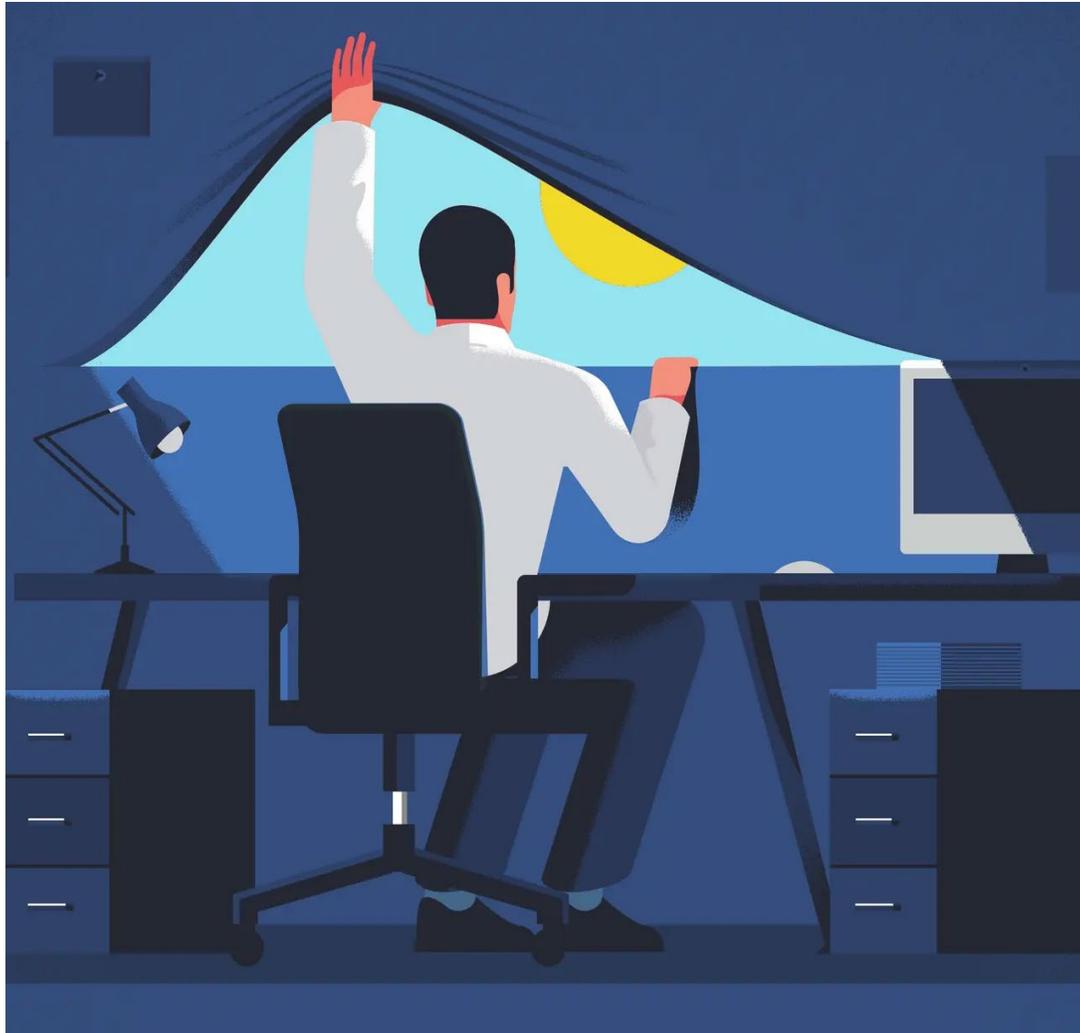
- Institutional Knowledge
- Niche Skills
- Organizational Experience
- Relationships
- Continuity



*Employee retention refers to an organization's ability to keep its employees for an extended period.



Turnover and Retention



Employee Turnover

vs

Employee Retention



Measures movement. Includes new hires.



Can be broken down to calculate voluntary and involuntary turnover, but overall turnover includes both types.



Generally calculated on a monthly basis.



Measures workforce stability. Does not include new hires.



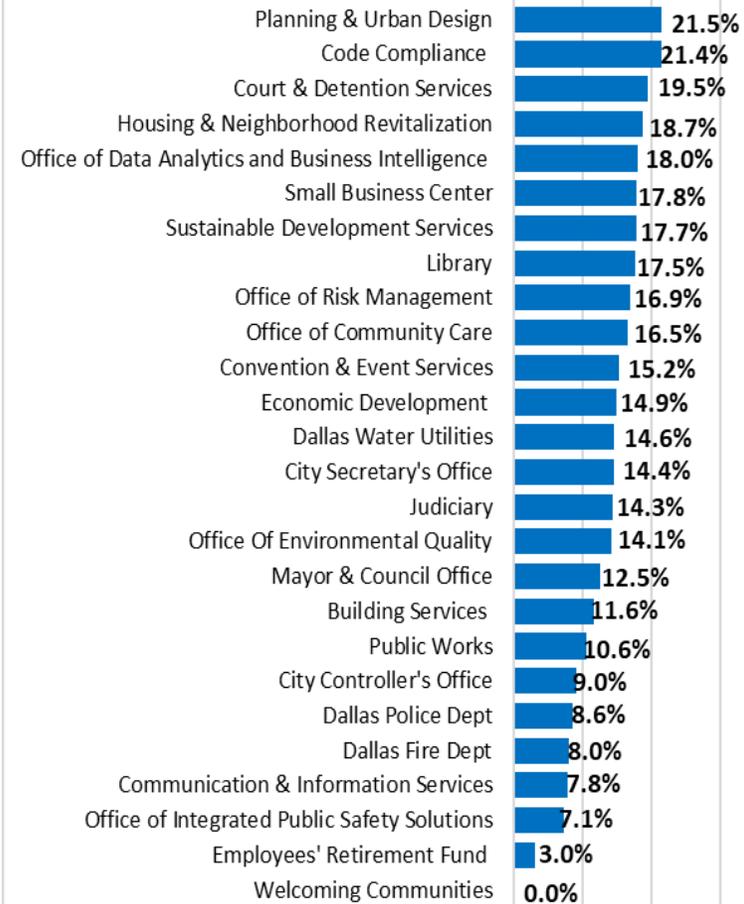
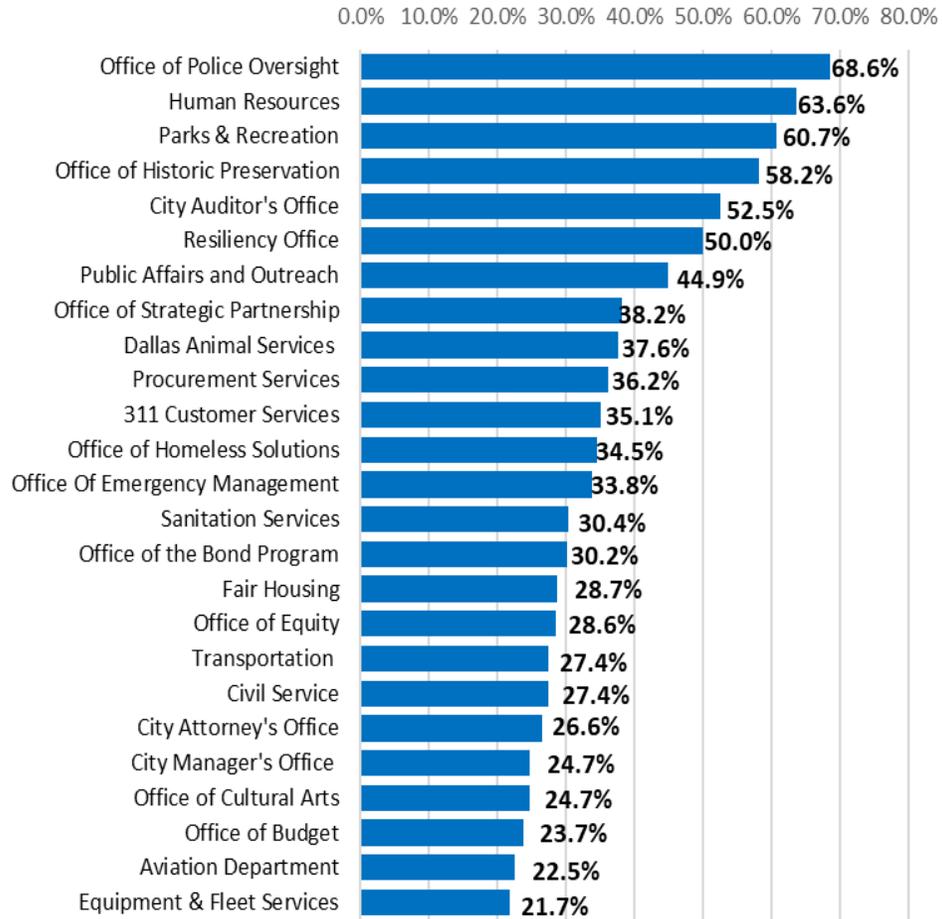
May exclude involuntary turnover – people who are terminated for performance reasons or behavioral reasons, as part of a seasonal layoff or RIF.



Generally calculated on an annual basis.



City of Data Points – 2022 Turnover by Department*



Data Source: Workday

* **Note:** Some factors may significantly affect Turnover percentages including department size (*Office of Police Oversight and Office of Historic Preservation*) and seasonal/temp employees (*Human Resources Interns and Parks & Recreation Summer Staff*)



Engagement and Retention: The Power of Managers



Managers and supervisors **have the power** to unlock employee potential and **drive engagement and retention**



Employees rated managerial support as the most important aspect of company culture.



Employees are 5 times more likely to stay with the organization if their manager regularly acknowledges their good work.

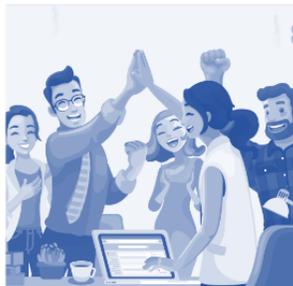


qualtrics^{XM}

76% employees say their managers create the culture at work.



SIRM



70% variance in team engagement can be accorded to the quality of the manager.

GALLUP®



Happy employees are 91% more likely to describe their relation with the manager as good.



83% experienced their work environment as positive when they could trust their manager.



City of Data Points – Vacancy Rates*



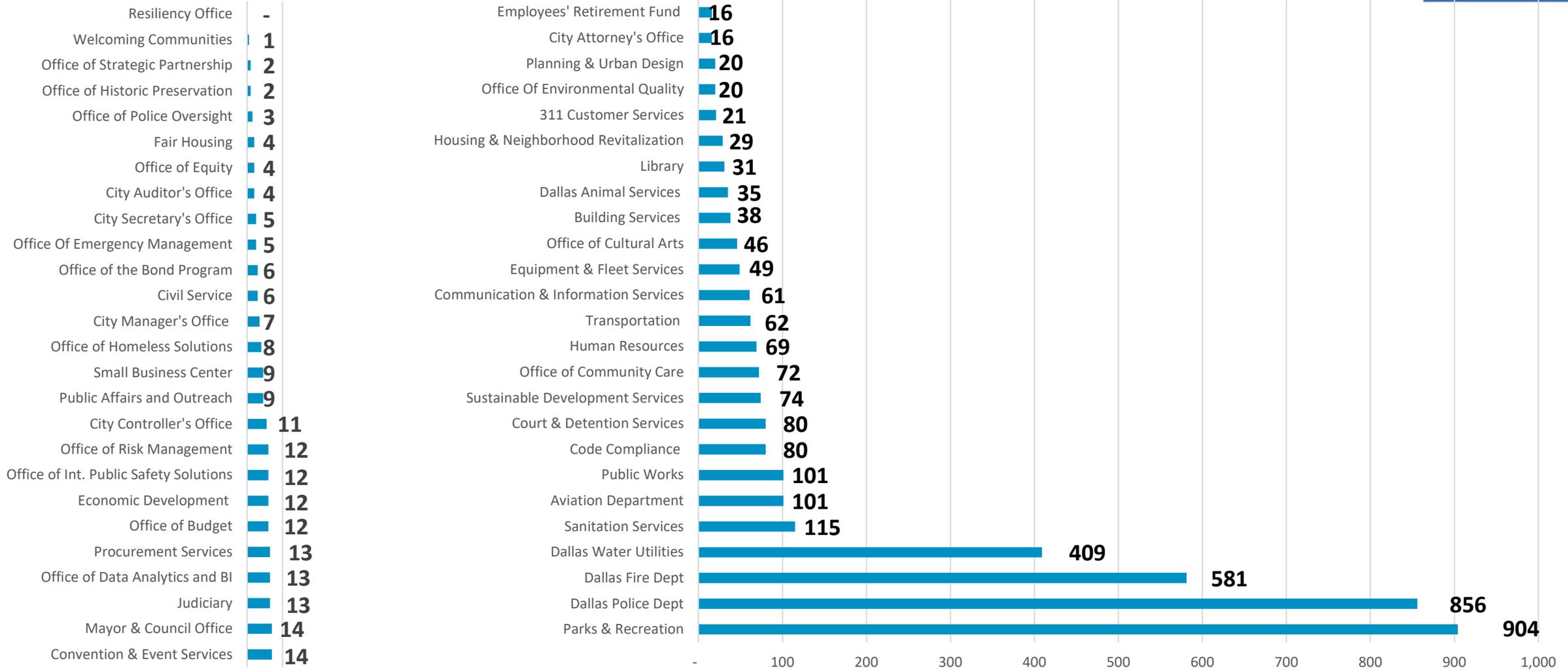
Dept Name	Filled	Open	Grand Total	Vacancy Rate
311 Customer Services	96	21	117	18%
City Attorney's Office	173	16	189	8%
City Auditor's Office	16	4	20	20%
Aviation Department	259	101	360	28%
Office of Budget	47	12	59	20%
Building Services	159	38	197	19%
City Controller's Office	68	11	79	14%
Code Compliance	380	80	460	17%
Convention & Event Services	18	14	32	44%
City Manager's Office	60	7	67	10%
Judiciary	23	13	36	36%
Court & Detention Services	176	80	256	31%
Civil Service	18	6	24	25%
Dallas Animal Services	152	35	187	19%
Office of Data Analytics and BI	23	13	36	36%
Sustainable Development Services	271	74	345	21%
Dallas Fire Dept	2,107	581	2,688	22%
Dallas Police Dept	3,716	856	4,572	19%
Communication & Information Services	193	61	254	24%
Dallas Water Utilities	1,433	409	1,842	22%
Economic Development	32	12	44	27%
Equipment & Fleet Services	224	49	273	18%
Office of Equity	9	4	13	31%
Employees' Retirement Fund	35	16	51	31%
Fair Housing	7	4	11	36%
Housing & Neighborhood Revitalization	45	29	74	39%
Office of Int. Public Safety Solutions	27	12	39	31%

Library	374	31	405	8%
Mayor & Council Office	43	14	57	25%
Office of the Bond Program	9	6	15	40%
Office of Cultural Arts	47	46	93	49%
Office of Community Care	205	72	277	26%
Office Of Emergency Management	11	5	16	31%
Office Of Environmental Quality	86	20	106	19%
Office of Historic Preservation	5	2	7	29%
Office of Homeless Solutions	39	8	47	17%
Office of Police Oversight	2	3	5	60%
Office of Risk Management	42	12	54	22%
Office of Strategic Partnership	5	2	7	29%
Public Affairs and Outreach	19	9	28	32%
Public Works	506	101	607	17%
Human Resources	61	69	130	53%
Parks & Recreation	668	904	1,572	58%
Planning & Urban Design	42	20	62	32%
Procurement Services	27	13	40	33%
Resiliency Office	6		6	0%
Sanitation Services	504	115	619	19%
Small Business Center	12	9	21	43%
City Secretary's Office	21	5	26	19%
Transportation	147	62	209	30%
Welcoming Communities	2	1	3	33%
	12,650	4,087	16,737	24%

* Data from Workday system as of January 12, 2023 – Department data may include seasonal vacancies



City of Data Points – Vacancies by Department*



* Data Source: Workday as of January 12, 2023 – Department data may include seasonal vacancies



Other City Data Points



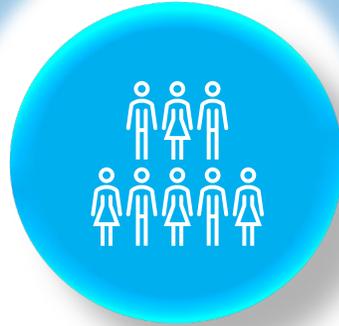
Attrition Data

Retirement Rate

- 3.2% (2021)
- 2.4% (2022)

Turnover Rate

- 13.59% (2022)



Employee Feedback

Employee Engagement Survey

- Compensation

Exit Interviews

- Salary
- Flexibility
- Balanced Culture



System Reports

Workday Vacancy Rate - 94% Posted*



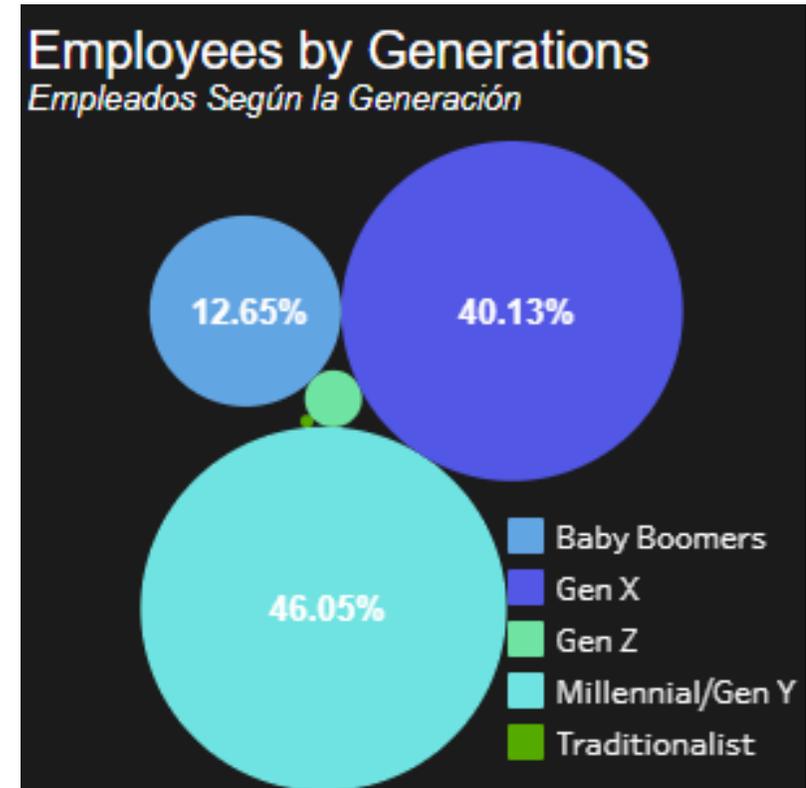
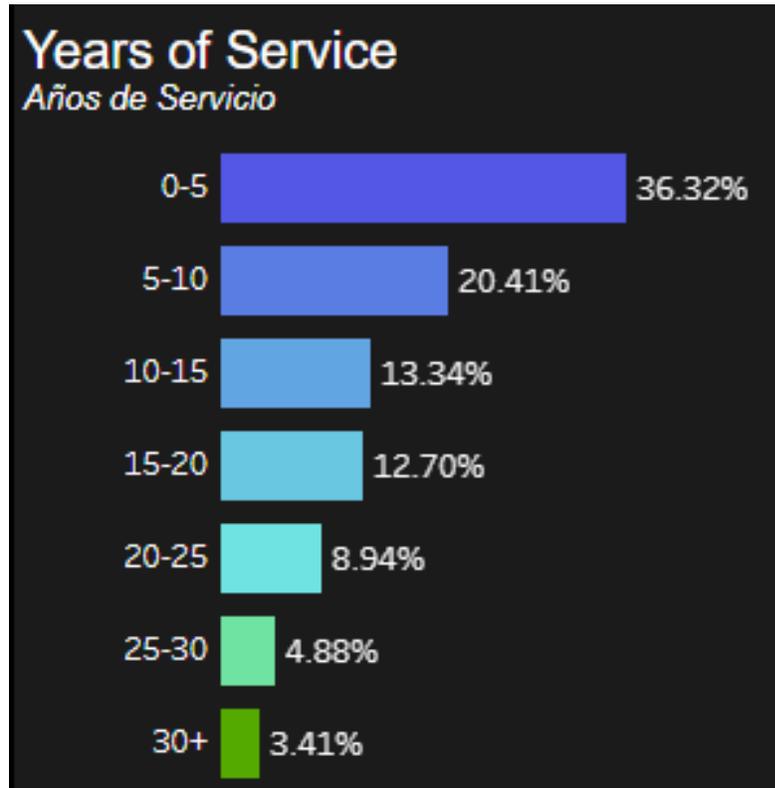
Survey Feedback

- Hiring Manager Survey
- New Hire Survey
- Applicant Survey (Q3 2023)

* May be due to seasonal work or funding



Retirement Prospects



Baby Boomers and Traditionalists (born before 1964) could retire at anytime and account for 12.66% of COD employee population.



Summary:



A company's reputation plays a vital role in attracting and retaining top talent



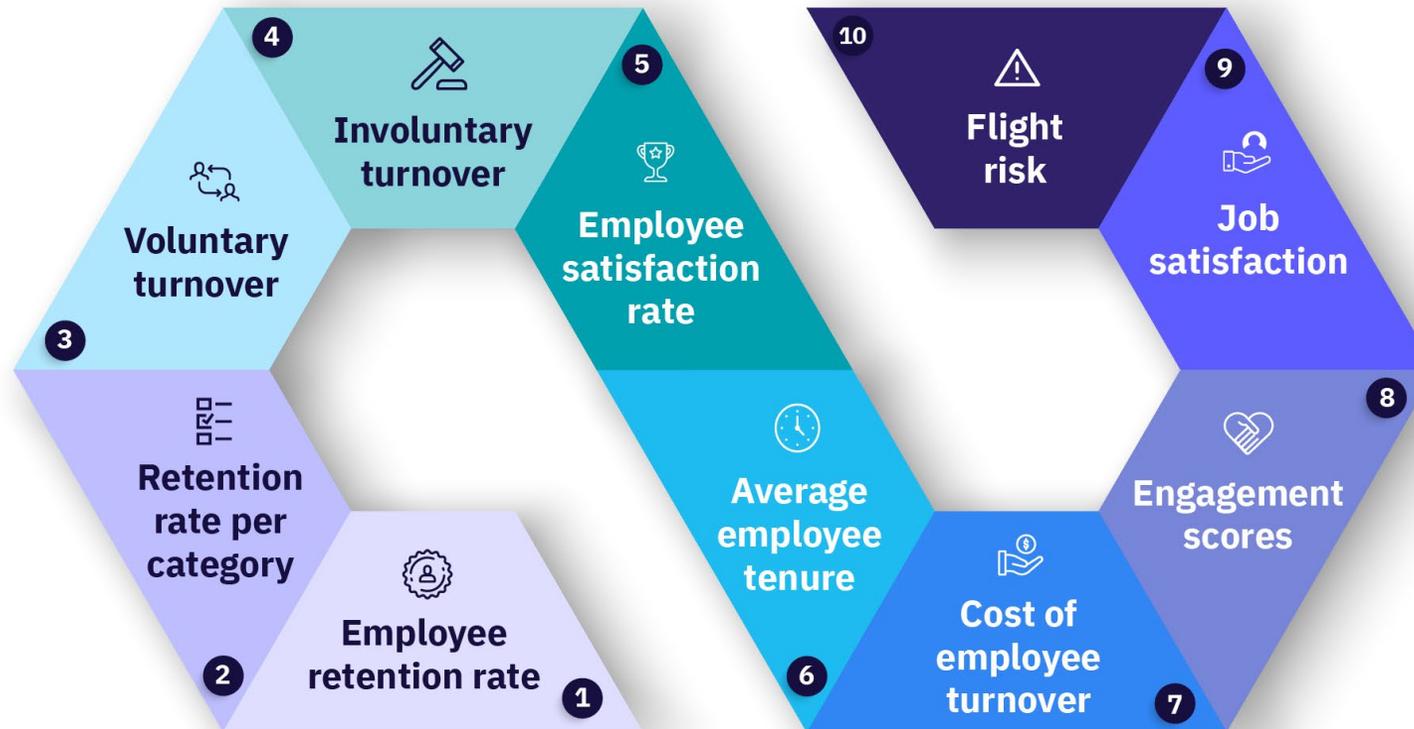
AIHR ACADEMY TO INNOVATE HR



Summary:



Employee Retention Metrics



Summary:



Benefits Enhancements for Retention



Moved to BC/BS saved approximately \$10M in PY 2021	Offered enhanced dental network with change to Delta Dental	Added compassionate leave	Offered enhanced vision plan option with Davis Optical	Simplified wellness incentive activities 2021 - 3,107 EEs
Added Catapult for virtual biometric option	Enhanced Basic life Benefit from \$50,000 to \$75,000 in 2020	Offered \$2000 childcare subsidy for FT active employees earning less than \$66,000 annually	Implemented City paid long term disability plan in 2022	Added mental health leave for uniform and civilian
Preventive Medications Free Reduced Cost Diabetic/HBP Med	Increased enrollment in Kannact diabetes Program by 8% to 1,461	Rolled out Comeback provision for retirees	Implemented 6 weeks Paid Parental Leave policy	Moved to BC/BS Medicare Advantage Plans
Offered narrow and broad network options	Expanded Virtual Health Access in response to COVID-19	2021 Virtual Health Fair and 2022 Health Expo	Critical Incident Onsite Counseling	Procurement of additional voluntary benefits (Pet Insurance)



Summary:



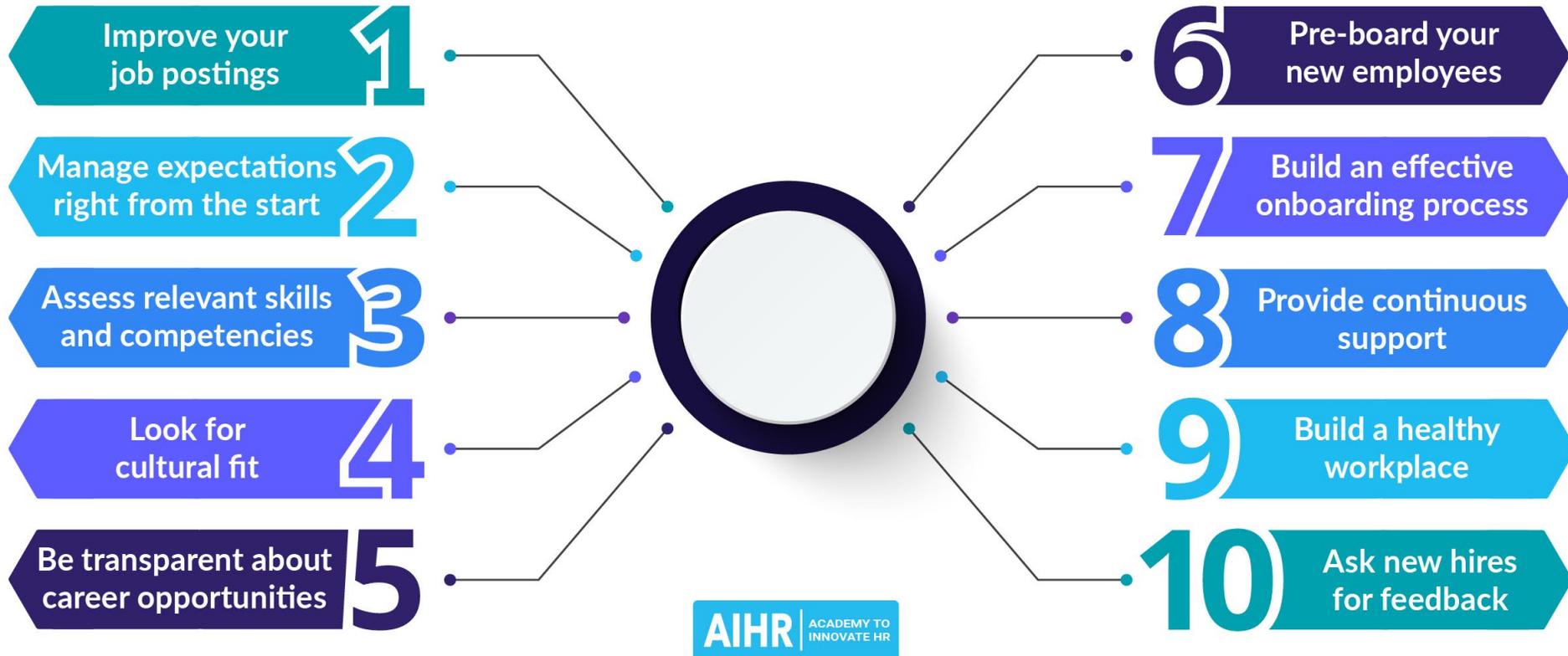
Employee Value Proposition



Summary:



How to Reduce New Hire Turnover



Summary:



Reasons employees are leaving and what to do



For the most part, executives have a good grasp on why employees are leaving

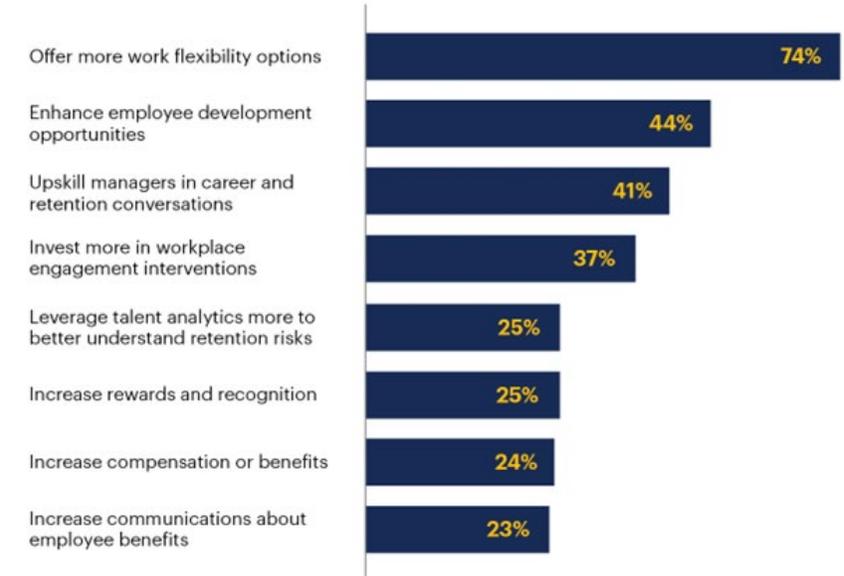
Employees (Rank of reason for looking for new job)		Employers (Percentage of executives saying this is a reason employees are leaving)
#1	Wages/salaries	41
#2	Benefits	23
#3	Career advancements	33
#4	Flexibility	34

Note: Graphic omits 12 answer options that were picked by less than 20% of employees as a top-3 reason. Employee Q: Which of the following are the top reasons why you are looking for a new job? (Please select up to three.) Employer Q: Data shows that turnover has increased in many industries. Why do you think more employees are leaving your company right now? (Select all that apply.) Source: PwC US Pulse Survey, August 19, 2021; base of 651 full-time and part-time employees looking for a new job and 661 business executives that report higher-than-normal turnover at their company.

Source: PwC US Pulse Survey - 2021

What Is Your Organization Doing, or Planning to Do, to Address Employee Turnover?

Percentage of HR leaders, selecting all that apply



gartner.com

n = 156 HR leaders
Source: Gartner Attraction and Retention Strategies in a Hybrid World Webinar Poll (30 June 2021)
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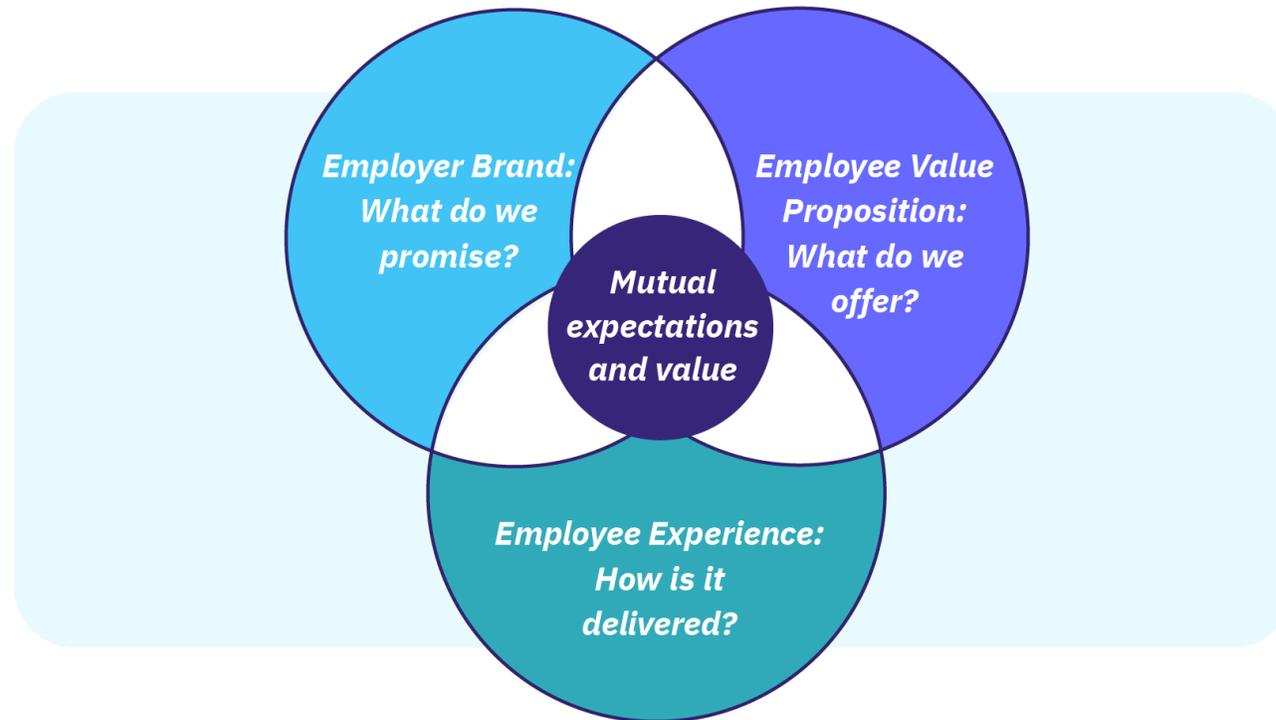
Gartner



Summary:



The 3 Es of the Employee-Employer Relationship



Summary:



Figure 4. Factors that contribute to a positive employee experience

Simply Irresistible Organization™ model				
				
Meaningful work	Supportive management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration
Cross-organization collaboration and communication				

Deloitte University Press | dupress.deloitte.com



Summary:





City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 23-1276

Item #: C.

Equity (Internal): Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to ARPA-Funded Community Mental Health, ARPA-Funded Family Violence Prevention and Intervention, ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth Development - May 2023

[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE May 8, 2023

TO Honorable Chair and Members of the Workforce, Education and Equity Committee

SUBJECT **Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to ARPA-Funded Community Mental Health, ARPA-Funded Family Violence Prevention and Intervention, ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth Development – May 2023**

During May 2023, the following Office of Procurement Services items will be considered by City Council:

ARPA-Funded - Community Mental Health

File ID: 23-750: Authorize the City Manager to execute, for mental health support programs to eligible residents of the City of Dallas, (1) a one-year contract with a one-year renewal option with Harmony Community Development Corporation in an amount not to exceed \$1,000,000 per year; (2) a one-year interlocal agreement with a one-year renewal option with Dallas County Mental Health and Mental Retardation Center dba Metrocare Services in an amount not to exceed \$200,000 per year; (3) a one-year contract with a one-year renewal option with Big Thought in a total amount not to exceed \$120,000 per year; and (4) a one-year contract with a one-year renewal option with Senior Citizens of Greater Dallas, Inc. in an amount not to exceed \$55,000; for a total of three service contracts and one interlocal agreement in a total amount not to exceed \$2,750,000 - Financing: Coronavirus State and Local Fiscal Recovery Fund (\$2,750,000) (subject to annual appropriations)

ARPA-Funded – Family Violence Prevention and Intervention

File ID: 23-402: Authorize the City Manager to execute, for family violence intervention programs to eligible residents of the City of Dallas, a one-year subrecipient contract with a one-year renewal option in a total amount not to exceed \$1,200,000, with Jewish Family Service dba Jewish Family Service, the most advantageous proposer of four - Total not to exceed \$1,200,000 - Financing: Coronavirus State and Local Fiscal Recovery Fund (subject to annual appropriations)

ARPA-Funded – Making Food Accessible

File ID: TBA: Note: The agenda item is still being finalized. The item will authorize a one-year service contract in the amount of \$1,150,000, with a one year renewal option in the amount of \$1,150,000 with Services of Hope & Financial Hope CCS, a one-year service contract in the amount of \$600,000, with a one year renewal option in the amount of

DATE May 8, 2023

SUBJECT **Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to ARPA-Funded Community Mental Health, ARPA-Funded Family Violence Prevention and Intervention, ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth Development – May 2023**

\$600,000 with Catholic Charities of Dallas, Inc, and a one-year service contract in the amount of \$150,000, with a one year renewal option in the amount of \$150,000 with Dallas Leadership Foundation, for the administration of food distribution and delivery programs

ARPA-Funded – Positive Youth Development

File ID: 23-535: Authorize the City Manager to execute, for positive youth development services, including built-in academic support, to eligible residents of the City of Dallas, three one-year subrecipient contracts with one-year renewal options with: (1) The K16 Ready Society, Inc. dba Texas Initiative Programs, Inc. in the amount of \$450,000 per year; (2) Big Thought in the amount of \$225,000 per year; and (3) After-School All-Stars in the amount of \$155,000 per year, the most advantageous proposers of seven, for a total amount not to exceed of \$1,660,000 - Total not to exceed \$1,660,000 - Financing: Coronavirus State and Local Fiscal Recovery Fund (subject to annual appropriations)

Background

Each of these projects is supported by American Rescue Plan Act – State and Federal Fiscal Recovery Funds, which includes a requirement that services be delivered to highly impacted populations and with equity in mind. ARPA established that funds can be used to deliver services in Qualifying Census Tracts (QCTs) and/or to deliver services to low- and moderate-income individuals. These projects will primarily target QCTs, particularly outreach or education services in which it is not possible to target only to low- and moderate-income populations. Services may be delivered in other locations, but all clients served must be low- and moderate-income and should generally target those in the lower income categories. For ARPA, low-income is defined as having a household income at or below 185% of Federal Poverty Guidelines, per the U.S. Department of Health and Human Services (HHS), or at or below 40% of Area Median Income as defined by HUD. Moderate-income is defined as having a household income at or below 300% of Federal Poverty Guidelines, per the U.S. Department of Health and Human Services, or at or below 65% of Area Median Income as defined by HUD.

Beyond targeting QCTs, programs can also meet the requirements to target populations that are highly or disproportionately impacted by the pandemic with service delivery in locations that are accessible or within communities in which poverty is concentrated, in communities heavily impacted by the COVID-19 pandemic, in communities in which there are concentrations of populations identified in the Drivers of Poverty report, and/or historically underserved communities.

DATE May 8, 2023

SUBJECT **Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to ARPA-Funded Community Mental Health, ARPA-Funded Family Violence Prevention and Intervention, ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth Development – May 2023**

Additionally, programs may target populations identified by the Treasury as among those eligible to be considered disproportionately impacted by the pandemic. This includes low- and moderate-income households and communities, households residing in QCTs, and households that qualify for certain federal benefits, including:

- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)
- Free and Reduced-Price Lunch (NSLP) and/or School Breakfast (SBP) programs
- Medicare Part D Low-income Subsidies
- Supplemental Security Income (SSI)
- Head Start and/or Early Head Start
- Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)
- Section 8 Vouchers
- Low-Income Home Energy Assistance Program (LIHEAP)
- Pell Grants

ARPA-Funded - Community Mental Health

These agreements will provide for the administration of city-wide mental health support programs to residents of Dallas as mental health needs in the city have been impacted and/or exacerbated by the COVID-19 pandemic. This support includes direct services such as individual and group counseling, educational programming, awareness campaigns, program outreach, and lay person trainings. Harmony Community Development Corporation, Dallas County Mental Health and Mental Retardation Center, and Big Thought were selected as subrecipients for these services. Additionally, the Senior Source was selected to administer a portion of this program that will specifically support mental health services and counseling for older adults and isolated seniors in the city of Dallas. Target populations include low- and moderate-income residents and/or Dallas residents living Qualified Census Tracts. The Office of Community Care has sought nonprofit organizations through an open application process.

The COVID-19 pandemic and resulting economic downturn have negatively impacted the mental health of local communities and has created new and exacerbated existing barriers to accessing care and support. Studies have found that 45% of adults in the United States have reported that their mental health has been negatively impacted from stress caused by the COVID-19 virus and pandemic. Research shows that social isolation and loneliness are linked to poor mental health. Additionally, for the many Dallas residents who have lost their jobs, job loss can be associated with anxiety, depression, distress and low self-esteem. Among the most impacted and highest risk include seniors, households with children and adolescents, and individuals who have lost their jobs or are otherwise income insecure.

DATE May 8, 2023

SUBJECT **Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to ARPA-Funded Community Mental Health, ARPA-Funded Family Violence Prevention and Intervention, ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth Development – May 2023**

ARPA-Funded – Making Food Accessible

This agreement will provide for the administration of city-wide food distribution and delivery programs to residents of Dallas that have been impacted and/or had their needs exacerbated by the COVID-19 pandemic. These programs will enable access to food for target populations through contactless grocery pickup, distribution programs, and home delivery for vulnerable populations. Target populations include low- and moderate-income residents and/or Dallas residents living Qualified Census Tracts. The Office of Community Care has sought nonprofit organizations through an open application process. Services of Hope CCS was selected to provide food distribution and delivery programs, while Catholic Charities Dallas, Inc. and Dallas Leadership Foundation will each provide food distribution services.

Approximately 20% of Dallas County faces food insecurity and nearly 38% of the population in the city of Dallas live in a food desert. The COVID-19 pandemic and resulting economic downturn have exacerbated these disparities, creating increased demand for local food pantry distribution sites among Dallas residents impacted financially by and during the pandemic. Many residents of Dallas are experiencing or have experienced job loss, reduced or lost pay, added expenses and other issues making it difficult to afford healthy and nutritious foods. Additionally, individuals who may be diagnosed with COVID-19 or quarantined due to exposure, may find themselves too sick or otherwise unable to travel purchase food.

ARPA-Funded – Family Violence Prevention and Intervention

This agreement will provide family violence intervention services, including counseling, legal assistance, therapy and crisis counseling for adults and children rooted in empowerment for survivors to begin the process towards improving short and long-term stability and self-sufficiency. Jewish Family Services was selected as subrecipient for these services.

Family violence refers to threatening or other violent behaviors within families and households that may be physical, sexual, psychological, or economic, and includes child abuse and intimate partner violence. Various international studies and reports in 2020 found that family violence during a pandemic is associated with a range of factors including economic stress, disaster-related instability, increased exposure to exploitative relationships, and reduced options for support. Due to the social isolation measures implemented across the globe to help reduce the spread of COVID-19, people living in volatile situations of family violence were restricted to their homes, which could exacerbate personal and collective vulnerabilities while limiting accessible and familiar

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support options. Reports of domestic abuse and family violence increased around the world since social isolation and quarantine measures came into force.

ARPA-Funded – Positive Youth Development

These agreements will support youth development programs targeting either youth and teens or school-aged children. Youth and teen programming will have embedded positive development and pro-social engagement that facilitates connections for youth with their communities, schools, organizations, peer groups and families and that focuses on connecting youth with opportunities, fostering positive relationships and supporting youth in building on their leadership strengths. School-aged children programming will be holistic and focused on the individual youth, while also helping youth who may have fallen behind to catch up and/or reduce achievement gaps. The K16 Ready Society, Inc. dba Texas Initiative Programs, Inc, Big Thought, and After-School All-Stars were selected as subrecipients for this work.

The COVID-19 pandemic has had a significant impact on youth in multiple environments. The pandemic has also been associated with risk factors for adolescent substance use, such as boredom, isolations, stress, grief and trauma. The Adolescent Behaviors and Experiences Survey conducted in 2021 looked at youth behaviors during the pandemic, finding that overall daily life was disrupted, racism is a public health issue for adolescents, and adolescents are experience a crisis of public health (ABES 2022). Beyond impacting the behaviors and mental health of youth in America (HHS, 2021), the pandemic has had a substantial impact on the daily lives of youth and how students learn. A 2021 analysis of the impacts of COVID-19 on student assessment scores conducted by the Texas Education Agency showed that scores decreased. STAAR results showed a decrease in academic performance, particularly in math, that erased years of gains. Economically disadvantaged students were more highly impacted, seeing higher rates of learning loss in both reading and math at nearly three times the rate of non-economically disadvantaged students. Overall, the analysis cited an effect size equivalent to an estimated 6 months of learning loss on average, and closer to 9 months for economically disadvantaged youth (Impacts of COVID-19 and Accountability Updates for 2022 and Beyond, TEA, 2021).

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Should you have any questions or need any additional information, please contact myself or Jessica Galleshaw, Director of Office of Community Care, at 214-670-5113 or Jessica.Galleshaw@dallas.gov.



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

- c:
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|---|---|
| T.C. Broadnax, City Manager | Majed A. Al-Ghafry, Assistant City Manager |
| Tammy Palomino, City Attorney (I) | Robert Perez, Assistant City Manager |
| Mark Swann, City Auditor | Carl Simpson, Assistant City Manager |
| Biliera Johnson, City Secretary | Jack Ireland, Chief Financial Officer |
| Preston Robinson, Administrative Judge | Genesis D. Gavino, Chief of Staff to the City Manager |
| Kimberly Bizer Tolbert, Deputy City Manager | Directors and Assistant Directors |
| Jon Fortune, Deputy City Manager | |



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 23-1277

Item #: D.

Equity (Internal): Memo Regarding Dallas' Business Case for Equity
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE May 8, 2023
Honorable members of the Workforce, Education and Equity Committee: Jaynie
TO Schultz (Chair) Casey Thomas II (Vice Chair), Jesse Moreno, Paula
Blackmon, Adam McGough, Omar Narvaez, Jaime Resendez
SUBJECT **Memo Regarding Dallas' Business Case for Equity**

On March 8, 2022, the W.K. Kellogg Foundation and Altarum provided the City of Dallas' Workforce, Education and Equity Committee a briefing on [The Business Case for Racial Equity- A Strategy for Growth](#). This briefing addressed the business or economic case for racial equity in the United States by assessing current policies and practices, human capital constraints, untapped markets, and lost revenues. The report highlights how a sustainable commitment to racial equity would boost the nation's economy, noting that addressing the racial equity gap our country stands to realize an \$8 trillion gain in GDP by 2050.

Since the August adoption of the City of Dallas' Racial Equity Plan (REP), the Office of Equity and Inclusion (OEI) has been working on the advancement of the Big Audacious Goals (BAGs), developing key partnerships with external stakeholders inclusive of the philanthropic community. Starting in the Fall of 2022, City staff and Flying High Consultant began efforts to engage Dallas' philanthropic community, holding several meetings and correspondences to advance equity through the goals and measures included in the City's Racial Equity Plan (REP).

Additionally, in an effort to advance the City's vision for Dallas to become the most equitable city in the nation, the City of Dallas and the philanthropic community are in the intentional stages of developing a local business case for the Racial Equity Report. Current data from trusted sources such as United Way of Metropolitan Dallas and Policy through Advancing Workforce Equity in Dallas and Collin Counties: A Blueprint for Action, has noted that eliminating racial inequities in income could boost the combined economy of Dallas and Collin counties by \$115 billion a year.

The work with Dallas' philanthropic community is ongoing. Specifically, we are looking to fund a local report modeled after the [Kellogg Foundation's Business Case for Racial Equity](#) that is focused on Dallas and can be used to continue to advance equity by various stakeholders. In addition to the report serving as a measurement tool, the report will:

- A. Broaden the Racial Equity Conversation
 - Advancing racial equity is both a social justice goal and a driver of business and economic growth.
- B. Highlight Historically Disadvantaged Communities and Challenges Faced
 - Legacy effects of racist laws and practices and ongoing structural racism and unconscious bias create gaps in opportunity.

DATE May 8, 2023
SUBJECT **Memo Regarding Dallas' Business Case for Equity**
PAGE **2 of 2**

- C. Quantify the Economic Impacts of Inequities
 - Measuring and analyzing economic impacts of closing specific types of current gaps in life outcomes.
- D. Demonstrate the Economic Potential of Achieving Racial Equity
 - U.S. Earnings, Consumer Spending, etc.
- E. Identify the Call to Action to Advance Racial Equity in Alignment with the REP
 - From influence to evaluation to support.

The estimated timeline for report completion is October 2023.

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



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Assistant City Manager

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