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**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

February 13, 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.

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<https://dallascityhall.webex.com/dallascityhall/j.php?MTID=m0d6c8b9724365777b4e916409502bd7b>

Call to Order

MINUTES

1. [23-518](#) Approval of the January 9, 2023 Workforce, Education, and Equity Committee Meeting Minutes

Attachments: [Minutes](#)

BRIEFING ITEMS

- A. [23-519](#) Talent Acquisition Update and Next Steps
[Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office; Nina Arias, Director, Human Resources; Jarred Davis, Board Secretary and Director, Civil Service Department]

Attachments: [Presentation](#)

- B. [23-521](#) Financial Empowerment Programming Update and Financial Empowerment Centers in Locations Across Dallas
[Jessica Galleshaw, Director, Office of Community Care; Cruz Correa, Program Manager, Office of Community Care]

Attachments: [Presentation](#)

BRIEFING MEMORANDUMS

- C. [23-520](#) Green Job Skills Program Update
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Attachments: [Memorandum](#)

- D. [23-522](#) Small Business Center Workforce Development Upskilling Dallas Grant
[Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office]

Attachments: [Memorandum](#)

- E. [23-523](#) Upcoming City Manager's Office Agenda Items - 2023 Digital Navigators Program
[Genesis D. Gavino, Chief of Staff, City Manager's Office]

Attachments: [Memorandum](#)

- F. [23-524](#) Upcoming Office of Community Care and Office of Procurement Services Agenda Item Relating to Senior Dental Program - February 22, 2023
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Attachments: [Memorandum](#)

ADJOURNMENT

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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]
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5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
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 #: 23-518

Item #: 1.

Approval of the January 9, 2023 Workforce, Education, and Equity Committee Meeting Minutes

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, JANUARY 9, 2023

23-0019

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

PRESENT: [7] Schultz, Thomas, Moreno, *Resendez, Narvaez (**9:09 a.m.), McGough,
Blackmon

ABSENT: [0]

The meeting was called to order at 9:01 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 10:34 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, JANUARY 9, 2023

EXHIBIT A

RECEIVED

2023 JAN -5 PM 3: 36

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

January 9, 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.)

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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
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Call to Order

MINUTES

1. [23-195](#) Approval of the December 12, 2022 Workforce, Education, and Equity Committee Meeting Minutes

Attachments: [Minutes](#)

BRIEFING ITEMS

- A. [23-203](#) Collaboration with and Engaging Students, Educators, School Board Members, and Administrators on Legislative Priorities and City Programs [Carrie Rogers, Director, Office of Government Affairs; Victoria Moe, Government Affairs Manager, Office of Government Affairs; Linley Youderian, Government Affairs Coordinator, Office of Government Affairs]

Attachments: [Presentation](#)

- B. [23-204](#) Re-Entry Services Programming Update [Jessica Galleshaw, Director, Office of Community Care; Joyce Williams, Director, Small Business Center; Wil McCall, CEO, Dallas Leadership Foundation]

Attachments: [Presentation](#)

BRIEFING MEMORANDUMS

- C. [23-200](#) Background and Update on Upcoming Office of Community Care Agenda Items - ARPA Programs
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Attachments: [Memorandum](#)

- D. [23-205](#) Engaging Welcoming Taskforce Members and City Departments to Renew the City of Dallas's Certified Welcoming Status
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Attachments: [Memorandum](#)

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MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, JANUARY 9, 2023

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 9, 2023

Item 1: Approval of the December 12, 2022 Workforce, Education, and Equity
Committee Meeting Minutes

Councilmember Blackmon moved to adopt the minutes as presented.

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 9, 2023

BRIEFING ITEMS

Item A: Collaboration with an Engaging Students, Educators, School Board Members, and Administrators on Legislative Priorities and City Programs

The following individuals briefed the committee on the item:

- Carrie Rogers, Director, Office of Government Affairs;
- Victoria Moe, Government Affairs Manager, Office of Government Affairs; and
- Linley Youderian, Government Affairs Coordinator, Office of Government Affairs

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 9, 2023

BRIEFING ITEMS

Item B: Re-Entry Services Programming Update

The following individuals briefed the committee on the item:

- Jessica Galleshaw, Director, Office of Community Care;
- Joyce Williams, Director, Small Business Center;
- Wil McCall, CEO, Dallas Leadership Foundation; and
- Kim Tolbert, Deputy City Manager, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 9, 2023

BRIEFING MEMORANDUMS

Item C: Background and Update on Upcoming Office of Community Care Agenda Items – ARPA Programs

Item D: Engaging Welcoming Taskforce Members and City Departments to Renew the City of Dallas’s Certified Welcoming Status

The committee discussed the items.

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, JANUARY 9, 2023

EXHIBIT C



City of Dallas

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

Agenda Information Sheet

File #: 23-203

Item #: A.

Collaboration with and Engaging Students, Educators, School Board Members, and Administrators on Legislative Priorities and City Programs

[Carrie Rogers, Director, Office of Government Affairs; Victoria Moe, Government Affairs Manager, Office of Government Affairs; Linley Youderian, Government Affairs Coordinator, Office of Government Affairs]



City of Dallas

Collaboration with and Engaging Students, Educators, School Board Members, and Administrators on Legislative Priorities and City Programs

**Workforce, Education and
Equity Committee**

January 9, 2023

Office of Government Affairs

Carrie Rogers, Director

Victoria Moe, Government Affairs Manager

Linley Youderian, Government Affairs Coordinator

Presentation Overview



- Background and Purpose
- Independent School Districts within Dallas
- Internal ISD Outreach
- Internal Identified Initiatives
- Shared Initiatives of all ISDs
- Next Steps



Background



The Office of Government Affairs began development of a work plan with peer depts to inventory current city initiatives and to establish a framework for communication and collaboration going forward with city departments and the 12 school districts

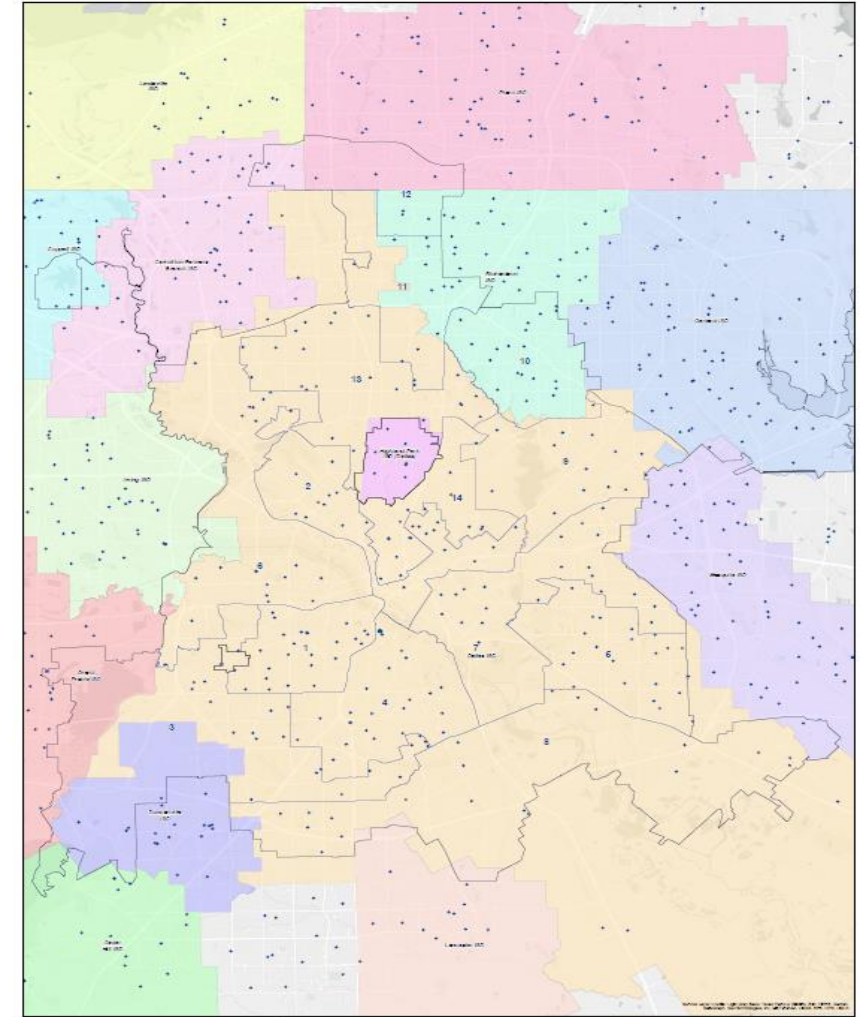
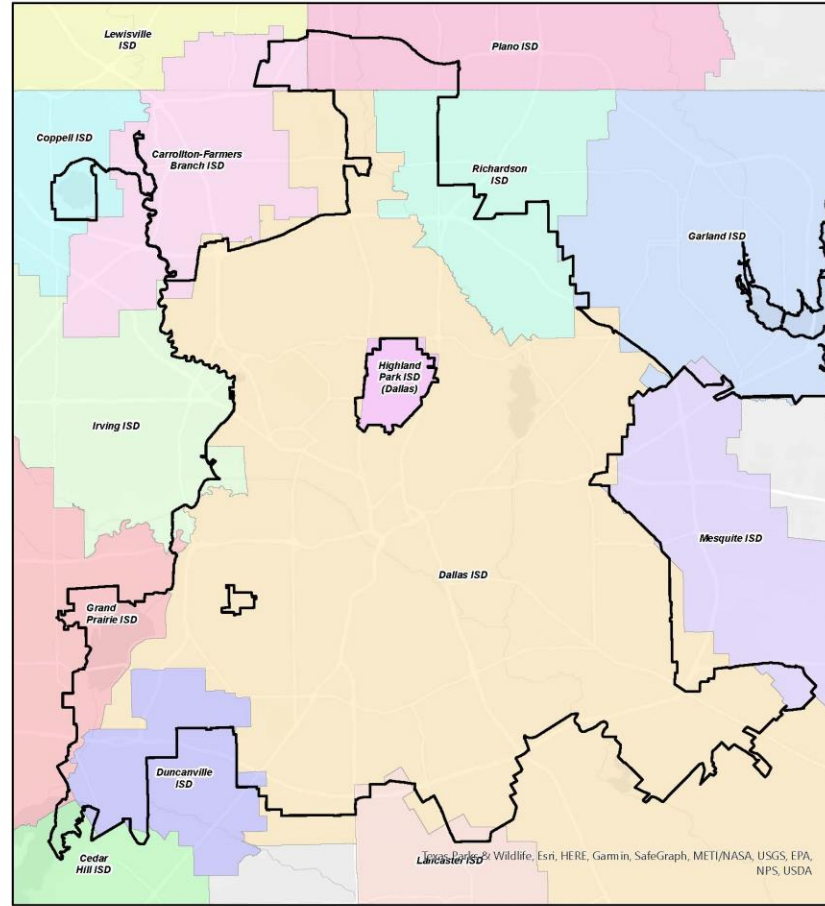


Independent School Districts within Dallas



Enclosed is a map of the 15 school district boundaries within Dallas. The points on the right map represent the location of individual schools. Those with school facilities are noted with an asterisk:

1. Dallas*
2. Desoto
3. Carrollton-Farmers Branch*
4. Cedar Hill
5. Coppell*
6. Duncanville*
7. Garland
8. Grand Prairie*
9. Highland Park*
10. Irving
11. Lancaster
12. Lewisville
13. Mesquite
14. Richardson*
15. Plano*



Internal ISD Outreach



- August 2022 – Initiated bi-weekly internal conversations with peer departments to discuss current school engagement and to identify gaps and opportunities
- October 2022 – Hosted virtual roundtable with local school districts within Dallas to discuss shared legislative priorities and other initiatives on which the City can partner
- October 2022 – Memo to City Council
- Ongoing outreach and engagement



CITY OF DALLAS
OFFICE OF GOVERNMENT AFFAIRS
DALLAS INDEPENDENT SCHOOL DISTRICT

Overview

City leadership and the community have expressed a desire to have a greater understanding of what the City does to partner with our local school districts.

Objective:

Review and discuss City of Dallas outreach with ISDs and identify potential gaps so we can be more strategic, as we work to develop stronger relationships and establish collaborative governance with our local educational institutions.

Considerations

- Consider meeting regularly to improve internal communications?
- What other departments should be included in these discussions?
- Do you have any departmental goals that need to be included as part of our overall COD collaborative governance outreach strategy with our local ISDs?

Summary

<https://dallascityhall.com/Pages/education.aspx>

Initiative	COD Department Project Manager	ISD Contact	Priority	Next Steps



Internal Initiatives: Environmental



Initiative	COD Department and Project Manager	Priority, Committee and Plan
Cool Schools connects students to nature by planting trees, creating experiential learning areas, and reducing heat island areas	DWU and Development Services Karen Woodard and Phil Erwin	Environment & Sustainability
Water Conservation Environmental Education Initiative	OEQS Sheila Delgado	Environment & Sustainability CECAP
Urban Agricultural School Initiatives	OEQS Rabekah Siebert	Environment & Sustainability CECAP, CUAP, REP
Stormwater Education and Career Day programming K-12	OEQS Judy Schmidt	Environment & Sustainability City of Dallas Municipal Separate Storm Sewer System Permit
Leaf Blower & Landscape Equipment Transition	OEQS Susan Alvarez	Environment & Sustainability CECAP



Internal Initiatives: Economic Development



Initiative	COD Department and Project Manager	Priority, Committee and Plan
P-Tech (Dallas/Richardson)	Economic Development Robin Bentley	Economic Development



Internal Initiatives: Legislative Ad Hoc



Initiative	COD Department and Project Manager	Priority, Committee and Plan
Legislative Outreach	Government Affairs Carrie Rogers	Legislative Ad Hoc 2023 Legislative Program
ISD Working Group	Government Affairs Victoria Moe and Linley Youderian	Legislative Ad Hoc



Internal Initiatives: Housing and Homelessness



Initiative	COD Department and Project Manager	Priority, Committee and Plan
Outreach Team provides outreach services for unsheltered Dallas residents; collaboration with Dallas ISD Homeless Student Program	OHS Wanda Moreland	Housing and Homelessness



Internal Initiatives: Transportation & Infrastructure



Initiative	COD Department and Project Manager	Priority, Committee and Plan
School Zones, School Crosswalks, Traffic Management	Transportation Dr. Gus Khankarli	Public Safety and Transportation & Infrs. Vision Zero Action Plan, School Traffic Safety Guide
Safe Routes to School projects (Elam, Zaragoza, Rosemont), Walk to School Day promotion; Walk/Bike Education	Transportation, Public Works Dr. Gus Khankarli	Public Safety and Transportation & Infrs. Vision Zero Action Plan, Dallas Bike Plan
Electric School Buses and related charging equipment	OEQS Susan Alvarez	Transportation & Infrastructure CECAP
Rezoning Efforts	Planning and Urban Design Julia Ryan	Transportation & Infrastructure Forward Dallas
Schools Bond Projects	Planning & Urban Design Julia Ryan	Transportation & Infrastructure Forward Dallas & CECAP
Schools Bond Projects	DEV, PUD, OEQS Andreaa Udrea	Transportation & Infrastructure
Strengthen relationships with schools within 2.5 miles of each Airport	Aviation Rosalind Dickerson Cleaver	Transportation & Infrastructure
Educate students about careers in the Aviation field	Aviation Rosalind Dickerson Cleaver	Transportation & Infrastructure



Internal Initiatives: Transportation & Infrastructure



Initiative	COD Department and Project Manager	Priority, Committee and Plan
Professional engagement with Career & Technical Education	Development Services Robyn Gerard	Transportation & Infrastructure
Workforce Development Initiative with DISD and Dallas College - "Education is Freedom" Program	Equipment and Fleet Management Kimberly Martin	Transportation & Infrastructure
Workforce Development Initiative with DISD and Dallas College - "Education is Freedom" Program	Building Services Department Brian Thompson	Transportation & Infrastructure



Internal Initiatives: Quality of Life, Arts & Culture



Initiative	COD Department and Project Manager	Priority, Committee and Plan
Seeking opportunities to partner around WIC outreach/service delivery.	Office of Community Care Jessica Galleshaw	Quality of Life, Art & Culture
Support of youth development programming through district-aligned partners.	Office of Community Care Jessica Galleshaw	Quality of Life, Art & Culture
Social services including rental assistance, food distribution, etc. available for residents.	Office of Community Care Jessica Galleshaw	Quality of Life, Art & Culture
Opioid, NARCAN, HHS and ISD Summit	Mayor and City Council Government Affairs and Dallas Fire & Rescue Carrie Rogers	Quality of Life, Arts & Culture
Cohosting off-site enrollment events for newly arrived immigrant families	Office of Equity & Inclusion	Quality of Life
Supporting community outreach efforts by participating in Fam Jam events	Office of Equity & Inclusion	Quality of Life
Cohosting pop-up COVID-19 vaccine clinics at school sites with larger numbers of immigrant and refugee families	Office of Equity & Inclusion	Quality of Life



Internal Initiatives: Quality of Life, Arts & Culture



Initiative	COD Department and Project Manager	Priority, Committee and Plan
Aquatics Partnership with Dallas ISD: shared facility space and training and recruitment program for lifeguards. <i>(Interlocal Agreement)</i>	Park and Recreation John Lawrence	Workforce, Education & Equity
Cool Schools Parks: 45 Dallas ISD, 8 Richardson ISD locations (inclusive of one dog park) <i>(Interlocal Agreement)</i>	Park and Recreation Ryan O'Connor	Workforce, Education & Equity
Dallas ISD shared golf courses, tennis centers, athletic fields and facility use <i>(Interlocal Agreement)</i>	Park and Recreation John Lawrence	Workforce, Education & Equity
Out of School Programming w/ Dallas ISD (after school and seasonal programs) at up to 30 campuses; funding support for programs. <i>(Interlocal Agreement)</i>	Park and Recreation Crystal R. Ross	Workforce, Education & Equity



Internal Initiatives: Public Safety



Initiative	COD Department and Project Manager	Priority, Committee and Plan
Assemble emergency response task force and designated reunification center	DPD Major Jose Garcia	Public Safety Crime Reduction Plan
Leading ongoing joint training exercises-initiated outreach to other ISDs	DPD Major Jose Garcia	Public Safety
School Crossing Guard Program	Courts Gloria Carter	Public Safety
P-Tech (Dallas ISD)	DFR Chief Artis	Public Safety



Internal Initiatives: Workforce & Equity



Initiative	COD Department and Project Manager	Priority, Committee and Plan
Summer Reading Collaboration	Library Melissa Dease	Workforce, Education & Equity
E-Book Sharing Program	Library Melissa Dease	Workforce, Education & Equity
Individual school visits & information sharing	Library Melissa Dease	Workforce, Education & Equity
Library as field trip and research for class projects destination	Library Melissa Dease	Workforce, Education & Equity
Educational library cards for all students and teachers living in Dallas or attending a school located in Dallas	Library Kjerstine Nielsen	Workforce, Education & Equity
Increasing access to library resources; sharing the effort to address literacy citywide	Library Melissa Dease	Workforce, Education & Equity
Social/Emotional Learning Task Force	Mayor and City Council CM Resendez	Workforce, Education & Equity



Internal Initiatives: Workforce & Equity



Initiative	COD Department and Project Manager	Priority, Committee and Plan
Esperanza District Community Outreach Initiative	Mayor and City Council CM Shultz	Workforce, Education & Equity
Youth Commission	Mayor and City Council Taylor Moody	Workforce, Education & Equity
Racial Equity Efforts	Office of Equity and Inclusion Dr. Lindsey Wilson	Workforce, Education & Equity
Broadband and Digital Equity Strategic Plan (Digital Equity Initiatives)	City Manager's Office Genesis D. Gavino	Workforce, Education & Equity
P-Tech (Dallas ISD)	Information & Technology Services Tanishia Dorsey	Workforce, Education & Equity
Dallas & Richardson ISD annual mentorship program and Career Day	CES Rosa Fleming	Workforce Education & Equity
Immigrant & Refugee Student & Family Supports	Office of Equity & Inclusion Christina da Silva	Workforce, Education & Equity
Dallas ISD LGBTQ Program (NEW!) – Pending additional information	Office of Equity & Inclusion Lindsey Wilson	Workforce, Education & Equity



Internal Initiatives: Workforce & Equity



Initiative	COD Department and Project Manager	Priority, Committee and Plan
Concilio hosted Spanish “Cafecito” meetings at Bukhair Elementary and Dobie Pre-K to collect community feedback	Office of Equity & Inclusion Lindsey Wilson	Workforce, Education & Equity Esperanza Area Strategic Plan
High School and College Level Internship Programs	Human Resources Nina Arias	Workforce, Education & Equity



Shared Initiatives Across ISDs



- Public Safety and School Hardening (legislative and operational)
- School Resource Officers
- Student Pedestrian Safety
 - ✓ Vision Zero and School Traffic Safety Guide
 - ✓ School Crossing Guard Program
 - ✓ Future Land Use
- Social Service Outreach (unsheltered students, family needs)
- Racial Equity Plan
- Domestic Violence and Human Trafficking



Next Steps



- Receive Committee feedback
- ISD Roundtable with Departments tent. 1/9/23
 - Legislative initiatives
 - Domestic violence and human trafficking
- Equity Indicators Symposium 1/13/23
 - Education Panel
- Continue engagement with local districts and departments





City of Dallas

Collaboration with and Engaging Students, Educators, School Board Members, and Administrators on Legislative Priorities and City Programs

**Workforce, Education and
Equity Committee
January 9, 2023**

Office of Government Affairs

Carrie Rogers, Director

Victoria Moe, Government Affairs Manager

Linley Youderian, Government Affairs Coordinator



City of Dallas

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

Agenda Information Sheet

File #: 23-204

Item #: B.

Re-Entry Services Programming Update

[Jessica Galleshaw, Director, Office of Community Care; Joyce Williams, Director, Small Business Center; Wil McCall, CEO, Dallas Leadership Foundation]

Re-Entry Services Programming Update

**Workforce, Education,
& Equity Committee Briefing**

January 9, 2023

The logo of the City of Dallas, featuring a stylized white 'D' with a three-lobed leaf inside, set against a dark blue background with a fine white grid pattern.

City of Dallas

Jessica Galleshaw, Director, Office of Community Care
Joyce Williams, Director, Small Business Center
Wil McCall, CEO, Dallas Leadership Foundation

Overview



- Racial Equity Plan Alignment
- Re-Entry Support Lifecycle
- Collaboration Re-Entry Services
- OCC Re-Entry Social Services Projects
- SBC Workforce Re-Entry Initiatives
- Dallas Leadership Foundation



Re-Entry Racial Equity Plan Alignment



1. Big Audacious Goal Economic, Workforce, & Community Development Goal: Become the most economically inclusive City by eliminating the wealth gap through workforce and economic inclusion, fostering full participation in cultural and civic life of Dallas by acknowledging contributions of historically disadvantaged communities, and investing in economic and human development in equity priority areas.

Action Target 1.5: Promote community wellness by increasing access to quality, affordable, nutritious options for food, meals and critical hygiene items by aligning social services, nutrition education, urban agriculture, and financial investments in equity priority areas and other areas with demonstrated needs.

Action Target: 1.9 Enhance economic vitality for equity priority areas to encourage mid- and long-term growth placing all residents in opportunities to thrive with increased economic and workforce development.

Action Target: 1.12 Implement Workforce Dallas with leadership from the Mayor's Workforce Czar to address young adult male residents (18- 24 years of age) from equity priority areas with workforce re-entry skills, FreshStart opportunities, upskilling, and on-the job training employment requirements.

Relevant Equity Indicators:

- 1: Business Establishments, 2: Business Ownership, 4: Labor Force Non-Participation, 5: Unemployment, 6: High-Growth, High-paying Employment, 7: Median Full-Time Income



Re-Entry Racial Equity Plan Alignment



5. Big Audacious Goal Public Safety and Wellness: Make Dallas communities safe in ways that prevent harm and promote wellness, healing, and justice.

Action Target 5.8: Prioritize community impact to mitigate low level offenses through partnerships with outside entities, associations, organizations and work to advance re-entry efforts for justice impacted individuals.

Relevant **Equity Indicators:**

- 40. Fines and Fees, 41. Jail Admissions, 43. Arrests



Re-Entry Support Lifecycle



Pre-Release

- FreshStart Employment Program information shared to local TDCJ centers
- Events Hutchins State Jail
- Pre-release Training Career Pathways
- OCC- In-reach / Pre-release

Re-Entry

- Workforce Training
- Construction
- CDL
- Facility Maintenance
- OCC- Case management

Housing

- Social Services through OCC
- Housing
- Bus cards
- Mental health services
- Emergency Assistance

Jobs

- FreshStart Employment Program
- Job Placement grant requirements of 50%-60%

Stability

- Sustainable Wage \$15-\$20
- Case management
- Sustainable housing
- Employment benefits
- Increase safety
- Reduced recidivism



Collaboration Re-Entry Services



= *OCC and SBC strive to provide a holistic set of services to ensure clients can secure stable housing, job training, stable employment and financial stability*

Additionally, the City of Dallas is part of a National League of Cities cohort and learning group related to re-entry services in collaboration with DPD.





Office of Community Care

Purpose for Re-Entry Services



- Re-Entry Social Services and Wraparound Support
 - Case management
 - Housing Supports
 - Mechanism for identifying and serving individuals who have been recently released from incarceration
 - Pre-release or in-reach program components and connections
 - In-reach communications
 - Income supports
 - Emergency Assistance
 - Wraparound services
 - Employment and job skills trainings (through referrals)



Summary of Projects - OCC



	Regional Black Contractors Association	Texas Offenders Re-Entry Initiative	Redemption Bridge	Salvation Army
Project	“Second Chance” Program	T.O.R.I.	SDEP – South Dallas Employment Project	Salvation Army Reentry Program
Fund Source	TDCJ	General Fund	(1) TDCJ; (2) General Fund	General Fund
Time Period	2020-2022	2021-2023	(1) 1 year + 2 one-year renewals, 2022-2025; (2) 2022-2024	2022-2024
Contract Amount	\$500,000.00	\$500,000.00	(1) \$500,000.00 + \$250,000.00 + \$250,000.00; (2) \$500,000.00	\$500,000.00



Regional Black Contractors Association (RBCA)



- RBCA “Second Chance” Program is a comprehensive Workforce Development model that attentively addresses the needs of program participants. To combat recidivism, RBCA places emphasis on not only technical skills training, and job placement assistance but also wrap-around services for ALL backgrounds. The objective is to provide our community with:
 - A workforce development program that increases job opportunities for ex-offenders
 - A pipeline of college certified workers, ready for on-the-job training
 - Excellent support staff to ensure program success
- Note: This agreement was initiated prior to the establishment of the Small Business Center, however SBC now manages workforce and employment related programs.





- Outcomes Targets – Over 2 years:

- 130 participants to received soft skills training – 140 to date ✓
- 125 participants to achieve one or more benchmarks (construction certificate, on the job training, or subsidized employment training) – 113 to date ☆
- 90% of participants will obtain full or part time employment within 90 days of enrollment – 86% to date ☆
- 79% will remain employed for 90 days or longer – Year 1 = 42%; Year 2 = 80% to date ✓
- 75% will remain employed 180 days or longer – Year 1 = 19%; Year 2 = 85% to date ✓
- 25% will show evidence of stable housing – Year 1 = 13%; Year 2 = 5% ✗
- <16% recidivism rate in 24 months = 0% to date ✓
- 90% will complete case management referrals to improve functioning in one or more areas (life skills, life coaching, financial literacy, behavioral health) – 100% to date ✓
- 25% will obtain a State of Texas drivers license (renewed or re-instated) – Year 1 = 4%; Year 2 = 2% ✗

- ✓ Completed / On track
- ☆ At risk
- ✗ Not completed/ unlikely



Texas Offenders Re-Entry Initiative (T.O.R.I.)



- Provides stability and security for returning citizens. Through assistance in the six core components:
 - Employment
 - Education
 - Housing
 - Healthcare
 - Spiritual guidance; and
 - Family unification
- T.O.R.I. addresses the individual needs of the person. The Program is a 12-month rehabilitative program that focuses on empowering participants to achieve their maximum potential. The program culminates in a graduation ceremony at the Potter's House of Dallas.



T.O.R.I. Metrics



• Outcomes Target – Over 2 years:

- 80 participants enrolled in program – 130 to date ✓
- 80+ participants offered services (outreached) – 1430 to date ✓
- 80 clients receiving referrals for wrap-around services – 130 to date ✓
- Percentage of participants that secure and maintain housing among those placed/referred
 - 80% with 30-day retention – 100% to date ✓
 - 70% with 60-day retention – 100% to date ✓
 - 60% with 90-day retention – 100% to date ✓
- 70% of enrolled participants employed – 53% to date
- Percentage of participants that retain employment among those placed/referred
 - 80% with 30-day retention – 94% to date ✓
 - 70% with 60-day retention – 83% to date ✓
 - 60% with 90-day retention – 80% to date ✓
- <11% recidivism rate post program – data not yet reported due to timing



Completed / On track
At risk
Not completed/ unlikely



Redemption Bridge



- South Dallas Employment Project is a collaborative of nonprofit, for-profit, government and community partners, led by Redemption Bridge, to provide a comprehensive set of services and support to justice-impacted residents, targeting southern Dallas.
- Screens and assess each applicant needs using their established application process, prior to referring them to one or more of their partner organizations.
- Clients are provided ongoing case management, as they receive services and support from the partnering organizations.
- Redemption Bridge has a working relationship with the prison system which allows them to connect with individuals coming back to Dallas with post-release training, employment and wraparound services.
- TDCJ funds support clients previously incarcerated in TDCJ facilities
- General funds support Dallas clients not eligible for TDCJ funds



Redemption Bridge Metrics - TDCJ



- Outcomes Targets:
 - 350 participants to non-duplicated individuals served
 - 350 non-duplicated individuals receiving case management support
 - 350 participants will receive one or more of the following services:
 - Training, including job training
 - Employment
 - Housing
 - Transportation
 - Health, wellness, and recovery
 - Community connectivity
 - Digital literacy
 - Financial literacy
 - Assistance to procure government documents
 - Legal aid



Redemption Bridge Metrics – General Fund



- Outcomes Targets (over 2 years):
 - 450 participants to non-duplicated individuals served
 - 450 non-duplicated individuals receiving case management support
 - 450 participants will receive one or more of the following services:
 - Training, including job training
 - Employment
 - Housing
 - Transportation
 - Health, wellness, and recovery
 - Community connectivity
 - Digital literacy
 - Financial literacy
 - Assistance to procure government documents
 - Legal aid



Salvation Army



- The Salvation Army's Re-Entry Program provides case management, housing support, financial assistance, financial literacy classes and employment and job skills training to eligible low-income residents in Dallas County with criminal justice intersection or those who have been recently released from incarceration.
- Services will be delivered by the Employment Specialist and Case Management Specialist who will work together to assist clients in need of stable, permanent housing and sustainable employment.





- Outcomes Targets:

- 100 participants to be recruit for the program
- 90% of clients engaged in case management will complete and income and housing stability plan
- 75% of clients will obtain permanent housing
- 75% of clients who received housing supports and obtained permanent housing will maintain housing for a minimum of six months
- 65% of clients will apply for benefits
- 100% of clients who access emergency financial assistance will receive emergency assistance from the food pantry, utility/rental assistance
- 90% of clients participating in case management services will be provided support services and/or referrals
- 48% of clients who complete the job readiness course or receive individual job coaching will obtain full time, or part time, permanent employment and maintain it for 90 days





Small Business Center



- The following programs are administered through the SBC to support justice impacted individuals to obtain gainful employment and sustainable wages:
 - FreshStart Employment Program (City of Dallas employment)
 - Workforce Intermediary (Dallas Life Foundation)



FreshStart Employment Program



- Purpose
 - Interrupt the reoccurrence of recidivism & advocate for stable or full-time employment for individuals returning to their communities from incarceration or with non-incarceration infractions while ensuring program and training participants are supported in collaboration with community partners
- Total Hires YTD (October 2022): 118
- Goal: 25% of eligible FreshStart candidates hired FY2023



FreshStart Employment Program



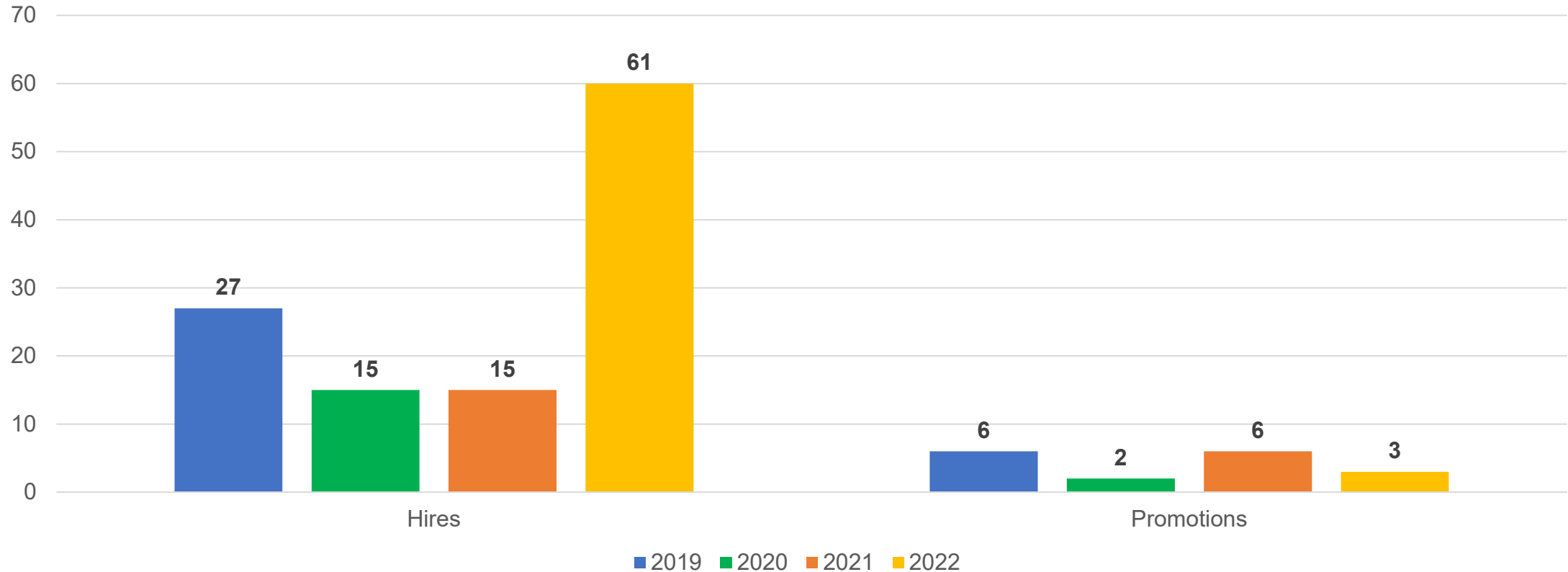
- Progressive Program Modifications
 - Changes to matrix to reduce wait time (2021)
 - Pilot open access to all non-civil service jobs (2021)
 - Modified applicant process to increase pipeline (2022)
 - Implemented access to all non-civil service jobs (2022)
 - Intensive case management for first 12 months of employment (2022)
 - Created centralized repository for storing data (2022)
 - Implemented transition portals for reverse referrals (2022)
 - Referral employment partnership with Dallas Foundation Leadership for applicants who are not hired by the City
 - Enhanced collaboration with Workforce Dallas to conduct on-site prescreening at community events and provide direct referrals for employment and/or workforce training



FreshStart Employment Program



2019- 2022 FreshStart Hire Data



FreshStart Employment Program Hires



City of Dallas FreshStart Program Hires

Contrataciones del Programa Nuevo Comienzo de la Ciudad de Dallas



166

Total Contingent Offers
Ofertas Contingentes Totales

118

Total Hires
Contrataciones Totales

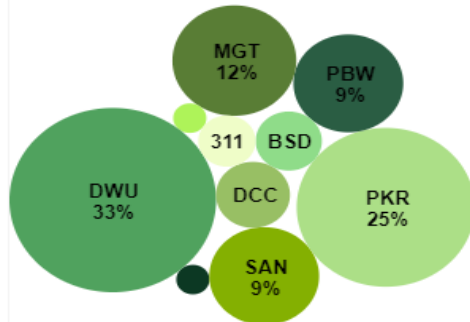
48

Total Not Hired
Total No Contratado



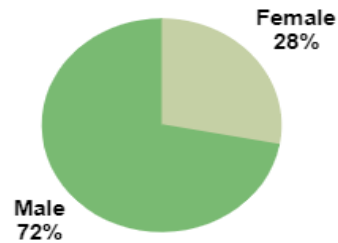
Hires by Department

Contrataciones por Departamento



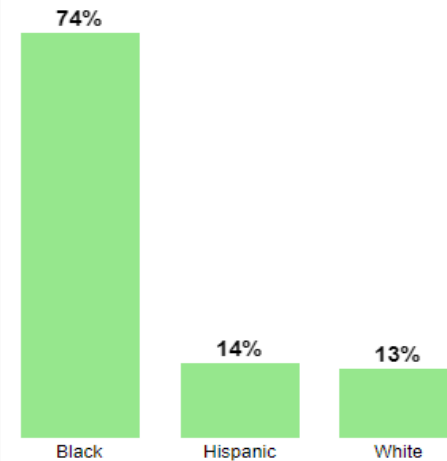
Hires by Gender

Contrataciones por Género



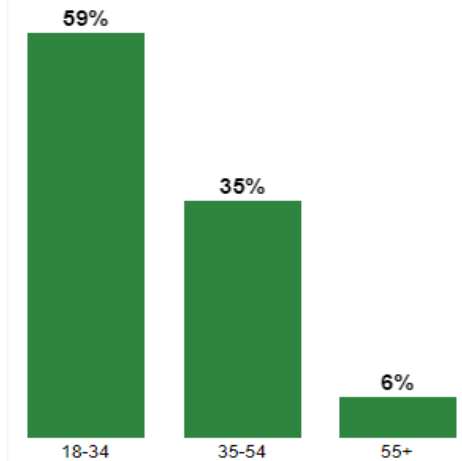
Hires by Race / Ethnicity

Contrataciones por Raza / Etnicidad



Hires by Age

Contrataciones por Edad



Data Source: City of Dallas Small Business Center, 12/19/2022. This dashboard was created by the Office Of Data Analytics and Business Intelligence.
Note: Majority of applicants for jobs under the FreshStart program are African American males.

Summary of Programs & Funding - SBC



	Dallas Leadership Foundation (DLF)	Regional Black Contractors Association (RBCA)	First Step Community Empowerment (FSCE)	Volunteers of America (VOA)
Project	Prepares incarcerated men for successful re-entry through a pre-release focus and workforce training	Provides workforce training to increase job opportunities for justice impacted individuals	Provides job readiness and workforce training to justice impacted individuals	Prepares incarcerated women for transition into society through job readiness
Fund Source	General Fund	TDCJ	General Fund	General Fund
Time Period	2021-2023	2023-2024	2023-2025	2023-2025
Contract Award	\$500,000	\$500,000	\$250,000	\$250,000
Services	Pre-release and workforce training (Facility Maintenance)	Re-entry job readiness and workforce training (Construction)	Re-entry job readiness and workforce training (commercial driver license)	Pre-release job readiness
Participants	500 served/200 trained	100	50	60



Workforce Re-Entry Training Updates





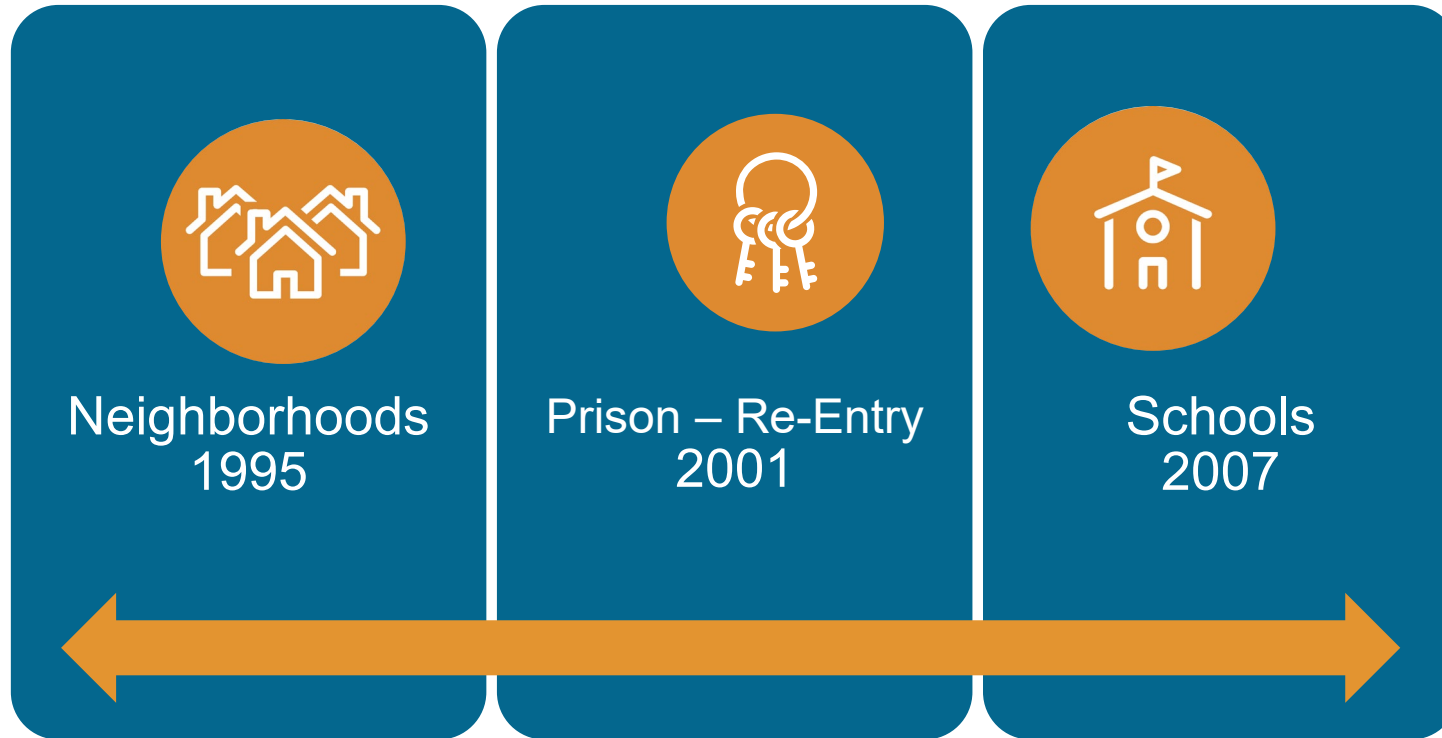
Dallas Leadership Foundation

Dallas Leadership Foundation



Mission: To unlock leadership in challenged communities so families in every neighborhood have opportunities to flourish.

How Do We help families in challenged communities?





- Workforce Intermediary – Works for and with:
 - The Client – we provide Case Management, pre-employment training/services, Counseling, Housing, Public supports, etc.
 - The Training Institution – Provides eager students with job skills training & certifications to level set their lives after most barriers have been removed
 - The Employer – Provides employees, living-wage career utilizing DLF Team as HR support to increase employee success.



Dallas Leadership Foundation – Partners



- City of Dallas Small Business Center
- Community-Based Partners
 - ROD Ministries
 - Outcry in the Barrios
 - Austin Street Shelter
 - Dallas College
 - ForgeNow
 - City of Dallas
 - 13 Dallas Neighborhoods
- Private Employers
 - Belmar Logistics
 - Bell Mechanical Services
 - JMEG Electrical Contractors
 - Payne Mechanical Services
 - Facilities Response Group
 - Cornbread Hustle





- **Pre-Release** – Pre-employment training, Documents application, needs assessment, program assessment
- **Phase I** (30 days) - Career assessments/preference, documents obtained, intro to training opportunities, released to housing
- **Phase II** (2-3 months) – tour training facilities/enroll in GED training, begin training (HVAC, electrical, truck driving, facilities management), DLF provides case management throughout
- **Phase III** (4-9 months) graduation, interviews with employers, begin work.
- **Phase IV** (9-12 months) - Case management, provides guidance, support, monthly communications with client and employer



Dallas Leadership Foundation – Results



- Recidivism Rate
 - State: 20.3%
 - DLF: 6%; **100% of graduates have NOT returned to prison**
- Average Cost of Incarceration in Texas (4.2 years)*
 - Per day - \$62.34 (Annual Cost \$22,754.10)
 - Total - \$95,633
- Economic Impact
 - Highest Wage Earning Graduate: \$25.00/hr
 - Lowest Wage Earning Graduate: \$15.00/hr
 - Average Wage Earning Graduate: \$17.42/hr
- Increased Revenues to the local economy
 - Over \$500,000 savings to the state of Texas (cost of incarceration)
 - Over \$840,000 into the economy (salaries of graduates)





Dallas Leadership Foundation Success Stories

Next Steps



- **Office of Community Care (OCC)**
 - Work closely with TDCJ to strengthen local partnerships and in-reach communications opportunities and to ensure alignment of COD programming with TDCJ priorities
 - Work closely with South Dallas Employment Project and Salvation Army to support outreach, referrals, and program growth
 - Strengthen housing referrals and internal knowledge of low-barrier housing options for justice-impacted clients
- **Small Business Center (SBC)**
 - Increase ability to assess data through the development of a Customer Relationship Management tool
 - Enhance FreshStart dashboard to improve process efficiencies for on-boarding hires and support service requirements
- **OCC & SBC**
 - Continued collaboration with Dallas Police Department related to in-reach and pre-release efforts



Re-Entry Programming Update

**Workforce, Education,
& Equity Committee Briefing**

January 9, 2023

The logo of the City of Dallas, featuring a stylized white 'D' with a three-lobed leaf inside, set against a dark blue background with a fine white grid pattern.

City of Dallas

Jessica Galleshaw, Director, Office of Community Care
Joyce Williams, Director, Small Business Center
Wil McCall, CEO, Dallas Leadership Foundation



City of Dallas

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

Agenda Information Sheet

File #: 23-200

Item #: C.

Background and Update on Upcoming Office of Community Care Agenda Items - ARPA Programs
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE January 5, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Background and Update on Upcoming Office of Community Care Agenda Items – ARPA Programs**

The Office of Community Care has several American Rescue Plan Act (ARPA) agenda items forthcoming via the Office of Procurement in early 2023. Council dates and agenda item numbers are in process and a summary and background are provided below.

1) ARPA – Benefits Navigation: Authorize a one-year service contract in the amount of \$1,375,000, with a one-year renewal option in the amount of \$1,375,000 as detailed in the Fiscal Information section, for the administration of a Benefits Navigation program in the city of Dallas for the Office of Community Care – Benefits Data Trust, most advantageous proposer of four – Total amount not to exceed \$2,750,000 – Financing: Coronavirus State and Local Fiscal Recovery Fund (\$2,750,000) (subject to annual appropriations)

2) ARPA – Early Childhood and Out of School Time Providers Support: Authorize a one-year service contract in the amount of \$500,000, with a one year renewal option in the amount of \$500,000 as detailed in the Fiscal Information section, for the administration of a grant program for Early Childhood Providers and Afterschool/Out of School Time Providers (ECOST Providers) in the city of Dallas for the Office of Community Care – Dallas Afterschool, most advantageous proposer of four – Total amount not to exceed \$1,000,000 – Financing: Coronavirus State and Local Fiscal Recovery Fund (\$1,000,000) (subject to annual appropriations)

3) ARPA – Community Mental Health: Authorize (1) a one-year service contract in the amount of \$1,000,000, with a one year renewal option in the amount of \$1,000,000 with Harmony Community Development Corporation; and (2) a one-year service contract in the amount of \$200,000, with a one year renewal option in the amount of \$200,000 with Dallas County Mental Health and Mental Retardation Center; and (3) a one-year service contract in the amount of \$120,000, with a one year renewal option in the amount of \$120,000 with Big Thought; and (4) a one-year service contract in the amount of \$55,000, with a one year renewal option in the amount of \$55,000 with Senior Citizens of Greater Dallas Inc., to provide mental health support to residents of Dallas that have been impacted by the COVID-19 pandemic for the Office of Community Care – Total amount not to exceed \$2,750,000, most advantageous proposers of four – Financing: Coronavirus State and Local Fiscal Recovery Fund (\$2,750,000) (subject to annual appropriations)

DATE January 5, 2023

SUBJECT **Background and Update on Upcoming Office of Community Care
Agenda Items – ARPA Programs**

4) ARPA – Making Food Accessible: Authorize (1) 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; and (2) a one-year service contract in the amount of \$600,000, with a one year renewal option in the amount of \$600,000 with Catholic Charities of Dallas, Inc; and (3) 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 to residents of Dallas that have been impacted and/or had their needs exacerbated by the COVID-19 pandemic for the Office of Community Care – Total amount not to exceed \$3,800,000, most advantageous proposers of six – Financing: Coronavirus State and Local Fiscal Recovery Fund (\$3,800,000) (subject to annual appropriations)

Background

On June 23, 2021, City Council authorized the acceptance of grant funds from the U.S. Department of Treasury for the Coronavirus Local Fiscal Recovery Fund to provide relief during the ongoing COVID-19 pandemic by Resolution No. 21-1149.

On September 22, 2021, City Council authorized the final reading and adoption of the appropriation ordinance for the FY 2021-22 City of Dallas Operating, Capital, and Grant & Trust Budgets, which included the ARPA funds from the U.S. Department of Treasury for the Coronavirus Local Fiscal Recovery Funds by Resolution No. 21-1590.

ARPA - Benefits Navigation

This agreement will provide for the administration of a city-wide Benefits Navigation program in the City of Dallas, to support residents who have been directly and indirectly impacted by the Coronavirus pandemic. The Office of Community Care has sought nonprofit organizations through an open application process. Benefits Data Trust was selected as the subrecipient and will build a single stop data-match enabled proactive benefits outreach, enrollment, and renewal program that helps ensure low- and moderate-income clients are able to maximize support and access all benefits for which they are eligible for focused on federal funding that is assigned and available.

Estimates show that annually about \$570 million in SNAP and Medicaid/CHIP funds go unclaimed in Dallas County, for which clients are eligible but just not receiving. This program will help Dallas residents maximize support and access all benefits for which they are eligible for, focused on federal funding that is assigned and available.

ARPA ECOSTS Providers Support Program

This agreement will provide for the administration of a city-wide grant program for Early Childhood Providers and Afterschool/Out of School Time Providers (ECOST Providers) in the City of Dallas, who have been directly and indirectly impacted by the Coronavirus pandemic. The Office of Community Care has sought nonprofit organizations through

DATE January 5, 2023

SUBJECT **Background and Update on Upcoming Office of Community Care
Agenda Items – ARPA Programs**

an open application process. Dallas Afterschool was selected as the subrecipient and will administer a city-wide grant program for childcare programs that serve city of Dallas residents, and can be used for, but is not limited to rent, utilities, staff salaries and benefits, and program supplies.

The COVID-19 pandemic has hit providers of childcare services particularly hard. The comparatively low wages of childcare services staff make it difficult to maintain staffing in a competitive environment, while programs are limited in the ability to increase salaries or other costs without increasing the costs to families and clients. This program will provide support, training, professional development, resources, and other needs local childcare centers through a grants program.

ARPA - Community Mental Health

This agreement 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.

ARPA – 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

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SUBJECT **Background and Update on Upcoming Office of Community Care
Agenda Items – ARPA Programs**

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.

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



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

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
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Directors and Assistant Directors



City of Dallas

1500 Marilla Street
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Dallas, Texas 75201

Agenda Information Sheet

File #: 23-205

Item #: D.

Engaging Welcoming Taskforce Members and City Departments to Renew the City of Dallas's Certified Welcoming Status

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

Memorandum



CITY OF DALLAS

DATE January 4, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Engaging Welcoming Taskforce Members and City Departments to Renew the City of Dallas's Certified Welcoming Status**

Workforce Education and Equity Memo

In 2018, the City of Dallas adopted the Resilience Strategy which called for the City to be a Welcoming City as a component of building resilience across our diverse communities of Dallas. Recognized as key part of Dallas' growth and vibrancy, immigrants make up approximately 24% of Dallas population. Immigrants play a critical role in Dallas' economic advancement, making up 30% of the local employed workforce. By becoming a welcoming city, Dallas can continue being a globally competitive world class city.

The City of Dallas has participated in the Certified Welcoming City Program. The [Certified Welcoming City Program](#) is a best in class standard for counties and cities to demonstrate alignment of policies, programs, and partnerships with the research-based standards that promote immigrant and refugee inclusion. As a third-party evaluation, the Certified Welcoming Program ensures that the Office of Equity & Inclusion – Welcoming Communities & Immigrant Affairs Division (OEI-WCIA) is embedding promising practices throughout the implementation of welcoming efforts, which connect with the City's commitment towards empathy, engagement equity, and excellence. The City of Dallas is the first city in the State of Texas to receive certification and has been recognized nationally for advancing welcoming, equity, inclusion and belonging across a wide variety of metrics detailed below.

Through participation in the Certified Welcoming Program, the City of Dallas conducted a self-assessment consisting of 105 criteria and coordinated and hosted a site visit that was conducted by national partner and certification administrator, Welcoming America. Crucial to this process is working with internal City departments Welcoming Taskforce and our community at-large to advance equity and inclusion as a welcoming city.

Welcoming Taskforce: Engaging Community Leaders to Promote Immigrant Inclusion

Community engagement has been foundational for Dallas' progress in becoming a more inclusive and welcoming city. Welcoming efforts began with community members asking local government to play a leadership role in promoting immigrant inclusion. In 2017, the Welcoming Task Force was established to include immigrants and allies from diverse

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SUBJECT **Engaging Welcoming Taskforce Members and City Departments to Renew the City of Dallas's Certified Welcoming Status**

backgrounds and sectors including government, safety, health, education, business, faith based and nonprofit. Collaboratively the Welcoming Taskforce has worked with the City of Dallas to develop the Welcoming Dallas Strategic Plan and subsequently support with implementation efforts and provide consultation.

Since the adoption of the Welcoming Dallas Strategic Plan, OEI-WCIA continues to engage Welcoming Taskforce Members by:

- Co-Hosting convenings and events including citizenship information forums & legal workshops, COVID-19 pop-up clinics, cultural dinners, and festivals
- Publishing a weekly email to Welcoming Taskforce Members to share updates from the City, community resources and crowd source support or feedback on issues that impact immigrant residents
- Collaboratively develop tools such as the Welcoming Newcomers Site that increases awareness among Dallas residents about the ways to volunteer or donate for newcomers
- Expanding the City's community outreach efforts to marginalized communities by creating bi-directional communications with community partners. Examples of this work are demonstrated through the Rapid Resilience Grant which worked with promotoras to support recovery efforts from the pandemic and more recently through Chair Schultz's Esperanza District Community Engagement Initiative

Welcoming Taskforce members have been key leaders in all of OEI – WCIA efforts and have been an important part of the Certified Welcoming Audit. To demonstrate Dallas' commitment to Welcoming, City employees and community representatives from the Welcoming Taskforce and other community partners were interviewed by auditors to discuss the City's work since the first audit was conducted.

Certified Welcoming Standard

In order for the City of Dallas to renew its Certified Welcoming status, demonstratable documentation is provided to Welcoming America within each of the core categories. Below are the ways that OEI engaged community leaders to demonstrate alignment with the Certified Welcoming Standard:

Government Leadership: In welcoming places, local governments implement systems and programs, such as designating a unit and staff to coordinate immigrant inclusion, that strengthen community efforts and embed inclusion within government agencies.

To demonstrate City of Dallas efforts:

- City Manager T.C. Broadnax and Chief of Staff Genesis Gavino spoke on the City's commitment to equity and welcoming by formalizing the Welcoming Dallas Strategic Plan and continuing investments in partnerships that removed barriers and promoted inclusion for immigrant residents. Welcoming

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America highlighted the City's digital equity efforts as a strength in their preliminary analysis.

- Council Member Jaynie Schultz and Assistant City Manager Liz Cedillo-Pereira shared how the City of Dallas prioritizes equity as an organizational value and works with other City Council Members to review equity issues that impact the City through the Workforce, Education, and Equity Committee
- Dr. Wilson, Dr. Lisa Rainey, Kevin Acosta, Isabel Camacho, and Frances Espinoza represented OEI to discuss efforts to draft the Racial Equity Plan and how immigrant inclusion was included throughout the community engagement and policy development process. Information was also shared about how City of Dallas has been working to reduce housing discrimination and reduce eviction rates among immigrants
- Community partner, The Concilio, were invited to share how the organization works collaboratively to support the City's community engagement efforts among Latino immigrant community to collect feedback utilizing *promotoras* and immigrant community leaders.

Equitable Access: Welcoming places work to ensure community services and opportunities are available to all residents, including newcomers. This includes improving access to healthcare, childcare, transportation, and more.

- Community, Outreach and Marketing Director Catherine Cuellar and colleagues, Gonzalo Reyes, Rocio Santos de Jesus with Language Access Coordinator Adriana Portillo shared how the City of Dallas is advancing language access across City departments
- Dr. Lance Rasbridge, Parkland Health's Refugee Outreach Coordinator and Jovelyn Castellanos Parkland Health's Program Coordinator of Constituency Outreach and Community Relations, shared about collaborative efforts to organize a working group focused on hosting COVID-19 pop-up clinics in apartment complexes where immigrants and refugees lived
- Mirjana Omeragic, Senior Director of Refugee and Victim Services from Mosaic Family Services, shared how OEI collaborates with multiple organizations to mobilize a Refugee Mental Health Coalition that increases awareness of mental health supports and best practices for providing services to immigrants.
- Shannon Adams, Community Services Administrator from the Dallas Public Library shared efforts to connect immigrant residents with supports such as ESL and workforce as well as the Enhanced Library Card to provide supplementary identification support for those that have difficulties accessing a state or federal ID

Civic Engagement: Welcoming communities actively ensure that residents, including newcomers, fully participate in civic life by increasing access to leadership and democratic spaces.

- Almas Muscatwalla, Director of Dallas Responds shared her experiences as an immigrant serving as a member of the Mayor's Anti- Hate Advisory

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Board as well as working with community residents to establish the Dallas Responds Center for migrants from the southern border who are needing short-term assistance

- Barbara Larkin, Vice President of Voter Services, and Shannon Fitzgerald Board Member and Voter Registration Director from the League of Women Voters demonstrated collaborative efforts to host naturalization ceremonies and to work with the City to register newly sworn US citizens
- Nubia Torres, Director of Immigration Legal Services, and Jessica Hernandez Program Manager from Catholic Charities Dallas and Enrique Polavieja from Immigration Specialist from the International Rescue Committee discussed the partnership with the City to increase access to naturalization for eligible residents to become US citizens

Connected Communities: Welcoming communities build connections between newcomers and long-term residents by strengthening relationships, communicating shared values, and promoting a welcoming culture through institutional communications.

- Vanna Slaughter who served previously as the Director of the Office of Welcoming Communities and Immigrant Affairs shared how allies have been influential in supporting welcoming messaging.
- Joel Schwitzer, Regional Director from the American Jewish Committee Dallas discussed partnering with OEI – WCIA to develop the Welcoming Newcomers Site to promote awareness of volunteer and donation opportunities
- Rafael Tamayo, Manager of the Oak Cliff Cultural Center, shared how immigrant artists are invited to lead culture initiatives that increase empathy, connection and celebrate diversity
- Myna Mendez from Las Comadres de Dallas y Mas shared her experiences as an immigrant community leader to collaborate with the City to increase connectivity to information and resources that can improve health and safety in immigrant communities

Education: Welcoming communities strive for an educational system that ensures all students have the support they need to succeed in school and the education they need to succeed in the workforce.

- Huseyin Pecker Executive Director from the Dialogue Institute shared how immigrant residents worked with refugee resettlement agencies to provide culturally responsive programming for Afghan youth who recently arrived in Dallas.
- Amairani Espinoza DFW Program Manager from ImmSchools shared how their organization partners with OEI –WCIA to promote educational supports for immigrant youth
- Ricardo Corpus, the Chair of the City of Dallas Youth Commission, talked about his experience serving as a Youth Commissioner to increase

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awareness of opportunities for youth and working with COM to publish the Dallas Youth Magazine

- Rachel Dyussengaliyev, Youth Program Supervisor from the International Rescue Committee shared about collaborative efforts to connect refugee youth with resources, as well as to train Parks and Recreation staff on how to connect with immigrant families

Economic Development: Welcoming communities harness the full potential of all residents, including those from other countries who have the skills and assets to thrive, by developing economies that leverage all talents.

- Estefania Ramirez, Digital Equity Coordinator and Hala Hababi, Director of Islamic Center of North America, shared their efforts to promote digital inclusion among immigrants and have been working with the Skilled Immigrant Integration Grant to prioritize digital literacy that supports accessibility to workforce opportunities
- Dr. Dena Owens, Workforce Initiatives Manager from the Small Business Center shared how the City of Dallas works closely with diverse minority chambers of commerce to connect immigrant entrepreneurs with resources to start and grow their businesses, as well as connections to procurement opportunities
- Cruz Correa, Program Manager from the Office of Community Care shared how the City of Dallas contracts with local nonprofit organizations to provide 1:1 financial coaching and wrap around supports for immigrants as they navigate the US banking system
- Noel Mendoza, Community Partnership and Human Trafficking Outreach Coordinator from Mosaic Family Services, Paola Chavez Community Outreach Coordinator from Unbound Now North Texas and Ingrid Guerrero a survivor of human trafficking shared how they partner with the City to address human trafficking among the Dallas immigrant community
- Domingo Castillo, Community Outreach and Resource Planning Specialist, the Department of Labor shared how he collaborates with the City to increase community awareness of worker's rights and to promote safe working conditions

Safe Communities: Welcoming communities foster trust and build relationships between residents and law enforcement and safety agencies. This includes training public safety staff on working with diverse communities and more.

- Dallas Police Department Manager Robert Munoz, Sgt. Eddie Reyes, and DPD Community Representative Kimberly Nam all shared how the DPD has implemented community outreach initiatives to support among diverse immigrant communities to build trust and promote awareness of rights
- Travis Houston Assistant Emergency Management Coordinator from Office of Emergency Management shared how OEM has been including interpretation as part of emergency communications process and how OEM

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has connected local nonprofits organizations with federal resources to support migrants arriving from the southern border.

- Shalaina Abioye, Executive Director from the International Rescue Committee shared about the collaborative effort with International Rescue Committee and the Vera Institute of Justice to launch the Dallas SAFE Program which provides defensive legal services for immigrant residents facing deportation

Next Steps

In February 2023, Welcoming America will provide an official audit report with an assessment for the City of Dallas. Along with the guidance of the results of the audit report, ongoing partnerships and community engagement will drive the following areas of focus:

Language Access: Welcoming America applauded the City's efforts to expand language access for Spanish speakers and recommended continuing the increasing access for Dallas' language diverse communities

Citizenship: For the past three years, the City of Dallas has invested in legal services for eligible residents to apply for US citizenship. Hundreds of residents have received pro-bono legal assistance to file their applications. In becoming a US citizen, Dallas residents benefit both civically and economically, having the right to vote and access to job opportunities with increased pay. We aim to increase the capacity of these formal partnerships to be able to serve growing populations that require extra assistance, especially Dallas' growing refugee population.

Dallas SAFE Program: Among deportation cases that began in the last five years (FY2017 – FY2021) in the Dallas Immigration Court, 79 percent do not have legal counsel to assert their legal rights before the immigration judiciary. In response, the City of Dallas established the Dallas SAFE Program to advance universal representation to mitigate the risks caused by detention and give Dallas residents a fighting chance to remain united with their families. In partnership with the Vera Justice Institute and International Rescue Committee, Dallas residents who participate in the Dallas SAFE program receive legal defense as well as wrap-around services such as rental and utility bill assistance and mental health services for their family. More than a third (37 percent) of Dallas's SAFE clients are parents. Currently, the program's biggest challenges include consistent, sustainable, and expanded funding to meet the significant unmet need in Dallas.

Economic Inclusion: OEI – WCIA aims to collaborate with internal departments such as the Dallas Public Library and the Small Business Center and community stakeholders to promote economic inclusion for immigrants. Examples of this work include ESL classes, recognizing international licenses and credentials, increasing digital literacy, and promoting supports for immigrant entrepreneurs.

DATE January 4, 2023

SUBJECT **Engaging Welcoming Taskforce Members and City Departments to Renew the City of Dallas's Certified Welcoming Status**

If you have any questions, please contact ACM Liz Cedillo-Pereira at liz.cedillopereira@dallas.gov or Christina da Silva, Welcoming Communities and Immigrant Affairs Division Officer at christina.dasilva@dallas.gov



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

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City of Dallas

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Agenda Information Sheet

File #: 23-519

Item #: A.

Talent Acquisition Update and Next Steps

[Kimberly Bizzor Tolbert, Deputy City Manager, City Manager's Office; Nina Arias, Director, Human Resources; Jarred Davis, Board Secretary and Director, Civil Service Department]



City of Dallas

Talent Acquisition Update and Next Steps

**Workforce, Education and
Equity Committee**
February 13, 2023

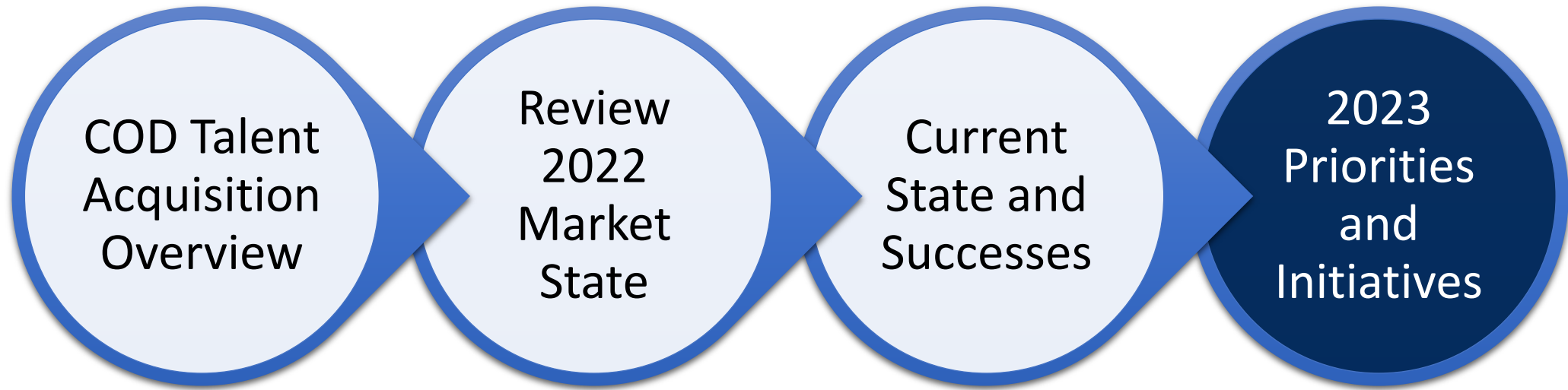
Kimberly Bizer Tolbert, Deputy City Manager
Nina Arias, Human Resources Director
Jarred Davis, Civil Service Secretary/Director

Presentation Overview

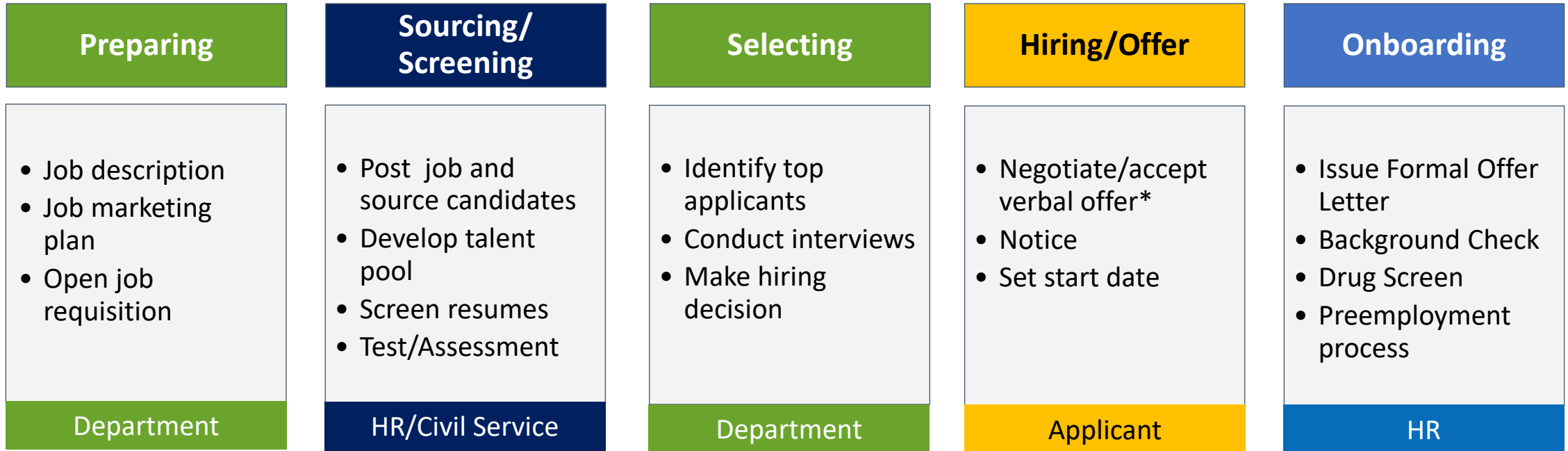


- Purpose
- City's Talent Acquisition Overview
- Current State of Recruitment
- Candidates Expectations and Priorities
 - SWOT
- Shared Initiatives – Human Resources and Civil Service
- 2022 Accomplishments and 2023 Initiatives
 - HR Talent Acquisition
 - Civil Service
- Next Steps





Full Cycle Recruitment Process



* Conducted by the hiring manager if salary is below the budgeted range mid-point



Human Resources & Civil Service Responsibilities



Position Type	Civil Service/Non-uniform		Non-Civil Service	Uniform Staff - Police and Fire		
	Civil Service	HR	HR	Civil Service	HR	DPD/DFR
STEPS IN RECRUITMENT PROCESS						
Assign Compensation		✓*	✓*		✓*	
Develop Job Descriptions		✓*◆	✓*◆		✓*◆	
Post Job – Source Applicants	✓		✓◆	✓		
First Screen: Screen for Minimum Qualifications	✓		✓	✓		
Testing – New Hires and Promotions	✓*		✓*	✓		
Second Screen: Narrow Applicant List for Fit		✓◆	✓◆			✓
Interview and Selection		✓◆	✓◆			✓
Offer and Salary Negotiation		✓◆	✓◆			✓
Vetting – Background Checks & Drug Screen		✓	✓			✓
Orientation/Onboarding		✓	✓			✓
Relocation Services		✓*	✓*		✓*	

* If needed ◆ Performed by the Hiring Manager/Department Staff - HR Partner provides support





A Lookback - 2022





Current State NeoGOV:

- Data, Reporting, and Role Configuration Limitations
- Limited controls/ notification options
- Tableau Dashboard report provides management with insights on recruitment at Department level

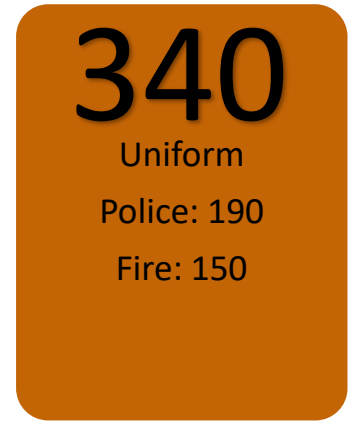
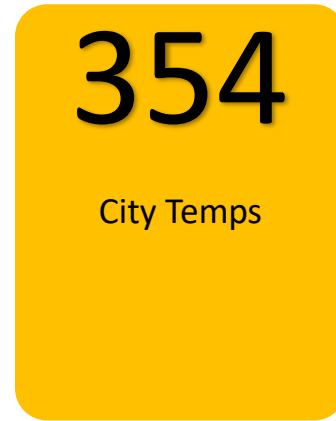
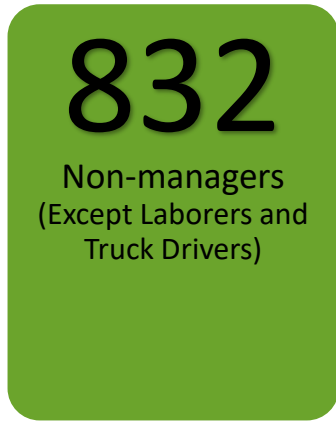
Workday Implementation – Scheduled for 2023

- Self-service for Candidates and Hiring Managers
- Interactive communication and follow-up
- Funnel Reporting and Analytics
- Streamlined Business Processes and Workflows
- External City Dashboard + Delivered Reports

NOTE: Data in this presentation comes from both systems. Working with the Data Analytics team for report creation.



COD Workforce – Positions Filled 2022



Total Positions Filled: 2,284

Data from COD Workday System



Changes and Challenges in the Job Market



Technology, social media, and the global health crisis have impacted the recruitment process for all.

- 4.3 million people quit their jobs in January 2022
- Last year, almost 48 million workers quit their jobs, an annual record
- *Bureau of Labor Statics*
- Workers are seeking higher salaries, more flexibility (including flexible schedules and remote work options)
- About 55% of job seekers on ZipRecruiter are seeking jobs that allow them to work from home

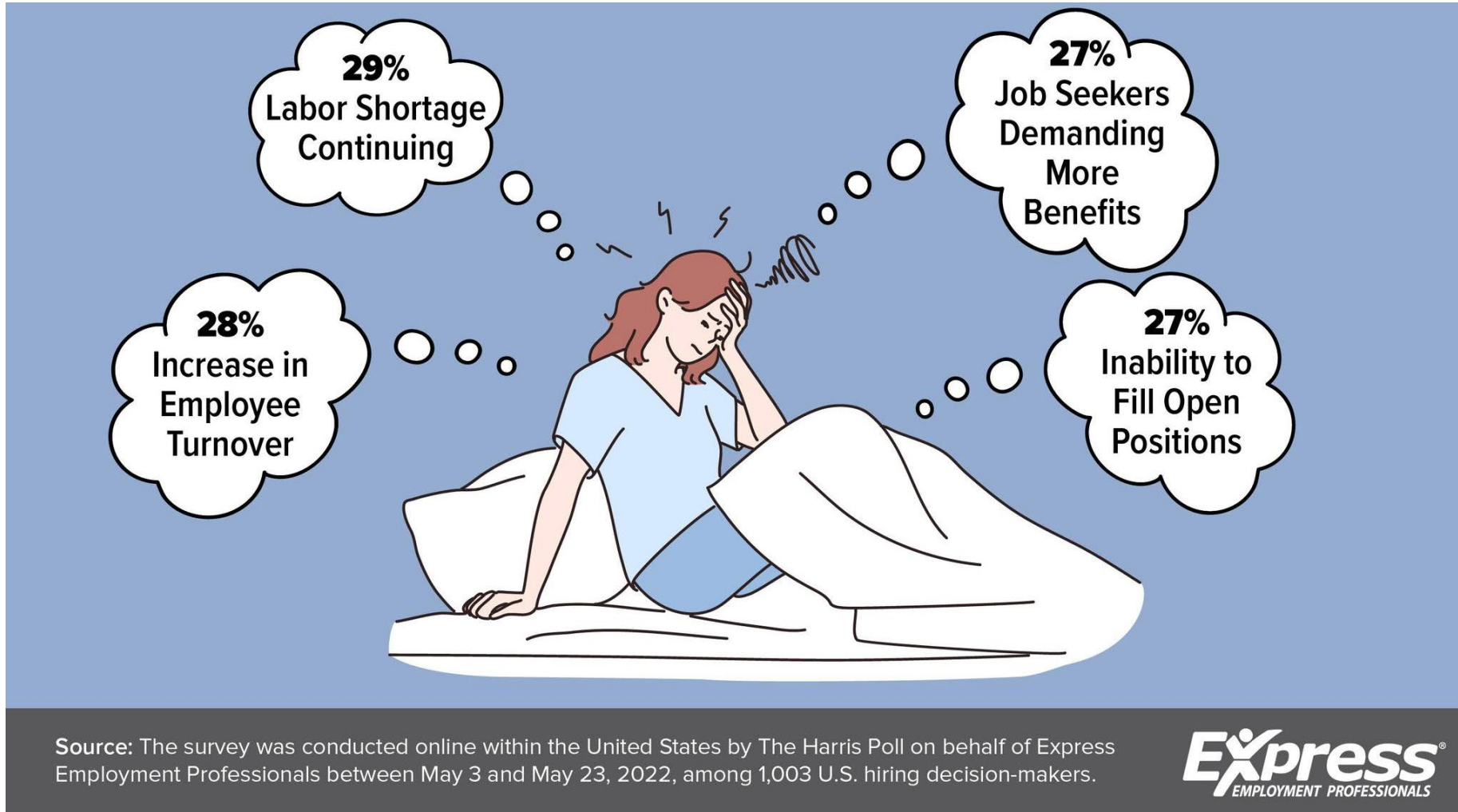
- *ZipRecruiter*

- The typical worker who changed jobs between April 2021 and March 2022 saw earnings jump by 9.7% from a year earlier, after accounting for inflation. Meanwhile, the typical worker who stayed saw wages fall 1.7% after inflation
- Many retirement eligible employees left the workforce during the pandemic. As of the third quarter of 2021, 50.3% of U.S. adults 55 and older said they were out of the labor force due to retirement

- *Pew Research Center*



Recruiting Challenges Keeping Employers Up at Night

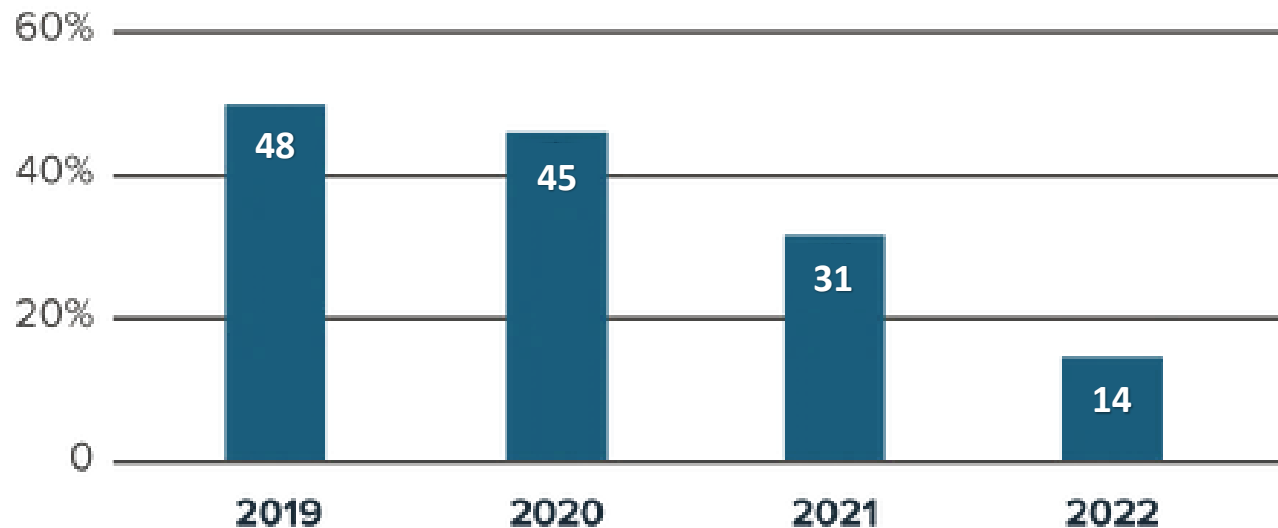


Government Jobs: The Applicant Pool is Drying



Number of Applicants Per Open Job, 2019 - Jan 2022

Source: 2022 applicants from 67,000 applications on GovernmentJobs.com.



While it might have been a rare occurrence just a few years ago, candidate ghosting is now the top challenge for TA teams in 2022

Forbes reported last year that 76% of employers said they'd been ghosted by candidates in the prior 12 months and 57% said it's more common than ever before



HR Recruitment and Retention – 2022 Highlights



COMPENSATION STUDY PHASE II - Adjusted 3,614 employees' salaries, using \$3.4M from the General Fund and \$2.72 from Enterprise and other funds.

CITY-WIDE HIRING EVENT- Partnered with Workforce Solutions to host 757 attendees. At the June 2022 event and 108 on the spot job offers were made. The event is scheduled to take effect annually, going forward.

ENHANCED VOLUNTARY BENEFITS - Successfully secured contracts for all voluntary health benefits by July 2022 in time for 2023 Open Enrollment including employee perks, legal assistance, and pet insurance.

NEW EMPLOYEE RESOURCE GROUP - Disabilities And Accessibilities Employee Resource Group (DAERG), adding to the five existing groups: Association of Asian American City Employees (AAACE), City of Dallas Best (Black Employees Support Team), Veterans ERG (VERG), LGBT Employee Association of Dallas, and Hispanic Association of City Employees for Results (HACER).

DEVELOPED GENDER TRANSITIONING INFORMATION AND TOOL KIT – Created to assist gender diverse employees and all who support them and work with them at the City.

NEW EMPLOYEE LEAVE OFFERINGS – Implemented three additional City-recognized holidays, Compassionate Leave, Military Leave for Emergency Declaration, Paid Parental Leave, Mental Health Leave, Quarantine Leave.

HIRING MANAGER TOOLKIT - In collaboration with Civil Service staff and the support of Budget Management department, reviewed and documented the Talent Acquisition process for both Civil Service and Non-Civil Service positions and created a Hiring Manager toolkit for all leaders that need to hire employees.



HR Recruitment and Retention – 2022 Highlights



RECRUITMENT METRICS - HR Talent Acquisition, in collaboration with Civil Service staff and the support of Budget Management department, developed a tool to measure the results of the different steps of the recruitment process, providing a tool that helps manage the hiring efforts and effectiveness for every department of the City of Dallas.

NEOGOV DATA CLEANING PROJECT - Canceled all requisitions that were no longer relevant or needed and only have open those requisitions that the city is actively recruiting for. Also making sure the information is accurate from start to finish to show the real results of the recruitment process, by finishing the hiring actions in the system to provide correct starting dates.

FY 2022 EMPLOYEE ENGAGEMENT SURVEY – Biennial survey with a self-service platform, managed by a third party.

FY 2022 BENEFITS FAIR - The Health Expo included wellness stations, educational sessions, and exciting health vendor booths.

WEEKLY NEW EMPLOYEE ORIENTATION – March 2022, moved to a weekly New Hire Orientation to speed up onboarding.

CITY OF DALLAS DIVERSITY DASHBOARD - Partnered with the Office of Data Analytics and Business Intelligence and created the first public-facing Diversity and Inclusion Dashboard. The Diversity and Inclusion Dashboard highlights the diversity and inclusion of our workforce in the City of Dallas and is representative of our residents and the community we serve. Additional input and assistance for this project included the Employee Relations Team, the HRIS Team, and the Workforce, Education, and Equity team. The dashboard also serves as an analytic tool to provide and ensure a focus on organizational improvement in terms of Diversity, Inclusion, and Employee Experience.



Recruitment Events 2022



Department Specific Events (25)

Qtr1

- 911 Hiring Event - DPD HQ
- Dallas Water Utilities
- DWU Distribution (2)
- Elm Fork Water Treatment Plan DWU
- Park Maintenance
- PKR Hiring Event - Bahama Beach
- PKR Hiring Event - Fairpark
- Public Works Hiring Event (2)
- Sanitation Truck Drivers
- Truck Drivers DWU
- Truck Drivers Sanitation

Qtr2

- Fresh Start Employment Pipeline Hiring Event
- Public Works Hiring Event

Qtr3

- DWU-Distribution Hiring Event
- Public Works Hiring Event
- Public Works Hiring Event

Qtr4

- Dallas Public Library (2)
- DWU Distribution Hiring Event
- DWU Hiring Event
- DWU WW Hiring Event
- PKR Hiring Event
- Public Works Hiring Event

Community Events (7)

Qtr2

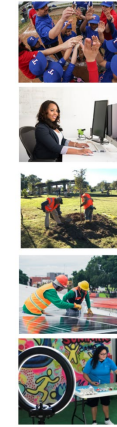
- CoD Hiring Event - Convention Center
- Dallas Greek Picnic Career Fair

Qtr3

- CoD Health Expo - City Hall Plaza
- Dallas Mayor's Summer of Safety Celebration
- Fresh Start Employment Pipeline Hiring Event

Qtr4

- Fresh Start Hiring Event
- HACER Dia de Los Muertos Event



Dallas Park & Recreation
Bringing Communities Together

WE ARE HIRING!
FULL & PART TIME POSITIONS
SAME DAY INTERVIEWS, POTENTIAL ON THE SPOT JOB OFFERS, ONBOARDING AND PAPERWORK PROCESSING ONSITE

APPLY ONLINE PRIOR TO OUR
HIRING FAIR
DATE: NOVEMBER 15, 2022
TIME: 8AM - 4PM
LOCATION: J. ERIK JONSSON
CENTRAL LIBRARY
1515 YOUNG STREET - 6TH FLOOR
DALLAS, TX 75201
(FREE PARKING)

WWW.DALLASPARKS.ORG/448/EMPLOYMENT

SCAN ME

Salary adjustment and weekly hiring events for Sanitation Department resulting in **full staffing for truck drivers**

SBC
SMALL BUSINESS CENTER

FRESHSTART EMPLOYMENT PIPELINE HIRING EVENT
PRE-SCREENING IS REQUIRED

May 31, 2022
10 AM - 3 PM
J. Erik Jonsson Central Library
6th Floor East Wing
1515 Young St. Dallas, TX. 75201

Current Openings

Utility Maintenance Worker I & II	*Airfield Maintenance Technician
Customer Service Agent Trainee	*HVAC Technician
Parks Maintenance Worker I & II	*Electrician
Equipment Operator	*Plumber
Truck Driver II	

*Must pass TSA background screening

City of Dallas

PUBLIC WORKS

HIRING EVENT
TUESDAY, MARCH 15, 2022
10:00 AM - 2:00 PM
2710 Municipal St. Dallas, TX 75215

ONSITE INTERVIEWS & SAME DAY JOB OFFERS FOR QUALIFIED LABORERS AND CDL DRIVERS

Dallas Public LIBRARY

Feria de Trabajo

9 A.M. A 3 P.M.
Jueves, Oct. 27
y Viernes, Oct. 28
J. Erik Jonsson Central Library
6th Floor
1515 Young St.
Dallas, TX 75201
¡Estacionamiento gratis!

¡Aplica hoy!

Las oportunidades disponibles incluyen servicio al cliente, planificación de programas y participación comunitaria.



Recruitment and Retention 22/23 – Highlights



Equity in Benefits - Tiered Premium Pricing

- UNDER \$44,000
 - Premium Copay - \$32.50
 - Primary Care Plan - \$15.00
- \$44,000 - \$66,000
 - Premium Copay - \$37.50
 - Primary Care Plan - \$20.00
- \$66,001+
 - Premium Copay - \$42.50
 - Primary Care Plan - \$25.00



Education Partnerships

Reduced tuitions, fee waivers, course materials and resources, family benefits, and scholarships from:

- Amberton University
- Dallas Baptist University
- University of Phoenix
- Western Governor's University

Partnerships under review by CAO include:

- Dallas College
- DeVry
- Colorado Tech
- TX A&M Commerce
- University of the Incarnate Word
- UTD for MPA Program

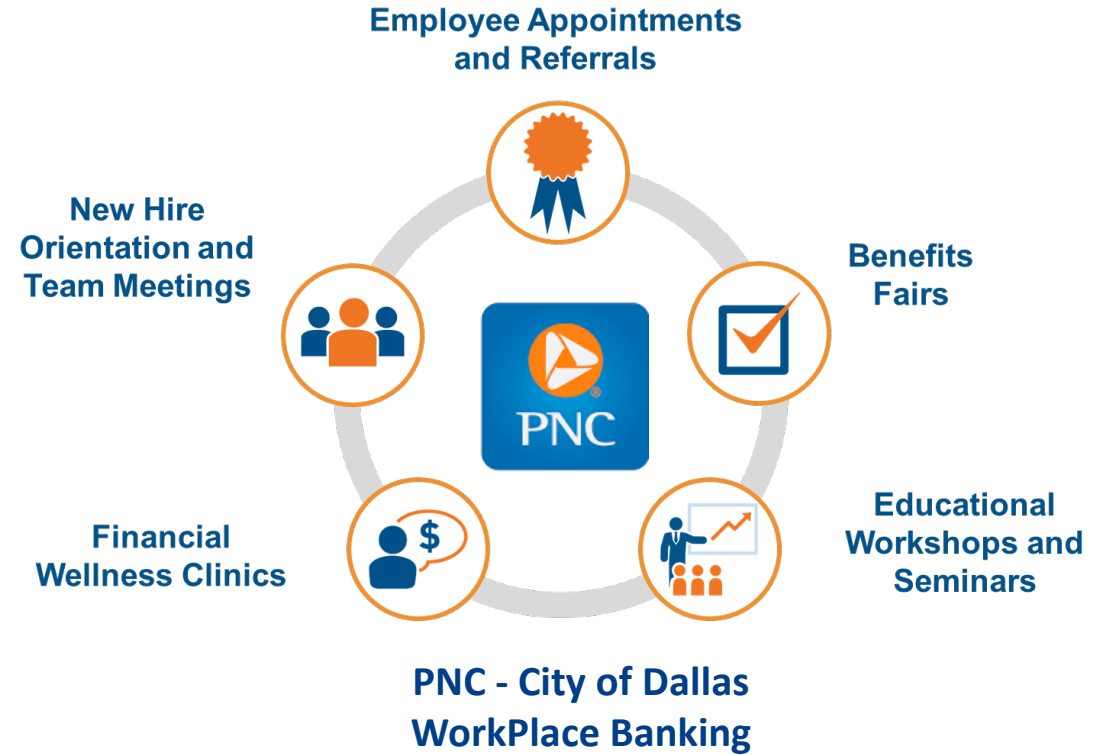


Tuition Reimbursement for Academic Programs and Trades

Increased Eligibility and Funds Available for Tuition Reimbursement - not to exceed \$500K for FY22-24



Recruitment and Retention 22/23 – Highlights





2022 Shared Human Resources and Civil Service Initiatives



Process Improvement Project - Recruiting



Leadership and Staff from
Human Resources
and Civil Service



COD Process Improvement
Black Belt



Managers from across
City Departments



Objective:

- Document the current process to ensure everyone involved understands and follows the process expediently
- Develop a Recruitment Manager Dashboard to provide a data driven accountability



Process Improvements - Results



To streamline the recruitment and hiring process and reduce a hiring manager's workload, the process improvement team made changes to the following areas:

Recruitment Guide:

- Compiled and made available all recruitment documents in one convenient location

Automatic Notifications:

- Provided automated notices to hiring managers to help them navigate the NEOGOV and Workday requisition process

HR Partner Support:

- Departments receive additional support from HR Talent Acquisition staff through weekly reviews with departments to ensure an expedient recruitment process

Audits and Follow-up:

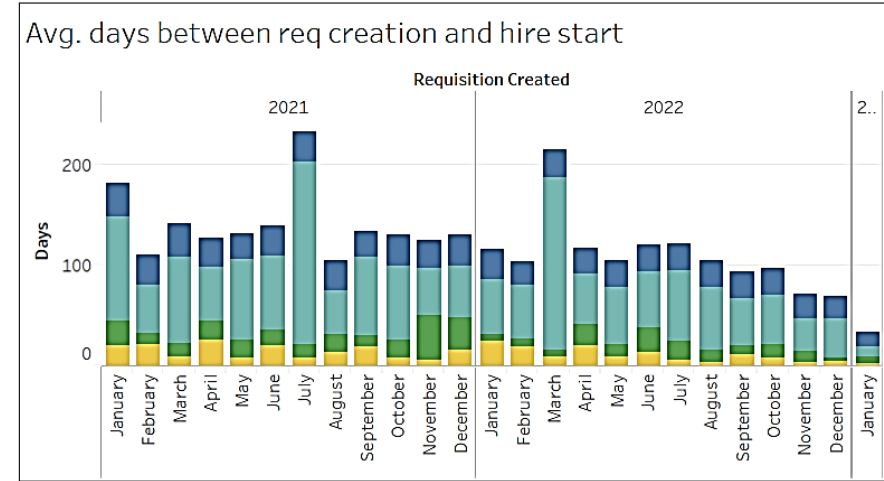
- To approve requisitions and hire actions faster, HR Partners review pending transactions and work with hiring managers to proactively resolve issues



Dashboard for Department Leadership



- Utilizes Available NeoGOV data
 - Data, Reporting, and Configuration Limitations
- Provides high-level overview of recruitment timeline, including:
 - Days between Offer and Start date
 - Time from candidate list creation to job offer
 - Days between requisition approval and candidate list creation
- Dashboard report provides management with insights on recruitment at Department level
- Updated weekly



Measure Names

- Avg. days between offer and start
- Avg. days between candidate list creation and offer
- Avg. days between req approval and candidate list crea..
- Avg. days between req creation and req approval

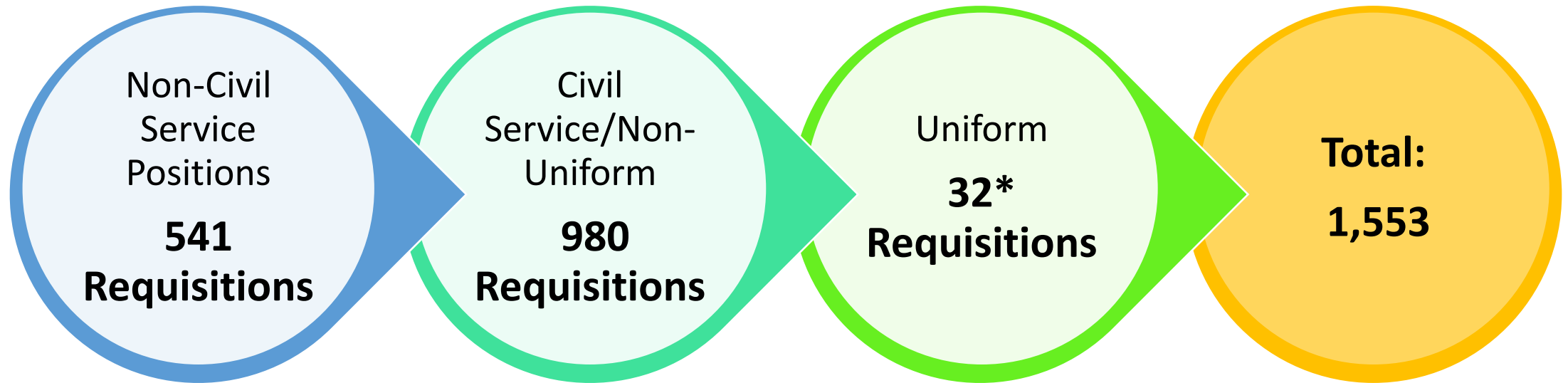




Current State



Open Requisitions



Data from NeoGOV System as of January 31, 2023

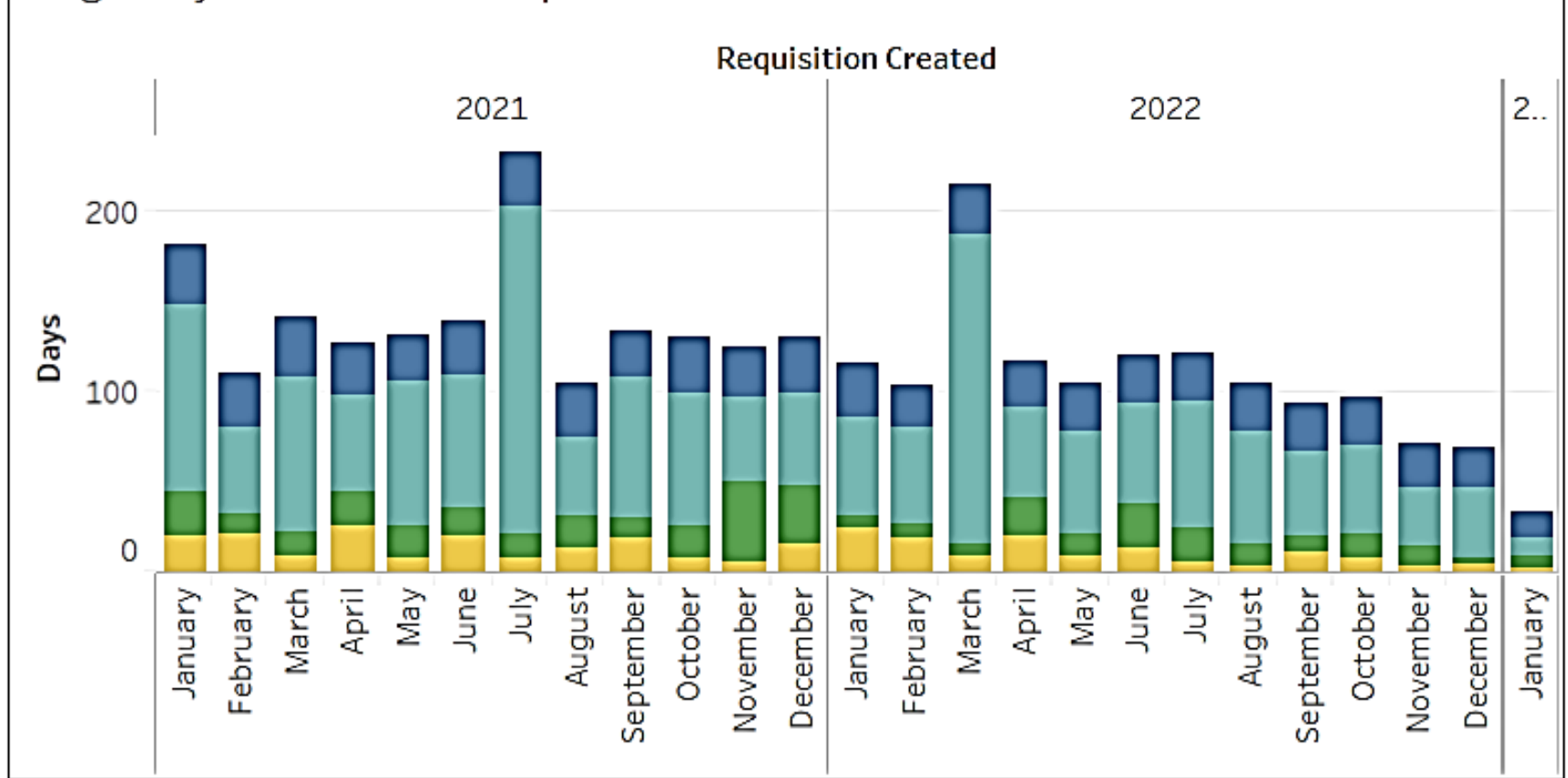
* Uniform Departments utilize one requisition for multiple uniform positions and separate requisitions for each rank.



Dashboard for Department Leadership



Avg. days between req creation and hire start



% Positions Filled
80%

Total open
1,182

Data Updated
1/30/2023

- Measure Names
- Avg. days between offer and start
 - Avg. days between candidate list creation and offer
 - Avg. days between req approval and candidate list crea..
 - Avg. days between req creation and req approval

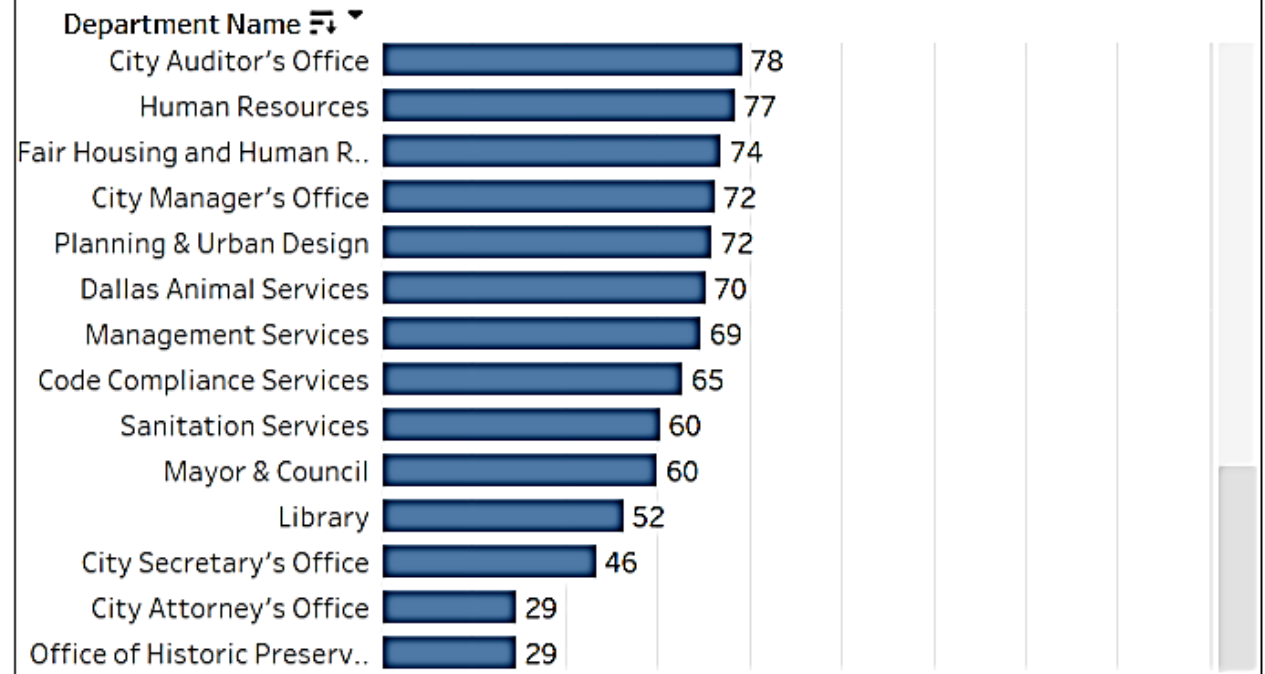
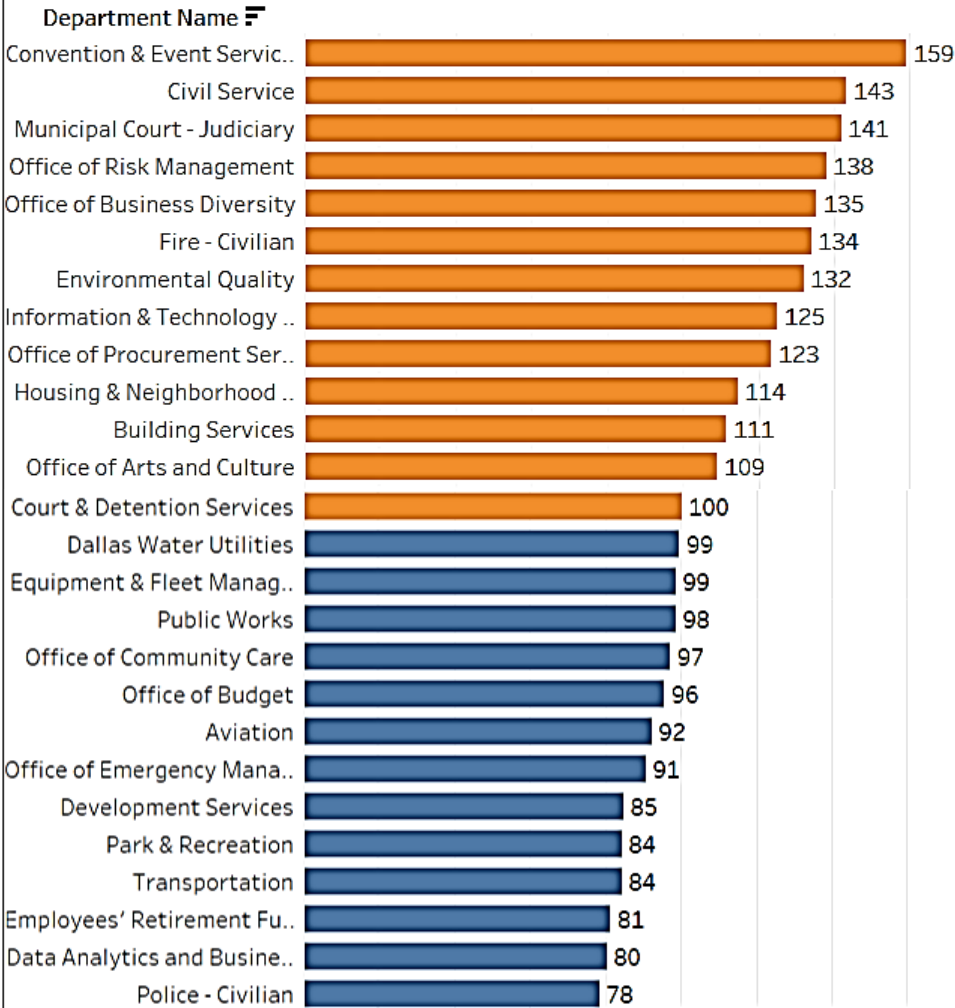
Data from NeoGOV System
as of January 31, 2023



Dashboard for Department Leadership



Avg days to hire per department



Open vs Filled Reqs

(All)

Hire timing

Late	2,516
On time	3,772

On time hire process

100

Data from NeoGOV System as of January 31, 2023





Job Openings and Labor Turnover Survey (JOLTS) at the U.S. Bureau of Labor Statistics

- Hires-per-job-opening ratio by industry, size, and region*
- Annual Turnover Rate
 - JOLTS: 20.2% | COD 2022: 13.59%
- December 2022 Turnover Rate
 - JOLTS: 2.0% | COD 0.9%

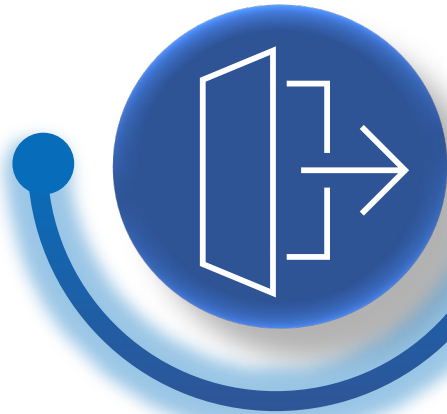
Society for Human Resource Management (SHRM) Benchmark Time-to-hire and time-to-fill, by position

- Executives
 - SHRM: 12 weeks
 - COD: 15 weeks** (2022)
- Professionals/Managers* – 65 days
- All other employees* – 42 days

* City comparable not available through NeoGOV – COD data will be provided with the Workday implementation



Other City Data Points



Attrition Data

Retirement Rate

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

Turnover Rate

- 13.59% (2022)



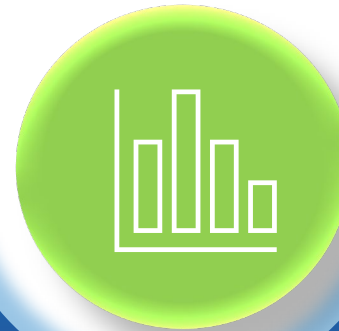
Employee Feedback

Employee Engagement Survey

- Compensation

Exit Interviews

- Salary
- Flexibility
- Balanced Culture



System Reports

2022 Workday

Posting/Vacancy Rate

- 94% Posted*



Survey Feedback

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

* May be due to seasonal work or funding



Candidates Expectations and Priorities - Overview



How candidates rank their priorities



#1

Compensation

Excellent compensation and benefits

#2

Balance

Organizational support to balance work and personal life

#3

Flexibility

Flexible work arrangements (i.e. when and where you work)

#4

Upskilling

Opportunities to learn new, highly desired skills

Global Talent Trends, October 2022



Strengths



Compensation

- Implemented Phased Comp Study
- Aligned Min Wage to match MIT Living Wage
- Performance and Wellness Incentives
- COD Pension and 457 provide retirement security and options ahead of market



Balance

- City Council approved paid parental leave
- Implemented Mental Health Platform Navigate
- Advance Sick Leave
- Attendance Incentive Leave (AIL)
- Compassionate Leave
- Quarantine Leave



Flexibility

- Implemented Telework Program
- City Council approved mental health leave put the COD on par with market and ahead of government organizations



Upskilling

- Career Series Structure
- Added dedicated resource in 2023 to develop and manage formal upskilling program
- Education Partnerships and Discounts
- Tuition reimbursement



Weaknesses



Compensation

- Merit pay only
- Market rate is based on public sector
- 401K funded by employee only



Balance

- Vacation allowance is behind market (professional/management)
- Historically productivity outweighs work-life balance



Flexibility

- In the process of moving to an employee-centric operations model
- Lack of flexible work configurations and processes



Upskilling

- In the process of moving to a robust Learning Management System
- Historically work demands outweighs employee development



Opportunities



Compensation

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



Balance

- 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



Flexibility

- 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

- 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



Threats



Compensation

- Fluctuations in job market
- Inflation
- Falling behind in compensation across the organization, requiring large investment to catch-up



Balance

- Not attracting or retaining the workforce needed to provide quality City services in the future



Flexibility

- Applicant's expectations not aligned with their perception of the City as an employer



Upskilling

- Not been able to promote staff from within due to lack of needed skills
- Promoting staff that lacks knowledge and ability to perform the job, due to lack of qualified candidates



HR Talent Center – 2023 Goals and Strategies



Strengthen Employer Brand

- Engage professional resources to develop cohesive brand
- Observe and manage online reviews and social media presence
- Invest in candidate relationship management

Further Simplify and Decentralize Hiring Process

- Empower Hiring Managers
- Standardize and streamline process according to job type
- Provide clear guidelines and audit compliance

Update Sourcing Strategy

- Engage hiring managers in sourcing
- Extensively utilize social media, employee, professional, and diversity networks, including veterans
- Utilize third parties (PEO, Executive Recruiters)

Improve Candidate Experience

- Provide a wide-scale view of the COD and career opportunities at the City
- Collect feedback from candidates and use it to refine the recruitment process

Leverage Data and Technology

- Implement Workday Phase II
- Utilize funnel recruitment, TO, and vacancy data
- Benchmark and publish data, and complete the 2023 External Recruitment Dashboard



Onboarding Process Improvement



Leadership and Staff from Human Resources

COD Process Improvement Black Belt

Managers from across City Departments

Objectives:

- Document the current process to ensure everyone involved understands and follows the process expediently
- Implement Customer Experience Survey

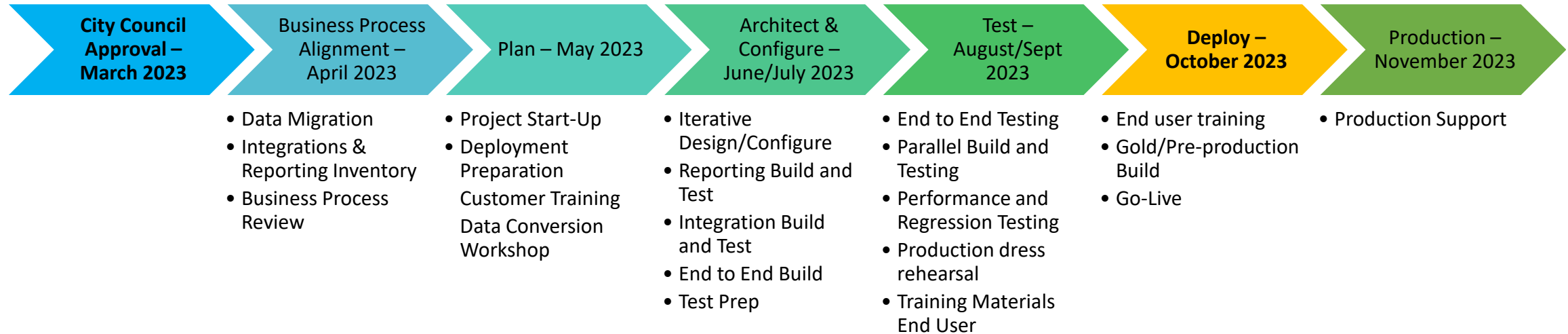
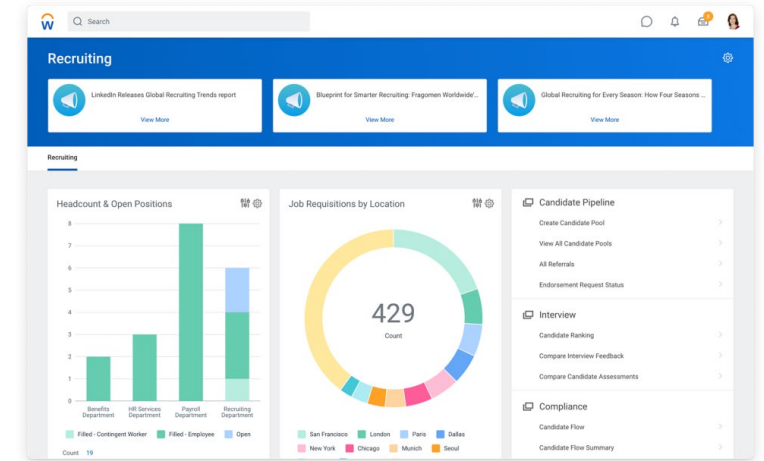
Onboarding Process Improvement						
Project Aim					Target Date	1/31/2023
Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. Establish reliable data to facilitate baselining the current process. Implement a customer survey (using Forms) to be sent to hiring managers and new hires.					Overall Status	●
Executive Sponsor:	Nina Arias	Project Champion:	Stephen Tusken	Process Owners:	Erika Guerrero	Team Members:
					Felisha Howard, Tanner Colley, Sonya Batts, Ranim Algwaider, Laura Campos-Martinez, Felicia Gooch, Josie Cervantes, Sandra Alvarez, Alex Kennedy, Steven Weiss, Robert Cook, Tamika Hunter, Clarissa Gonzalez	
Progress / Accomplishments				Upcoming Milestones		
<ul style="list-style-type: none"> Team has started sending new survey to New Hires. The new survey that will be sent to hiring managers has been created and gained approval for use. An internal Tableau tool has been approved by ITS security for ongoing review of process data. A communication plan and cadence have been established for reviewing results from surveys and process data, identifying areas in need of additional improvement, and communicating with city and department leadership. 				Milestone	Owner	Target Date
				Implement customer survey to hiring managers and new hires	Sonya Batts	1/31/2023
				Carry out periodic review of data to continuously monitor and improve the process	Erika Guerrero	Ongoing
Risk / Issues						
Risk / Issue Description	Category		Next Steps / Path to Green			
The onboarding team is recording data from the onboarding process, and the CareNow drug screening / physicals part of the process appears to be a bottle neck. CareNow has provided detailed data that suggests they aren't meeting their service level agreements.	Contract / Legal		ORM manages the contract with CareNow. ORM has requested legal review of the contract with CareNow. HR is also looking into establishing a new vendor for new hire drug screening / physicals. (eta 2024)			
Background checks are another bottle neck of the process.	Vendor		HR is establishing a new contract with a new vendor for background checks (eta. Q2 2023)			
The handoff from NeoGov to Workday during the process can cause significant issues and delays. There are also limitations to the available data from NeoGov.	Software		HR is in the process of moving the NeoGov part of the process into Workday (eta Q4 2023)			



Workday Recruitment Implementation



- Implementation scheduled for October 2023
- Automate workflows, disposition candidates, and process offers and agreements in bulk.
- Additional dashboards and real-time analytics allow hiring managers measure and affect key metrics, empowering them to drive timely hiring of key talent.





Civil Service



Outline



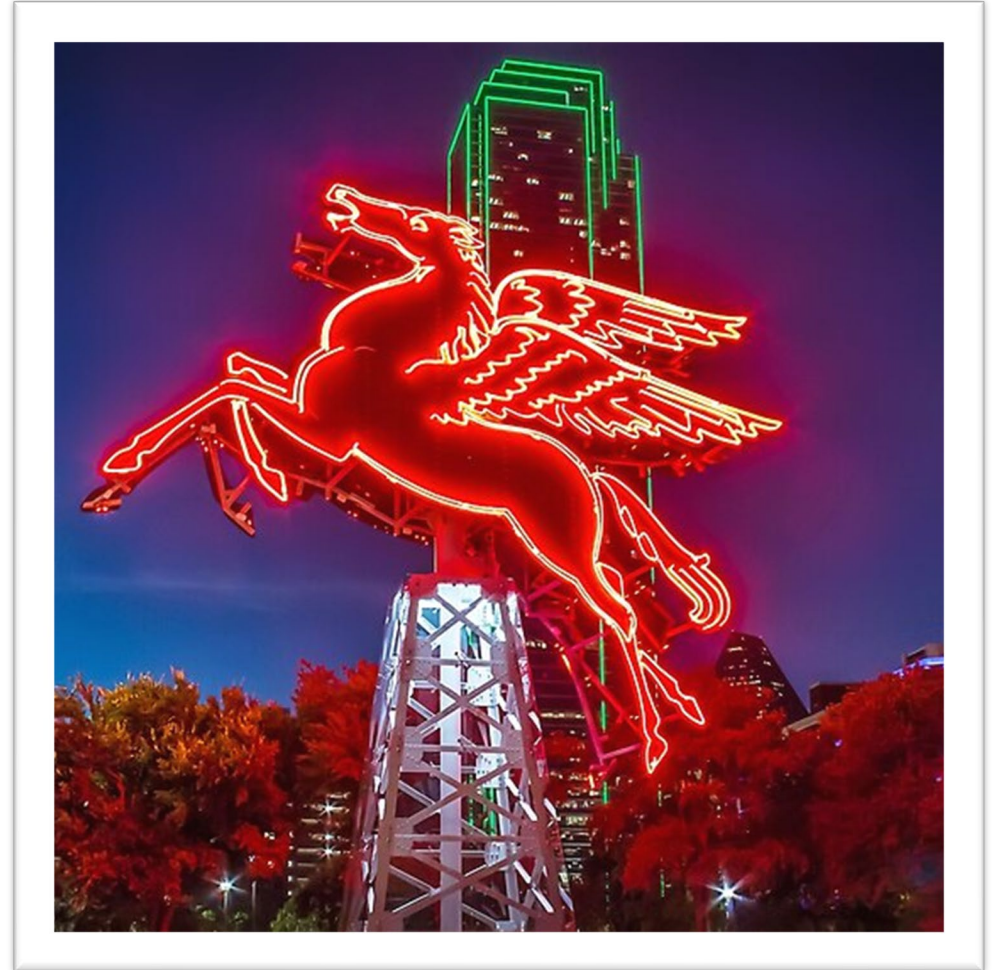
- Civil Service's Mission and Department Functions
- Strategic Focus Areas
- Talent Imperatives
- Priorities, Outcomes, and Highlights
- Future Opportunities



Civil Service Mission



To employ and retain the best and brightest workforce, enhancing the vitality and quality of life for all in the Dallas community.





Recruiting & Examining Unit

Advertises jobs to both current and prospective employees.
Determine the minimum qualifications in conjunction with hiring managers.
Evaluates applicants' eligibility.
Administers written and computer-based assessments and exams.



Test Validation and Assessment Unit

Develops and validates selection tests for civilian and uniform positions.
Performs job analyses for talent assessment tool design purposes.
Ensures selection procedures used by the City are legally defensible.

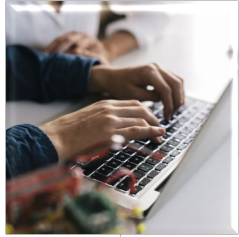


Administration Unit

Manages Trial Board and Administrative Law Judge hearings.
Oversee the rehire eligibility hearing process.
Analyzes and manages department budget.



Civil Service's Strategic Focus Areas



Talent Attraction

Transform the Civil Service talent acquisition and hiring process to better attract talent into the City of Dallas' organization.



Talent Assessment

Enhance talent assessment and planning practices of the department to better meet the hiring needs of the City of Dallas' organization.

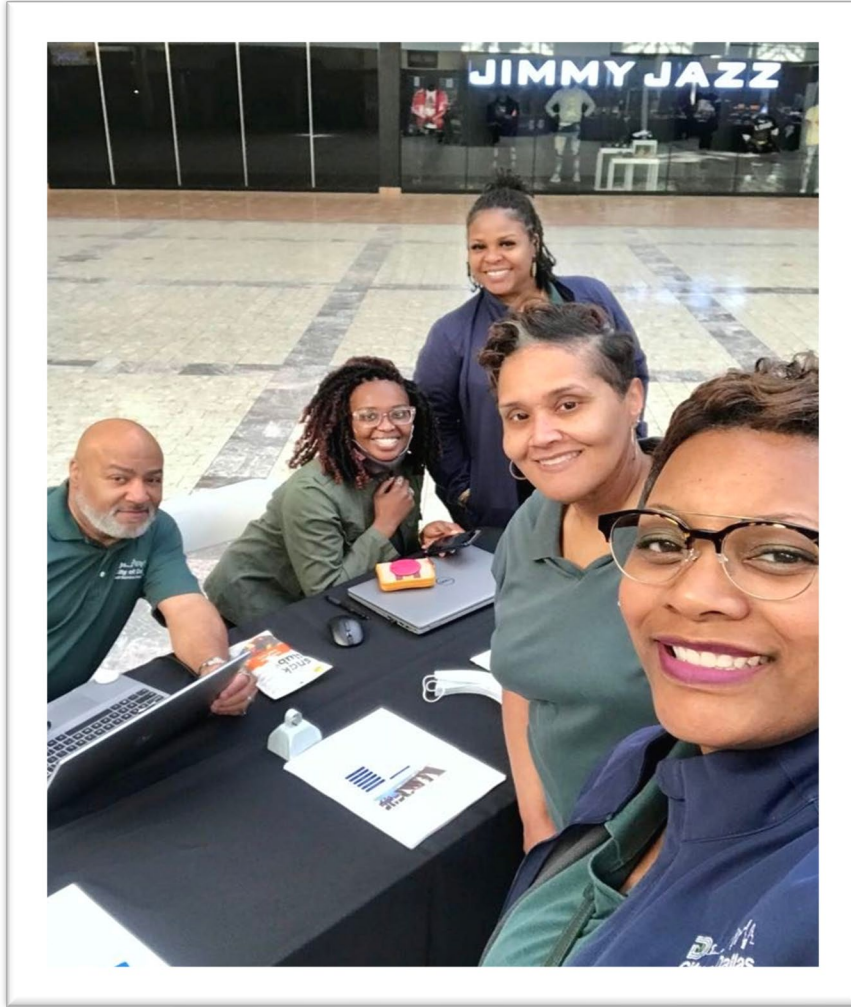


Operational Excellence

Develop and implement methods and metrics that will guide the evolution of Civil Service practices to enhance effective service delivery to the City of Dallas' organization.



Excellence Journey Principles



At the heart of Civil Service's operational evolution, the following principles are paramount to our success:

- **Alignment with the needs of the organization is mission-critical.** This alignment must guide how we operate and how we measure our success.
- **Agility is key.** When the function demonstrates principled agility, flexibility and collaboration, it unlocks efficiencies and effectiveness throughout the organization.
- **Continuous growth and evolution is imperative.** The department must constantly seek to improve and reimagine its service to add value to the City of Dallas' organization.



Civil Service Talent Imperatives



1. **Expand candidate reach** through enhanced strategic marketing, branding, technology, and social media efforts and tactics.
2. Intentionally gather and utilize market career and position data to **develop and refine talent sourcing strategies.**
3. Create career interest and establish talent pipelines into critical civil service and public service careers through **cultivating key community and educational partnerships.**
4. **Incorporate deliberate equity planning** as the framework of the organization's talent strategy



2022 Priorities



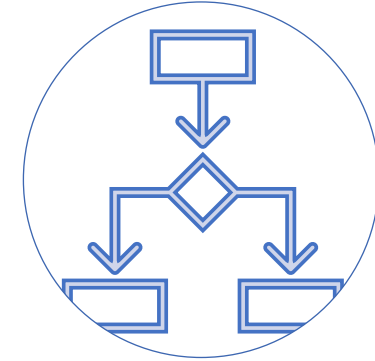
Continue online exam assessment and test development activities to enhance the quality of the candidate talent pools and increase examination show rates. (Talent Attraction)



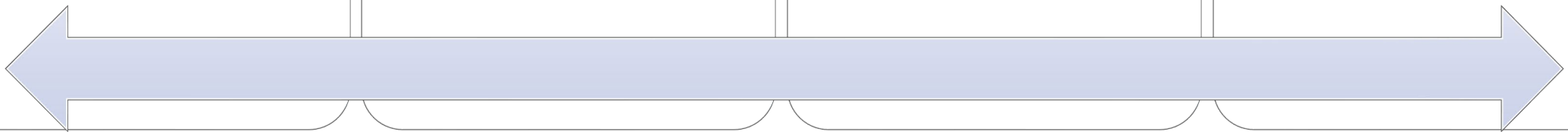
Develop and launch new Civil Service website to enhance the City of Dallas' employment branding strategy and social medial presence. (Talent Attraction)



Identify critical and hard-to-fill positions and began initiating planning sessions with hiring departments to establish strategic recruitment plans. (Talent Assessment)



Streamline and expand the trial board hearing process to include both virtual and hybrid options, while continuing to reduce the number of backlogged requests. (Operational Excellence)



2022 Outcomes



Successfully launched first round of job analysis and validation studies for the critical and hard-to-fill positions of Office Assistant, Water Plant Operator, and Code Enforcement Officer.

To support ongoing Dallas Police Department and Dallas Fire Rescue Department sworn promotional needs, Civil Service successfully deployed video assessment centers, supporting over 600 hundred sworn employees.

In partnership with Dallas Fire-Rescue Department, established and validated position requirements to create a Single Function Paramedic position and associated civil service assessment requirements.

Revised and launched Civil Service Department website, highlighting department services, as well as employment and application information.

In collaboration with the Department of Budget and Human Resources, created and launched City-wide hiring manager toolkit to provide hiring data and recruitment resources to support improved hiring outcomes.

Successfully launched virtual and hybrid Trial Board and Administrative Law Judge hearing options for appellants, clearing all COVID-related Trial Board and Administrative Law Judge hearing backlogs.



2022 Recruitment and Outreach Highlights



Civil Service supported DPD, DWU, Development Services, Aviation, Animal Services, and others – through a variety of efforts and activities:

Outreach and Recruitment Events:

- 25 CVS Hiring Events for roles such as: Water Meter Techs, Sr. Electricians, Plumbers, and Animal Services Officer
- 13 Job Fairs
 - Judge Clay Jenkins – You're Hired Job Fair
 - MLK Celebration Job Fair
 - Senator Royce West – JobCONNECTION Job Fair
 - Get Connected Dallas
- 7 Information Sessions
 - How to apply to the City of Dallas
 - Attitudes and Attire
 - Improving Interview Skills



2023 Priorities



Develop, launch, and monitor operational deliverables promoting and advancing talent acquisition goals as established in the recently adopted City of Dallas Racial Equity Plan. (Talent Attraction, Talent Assessment, and Operational Excellence)

Further collaboration with the Department of Marketing to develop and launch a comprehensive marketing and branding campaign that highlights and builds awareness for City of Dallas talent opportunities. (Talent Attraction)

Continue efforts to partner with internal departments to identify critical and hard-to-fill positions and conduct candidate sourcing reviews, position analysis and modifications to enhance talent pools and meet hiring needs. (Talent Assessment)

Work with Information Technology Services and Human Resources to effectively assess current and future applicant tracking system needs and capabilities in preparation for migration onto a new applicant tracking system platform. (Operational Excellence)

Continue departmental process improvements efforts to streamline the process and effectively manage the scheduling of Trial Board and Administrative Law Judge appeal hearings. (Operational Excellence)



Moving Towards Equity



Big Audacious Goals (BAGs)



- 15-20 years – Dallas' transformative vision of an Equitable City
- Involve collaboration with external partners, anchor institutions, community

Action Targets



- Focused mid- to longer-term actions
- Require collaboration across several departments & serve as the basis for formulating bold budgets

Department Progress Measures (DPM)



- 3-5 year specific short- and mid-term, department-owned goals to address known Ei disparities
- Establish a baseline, target and demographics

Adoption of the Racial Equity Plan



REP Big Audacious Goals



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



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



Housing Goal: Close the homeownership gap and secure housing stability.



Infrastructure Goal: Close infrastructure gaps where intentional historical disinvestment previously occurred.



Public Safety and Wellness Goal: Make Dallas communities safe in ways that prevent harm and promote wellness, healing, and justice.



Civil Service Department Progress Measures



Key Department Actions:

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

Aligned Equity Indicators:

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



Civil Service Department Progress Measures



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT = Collaborating Department(s)

Ei # = 2019 Equity Indicator Report Number

1. Expand recruiting efforts to increase the diversity of candidates for city employment.
2. By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers within uniform positions in the City of Dallas.
3. By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers within civil service positions in the City of Dallas.
4. By December 2023, establish an Equity Recruitment Exchange to increase the number of cross-departmental meetings to streamline and bolster marketing and outreach efforts to historically disadvantaged communities from 0 to 4 annually.



Civil Service Department Progress Measures



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT = Collaborating Department(s)

Ei # = 2019 Equity Indicator Report Number

5. By FY23-24, recommend an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff equity surveys and employment barriers assessment, in compliance with applicable employment laws.
6. Seek diversity by increasing inclusive pool of candidates by December 2027. [Baseline to be established]



Opportunities



In addition to the department's FY 23 priorities, Civil Service recognizes an opportunity to continue progress of recent years, by seizing the following opportunities:

- 1. Take intentional steps to create an COD-wide integrated recruitment outreach and partnership plan to support immediate and long-term recruitment goals, thereby, enabling the COD to build and establish talent pipeline and formal internship and apprenticeship opportunities.**
- 2. Continue to evaluate civil service client sourcing needs, service delivery needs, current capabilities, and identify solutions to be better meet departmental talent needs.**
- 3. Formalize the marketing, branding, and outreach strategy that includes a diversified portfolio of advertising and marketing efforts designed to enhance the City of Dallas' employee value proposition and brand awareness.**



Next Steps



- Receive Committee feedback
- Implement the items listed as “opportunities” through existing resources, or in the 2023-24 budget
- Focus on delivering 2023 Goals and Strategies
- Finalize Onboarding Process Improvements and Workday Recruitment Implementation
- Continue partnering with departments and other external resources
- Continue to refresh compensation study for hard-to-fill/retain positions and alignment to job market





Talent Acquisition Update

**Workforce, Education and
Equity Committee**
February 13, 2023

Kimberly Bizer Tolbert, Deputy City Manager
Nina Arias, Human Resources Director
Jarred Davis, Civil Service Secretary/Director





Appendix



City of 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	1689	1429	260	13.59%	11.50%	2.09%

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



City of Data Points – Vacancy Rate*



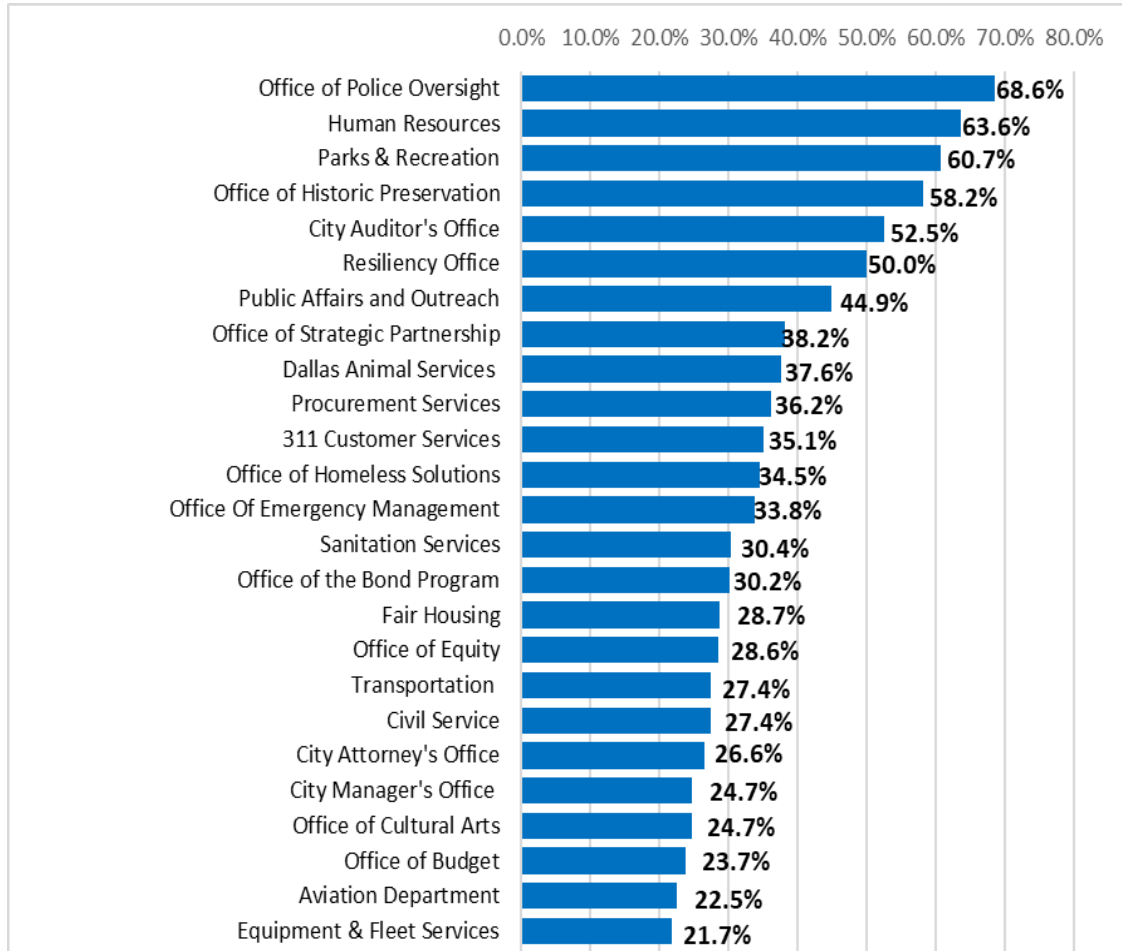
Dept Name	Filled	Open	Grand Total	Vacancy Rate
311 Customer Services	96	21	117	18%
City Attorney's Office	173	16	189	8%
City Auditor's Office	16	4	20	20%
Aviation Department	259	101	360	28%
Office of Budget	47	12	59	20%
Building Services	159	38	197	19%
City Controller's Office	68	11	79	14%
Code Compliance	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 – 2022 Turnover by Department*

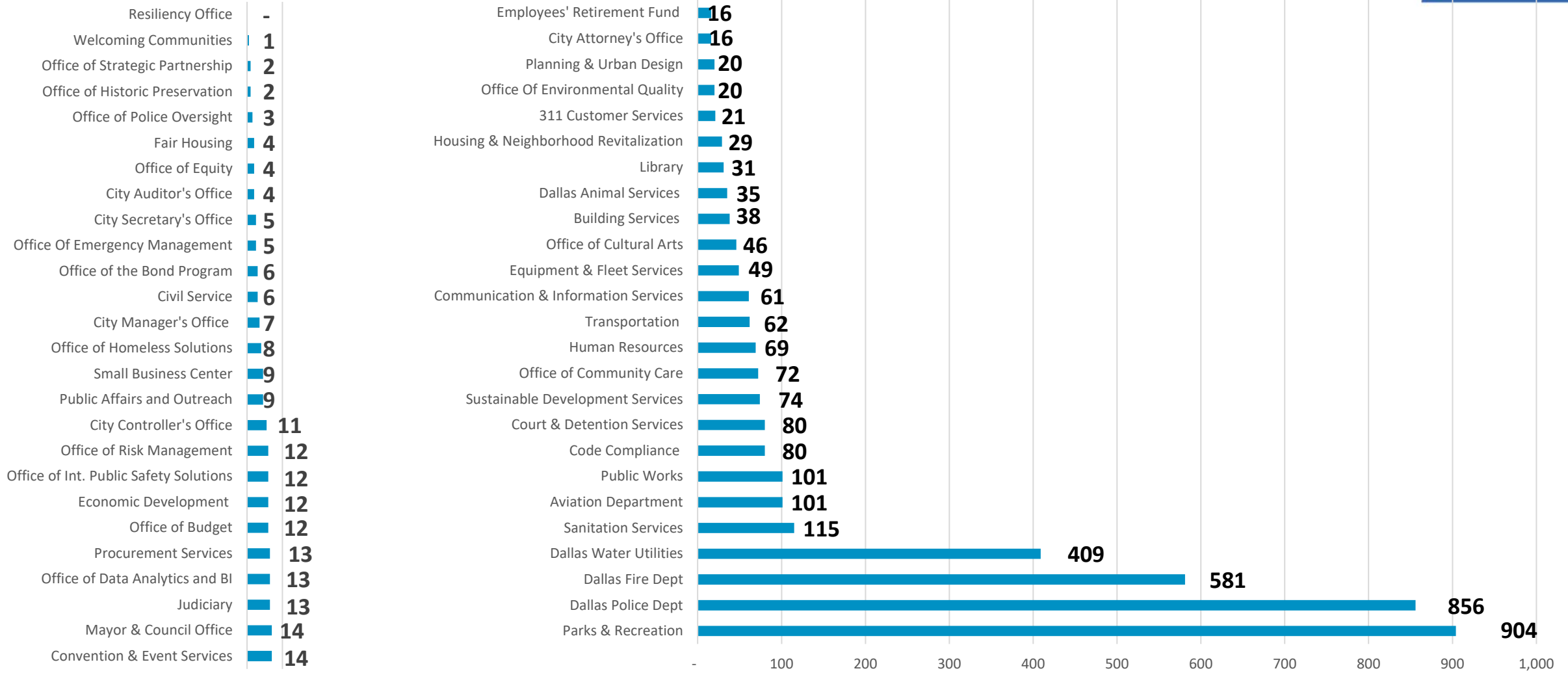


Data Source: Workday

* **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*)



City of Data Points – Vacancies by Department*



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



2022 Engagement Survey Employee Responses Summary



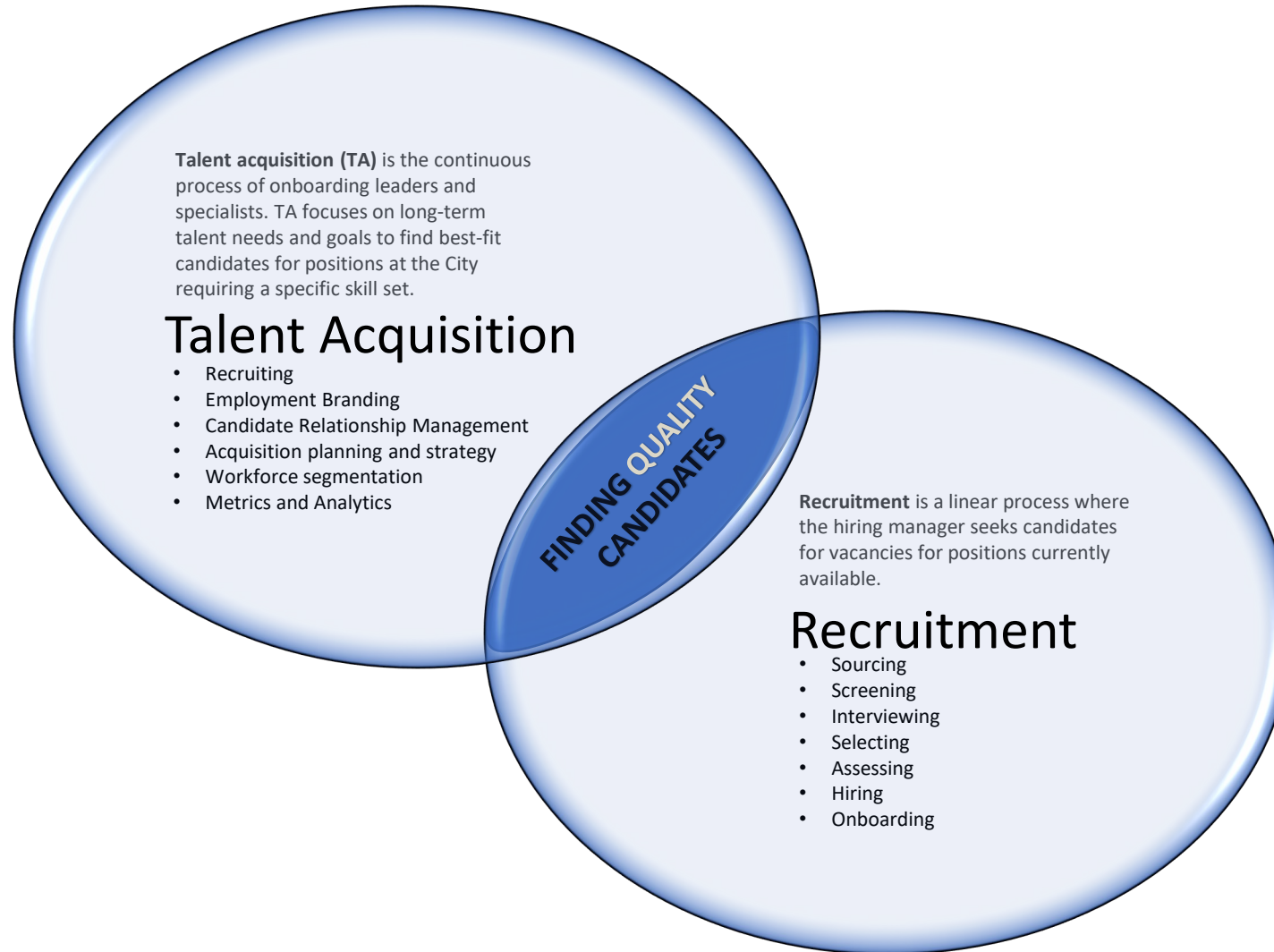
Scale / Items	2020 Average (Raw Score)	2022 Average (Raw Score)
Accountability	3.4	3.4
Communication	3.2	3.3
Compensation	3.0	3.0
Empowerment/ Autonomy	3.3	3.2
Ethical Items	3.8	3.7
Execution	3.8	3.8
Fairness	2.7	2.8
Leadership and Motivation	3.6	3.5
Overall Engagement	3.4	3.5
Personal Expression	3.2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

Top 3 Items 2022

Bottom 3 Items 2022



Recruitment vs. Talent Acquisition



Talent Acquisition = Outcomes and Results





5 Tips to Create a Positive Candidate Experience

Communication

Explain every step in the hiring process to applicants.

01



Get Feedback from Candidates

Implementing a feedback process, such as a survey or questionnaire, can help your organization fine tune your process.

03



Be Attentive and Welcoming

Don't overlook the small details - anything you can do to make them feel comfortable can make a positive impression on your candidate is a win. Make sure your team is attentive and engaged when they meet the candidate. Even you find that a candidate isn't the right fit, you still want them to leave thinking highly of your organization.

05



02

Be Mindful of Time

If you can't cut any more out of your application, tell candidates up front how long it should take to apply. Candidates will appreciate that you are being transparent and valuing their time.



04

Keep the Candidate Experience Front and Center

We've all been on the other side of the hiring process. Designing a hiring process from the applicant's point of view can help elevate unrealistic expectations.



<https://youtu.be/MeIWHeESTto>



Candidate Experience



Benefits of a **Positive Candidate** Experience



97%
of **candidates**
with a **positive**
experience **refer**
other candidates

55%

of **candidates** would
tell their **social**
networks about the
positive experience



Conversely, **negative candidate experience**
can cost you considerable **financial losses** in the long run

Source: TalentLyft

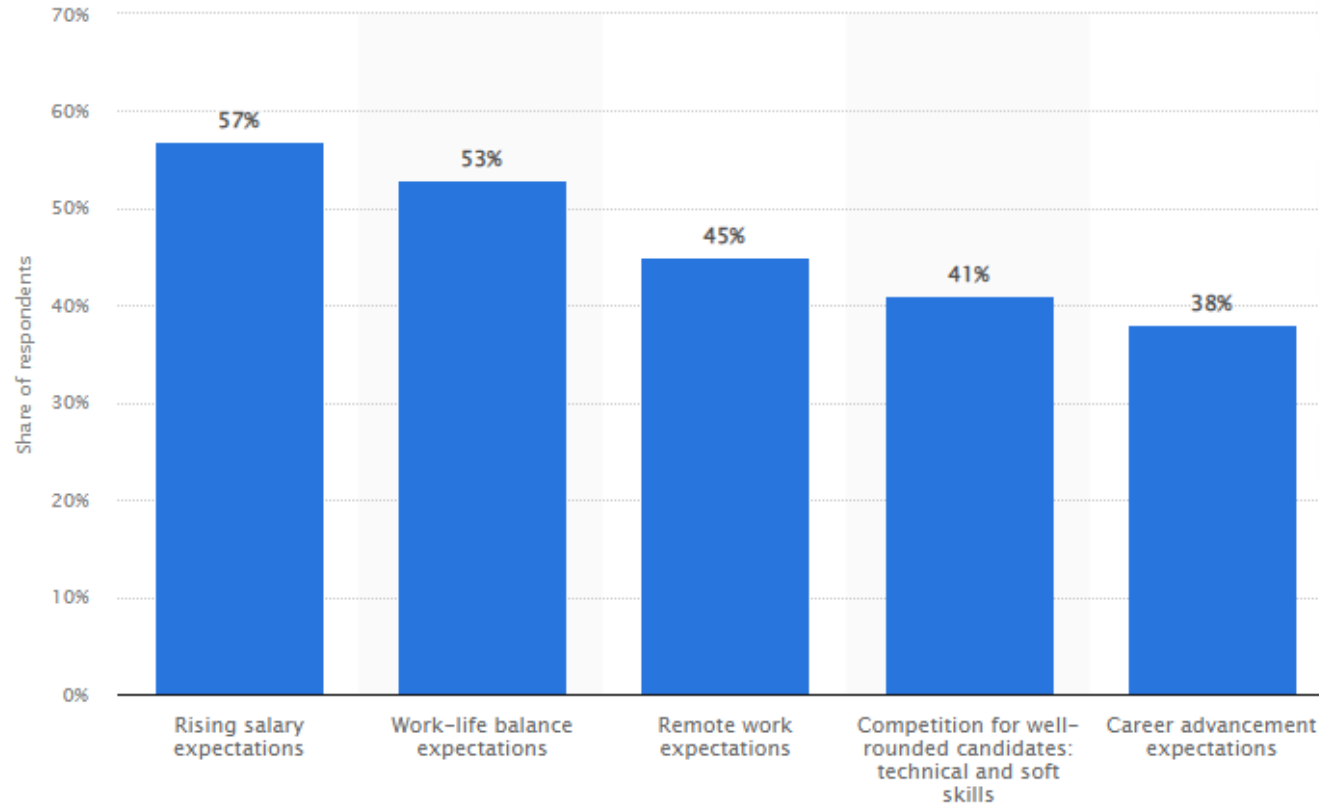
 **FinancesOnline**
REVIEWS FOR BUSINESS



Factors Contributing to Staffing Challenges



Factors contributing to recruitment and Retention Challenges Worldwide in 2022



© Statista



Overall Strategies and Trends in the Market



1. **TECHNOLOGY**: Invest in the best tools for tracking/tackling the recruitment process
2. **BRANDING**: Stand out in the noise of the marketplace
3. **SOURCING**: Focus on talent shortages, diversity, and hidden talent pools
4. **CUSTOMER EXPERIENCE**: Keep candidates engaged during the application process
5. **PROCESS**: Decentralize and empower/engage hiring managers to reduce time-to-hire
6. **COMPENSATION**: Understand and respond to the market ups and downs
7. **TALENT POOL DEVELOPMENT**: Stay in touch with successful and unsuccessful candidates
8. **ANALYTICS**: Make better use of data
9. **CONTEXT**: Deal with gig economy and applicant expectations pressures



Benefits Enhancements 2020-22



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)



Process Improvements



The following documents were updated and revised to provide clear instructions for hiring managers:

Hiring Process
Overview
Guide

NEOGOV
Requisition
Instructions

Workday
Requisition
Instructions

NEOGOV
Approval
Instructions

NEOGOV Hire
Action
Instructions

Learning Zen
Instructions

Interview
Questions
Form

Candidate
Rating Matrix

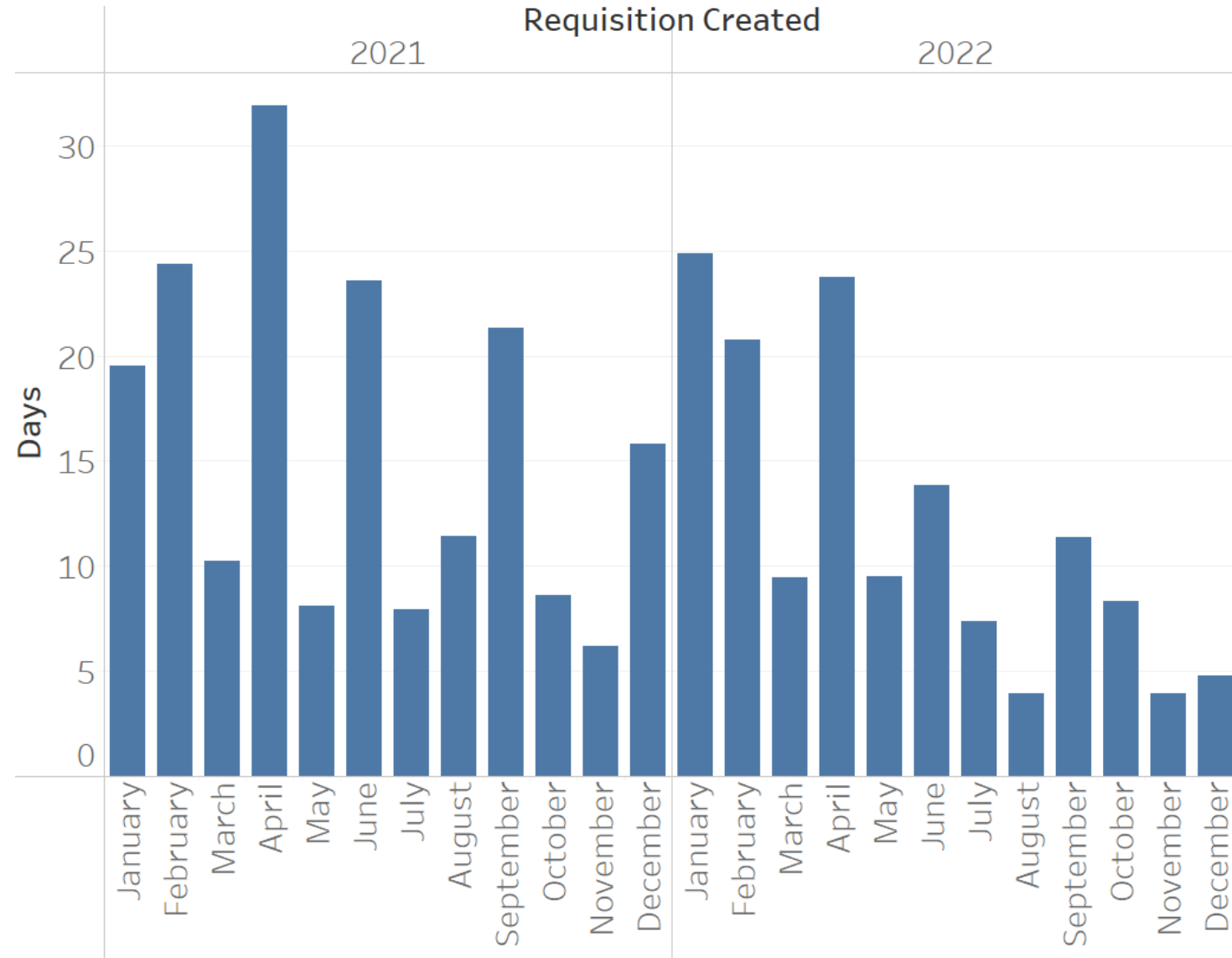
Interview
Schedule
Form



Average days to approve requisitions per month



Note: Improvements were rolled out in August 2022. This is the first part of the recruiting process which includes the department and HR approving the requisition.



Average days to provide candidate lists



2021 – 40 days on average to provide list

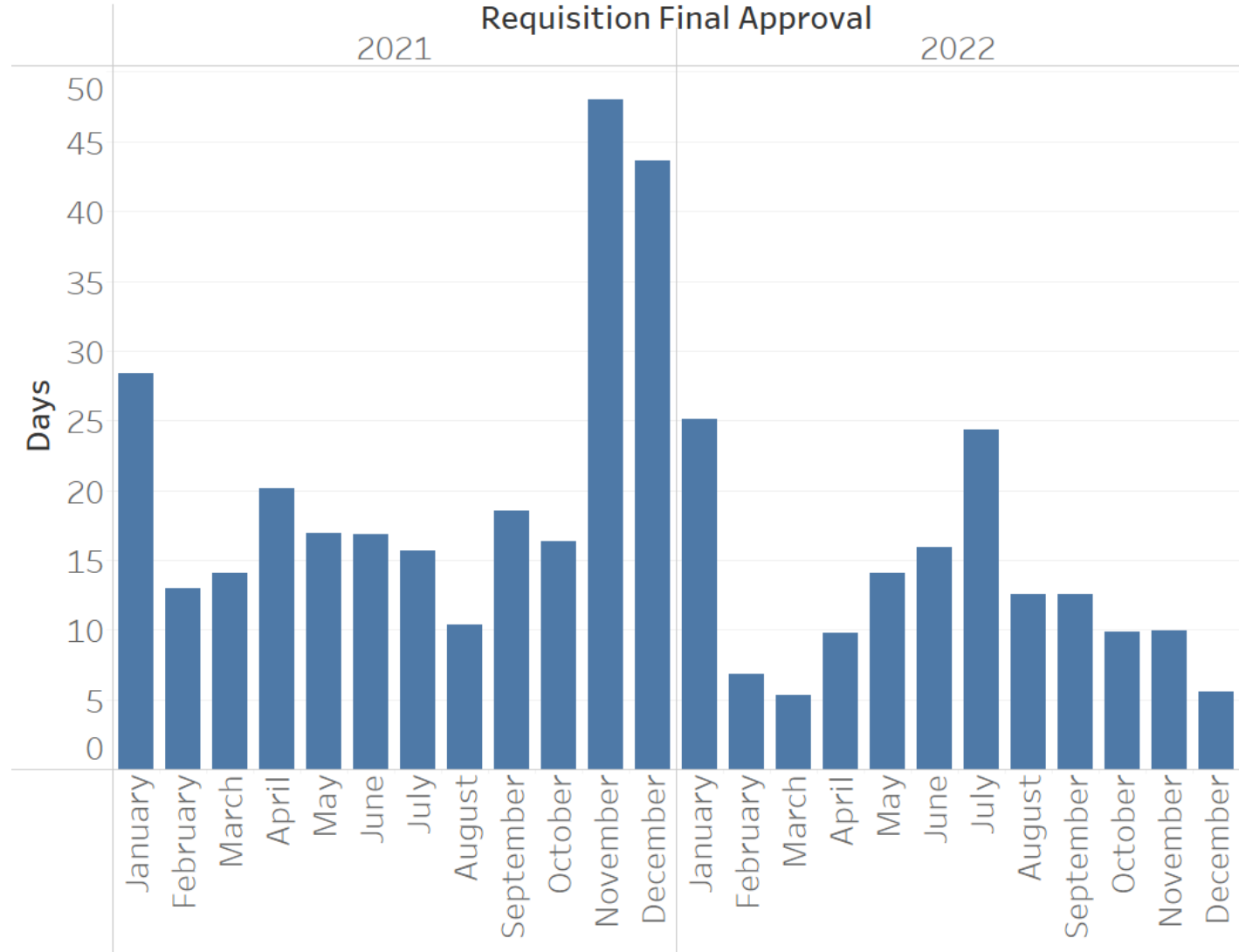
2022 – 12 days on average to provide list

Note:

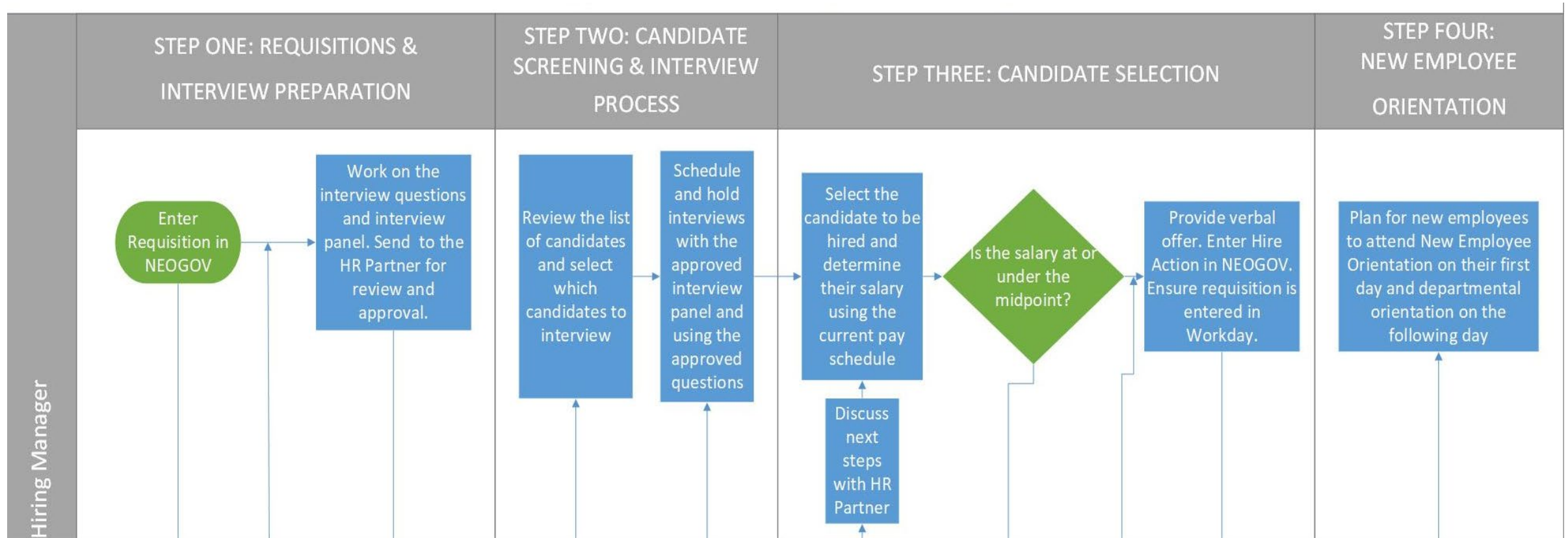
There were 2,393 requisitions in 2021, and

3,234 requisitions in 2022

(35% increase in the number of requisitions)



Process Flowchart





City of Dallas

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

Agenda Information Sheet

File #: 23-521

Item #: B.

Financial Empowerment Programming Update and Financial Empowerment Centers in Locations Across Dallas

[Jessica Galleshaw, Director, Office of Community Care; Cruz Correa, Program Manager, Office of Community Care]



City of Dallas

Financial Empowerment Programs Update and Financial Empowerment Centers in Locations Across Dallas

**Workforce, Education and Equity
February 13, 2023**

Jessica Galleshaw, Director
Cruz Correa, Program Manager
Office of Community Care
City of Dallas

Presentation Overview



- Racial Equity Plan (REP) Alignment
- Background/History
- Financial Empowerment Framework
- Financial Empowerment Center Overview
- Dallas Financial Empowerment Centers
- Volunteer Income Tax Assistance (VITA)
- Consumer Financial Protection Strategic Plan



Financial Empowerment REP Alignment



1. Big Audacious Goal Economic, Workforce, & Community Development Goal: Become the most economically inclusive City by eliminating the wealth gap through workforce and economic inclusion, fostering full participation in cultural and civic life of Dallas by acknowledging contributions of historically disadvantaged communities, and investing in economic and human development in equity priority areas.

Action Target 1.3: Improve small to large scale development and social support where food insecurity and predatory lending institutions have further marginalized historically disadvantaged communities.

Action Target: 1.5 Promote community wellness by increasing access to quality, affordable, nutritious options for food, meals and critical hygiene items by aligning social services, nutrition education, urban agriculture, and financial investments in equity priority areas and other areas with demonstrated needs.

Action Target: 1.9 Enhance economic vitality for equity priority areas to encourage mid- and long-term growth placing all residents in opportunities to thrive with increased economic and workforce development.

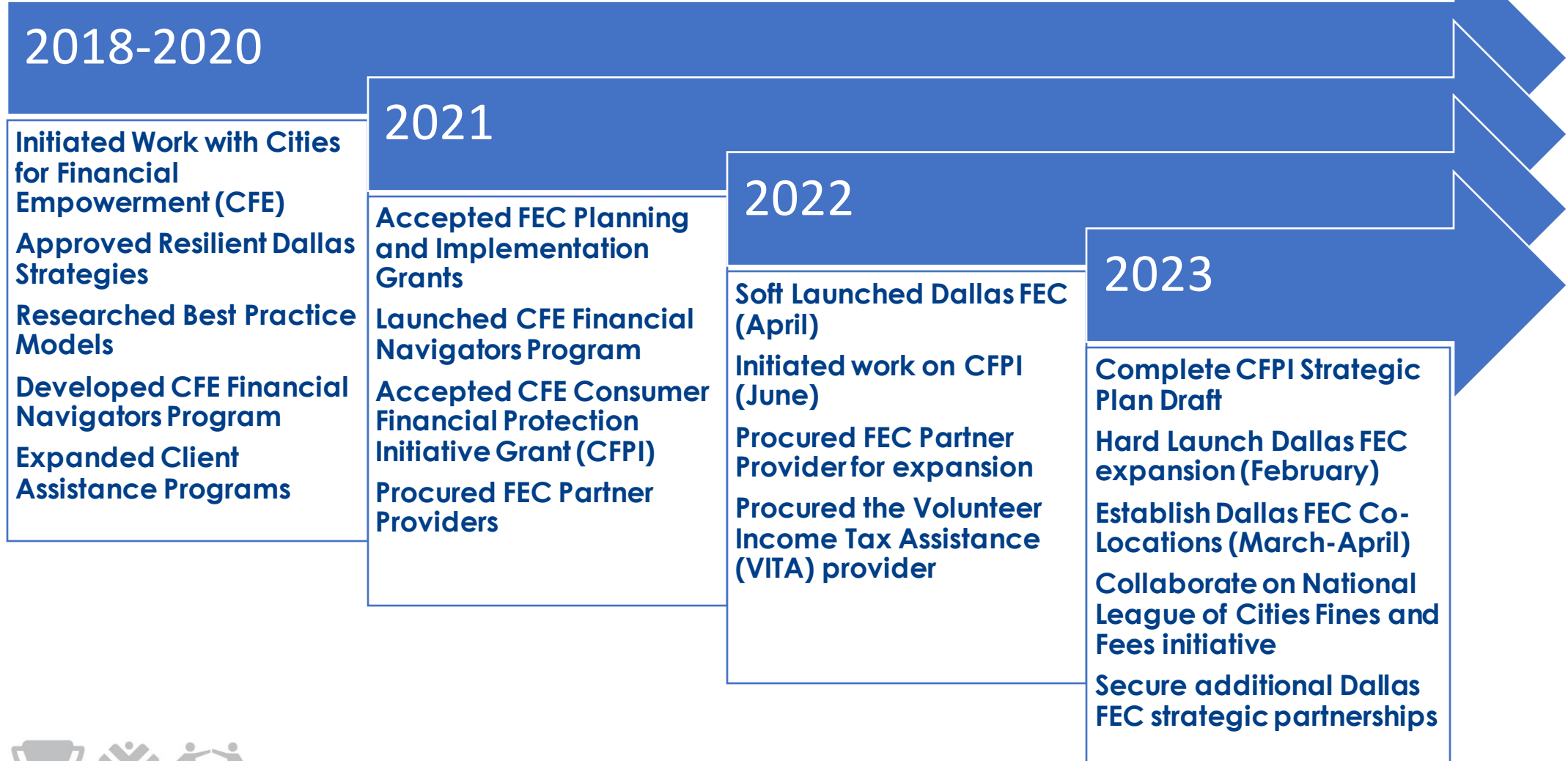
Relevant **Equity Indicators:**

9: Median Household Income, 10: Child Poverty, 11: Senior Poverty, 12: Working Poverty, 27: Home Loan Denials, 28: Housing Cost Burden, 30: Utility Expenses

Department Progress Measure: The Financial Empowerment Center will serve a minimum of 400 residents through professional financial coaching and financial capability clinics in equity priority areas by September 2023. [Ei 9]



Background/History



Need for Financial Empowerment



- **44%** of Americans can cover a \$1,000.00 unplanned expense through savings¹
- **87%** of U.S. citizens say money, the rise in prices of everyday items due to inflation is a significant source of stress²
- **30%** of borrowers have sub-prime or deep sub-prime credit, 15% are credit invisible meaning they do not have a credit score or credit report³
- **36%** of households had difficulty paying at least one bill or expense in 2022⁴
- **65%** of renters spend 30% or more of their income on housing⁵

1. Gillespie, L, January 2022, "Bankrates 2022 Annual Savings Report"

2. March 2022, American Psychological Association, "Stress in America"

3. Perlmeter, E., Groves, G., 2018, "Consumer Credit Trends for Dallas County", Community Development Publications, Dallas Federal Reserve

4. Consumer Financial Protection Bureau, December 2022, "Making End Meet 2022", CFPB Office of Research Publication No. 2022-9

5. 2018 Dallas Economic Opportunity Assessment developed by Communities Foundation of Texas and Center for Public Policy Priorities and is for Dallas County



Financial Empowerment Framework



What are Financial Empowerment Centers?



- FEC offer financial counseling to individuals and families by professionally trained financial counselors as a public service
 - No income limits to receive the service
 - Must be over the age of 18
 - Must be a City of Dallas resident
- FEC services are individualized, clients can set their own goals with counselors and monitor progress
 - Focus on short to medium term goals 1-3 years
- FEC strategic partnerships
 - Incoming and outgoing referrals
 - Integration agreements
 - Data Sharing agreements
 - Co-case management agreements



Funding for Dallas FEC



Cities For Financial Empowerment Fund

- \$20,000.00 Planning grant
- \$250,000.00 Implementation grant

Program Budgets: General Fund

- 2021-2023
 - IRC FEC Vickery Meadows - \$773,596.00 over 2 years
 - CitySquare - \$150,459.96 (contract no longer in place)
- 2022-2024
 - WiNGS FEC Oak Cliff – \$1,000,000 over 2 years
 - WiNGS FEC Pleasant Grove – \$1,000,000 over 2 years
 - WiNGS FEC Redbird - \$992,048 over 2 years



Dallas FEC Soft Launch



Improving people's financial capability is actionable, practical and modifiable in ways that will advance racial, social, economic and health equity in society.

People Served

- 152 residents served during soft launch period
- 341 individualized financial counseling sessions

Goal

- To provide financial counseling to 1,000+ unique residents in FY23

Outcomes Achieved Include:

- Reduced Non-Mortgage Debt by 10%
- Adopted a new savings behavior
- Increased amount set aside for the future
- Accessed a public support program
- Opened a safe and affordable bank account
- Used bank accounts actively



Dallas FEC Soft Launch Pilot Challenges



Staffing and Retention



Training



Partner Provider

- Organizational Strategic Realignment



Dallas FEC Expansion- Hard Launch



- Identified partners through competitive procurement process for full scale program launch
 - International Rescue Committee (from pilot) and WiNGS
- Announce Dallas FEC program launch through Press Conference on February 17th, 2023
- Full-scale FEC sites offering services Increase from 2 to 4
 - Increase Financial Counselors from 2 to 14
- Add Co-location sites with limited schedule availability across the city



Dallas FEC Team



The International Rescue Committee provides opportunities for refugees, asylees, victims of human trafficking, survivors of torture, and other immigrants to thrive in America.

- Resettlement
- Community Integration and Development
- Immigration Services
- Economic Empowerment
 - Financial Empowerment Center
 - Credit Building access
 - Direct Financial Assistance
 - Career Services
 - Small Business/Entrepreneurial Support
- VITA approved site





WiNGS provides a full suite of tailored services to empower women and families to live their fullest potential, no matter where they are in their journey.

- Nurse Family Partnership
- Career Pathways
- Financial Coaching Institute
- Economic Advancement
 - Financial Empowerment Center
 - Benefits Screening
 - Credit Building Access

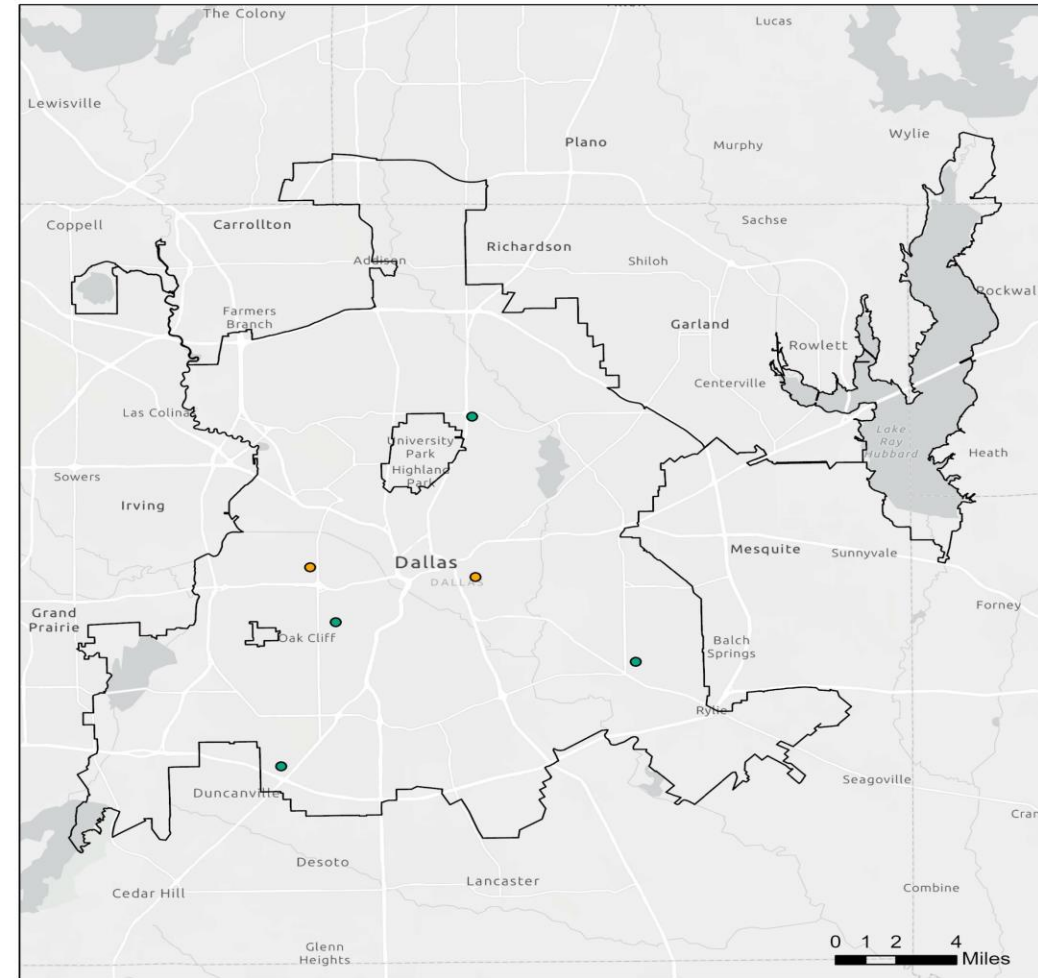


Dallas FEC Locations



- **WiNGS Oak Cliff**
1617 Jefferson Blvd, Dallas TX 75208
- **WiNGS Pleasant Grove**
8341 Elam Rd., Dallas TX 75217
- **WiNGS Red Bird Mall**
3662 W. Camp Wisdom Rd., Dallas TX 75237
- **International Rescue Committee**
6500 Greenville Ave., Dallas, TX 75206
- **Co-Locations - Availability Limited***
 - West Dallas Multi-Purpose Center
 - MLK Community Center
 - More to be added

*Co-location sites offer limited, scheduled coaching appointments provided by FEC partners



DISCLAIMER

This data is to be used for graphical representation only. The accuracy is not to be taken as data produced by a Registered Professional Land Surveyor (RPLS) for the State of Texas. This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries. (Texas Government Code § 2051.102)



Monday, February 6, 2023 10:34 AM
Prepared By: DBI/EGIS Team
Property of: City of Dallas Enterprise GIS
For illustrative purposes only.

Legend

- Full scale FEC site
- Co-location site
- CityLimits



Dallas FEC Network



The Dallas FEC is built for collaboration.

Dallas FEC COD Internal Partners

- Community Courts
- Community Centers (MLK and WDMC)
- Dallas Public Libraries
- Office of Equity and Inclusion
- Small Business Center

External Partnerships

- Crossroads
- Foundation Communities
- The Concilio
- The Financial Inclusion Roundtable
- The Salvation Army
- Volunteers of America
- And More



Volunteer Income Tax Assistance



VITA- The Volunteer Income Tax Assistance (VITA) program is an IRS initiative designed to support free tax preparation service through various partner organizations and has operated for over 50 years.

- Saves money
- Tax Preparers are IRS certified
- Assist in identifying Earned Income Tax Credit
- Reduce the use of costly Refund Anticipation Checks



Volunteer Income Tax Assistance



Foundation Communities 2023 Goals

- Increase Capacity
 - Year-Round Outreach
 - Expanded Service Delivery
 - Enhance Financial Literacy
 - Asset Building for Low to Moderate Income Individuals
- 25,000+ residents served
 - 10,000+ tax returns prepared
 - 2,500+ Limited English Proficiency
 - 2,600+ claim EITC
 - \$5,120,000.00 received in refunds
 - \$1,700,000.00 saved in fees
 - 7000+ volunteer hours

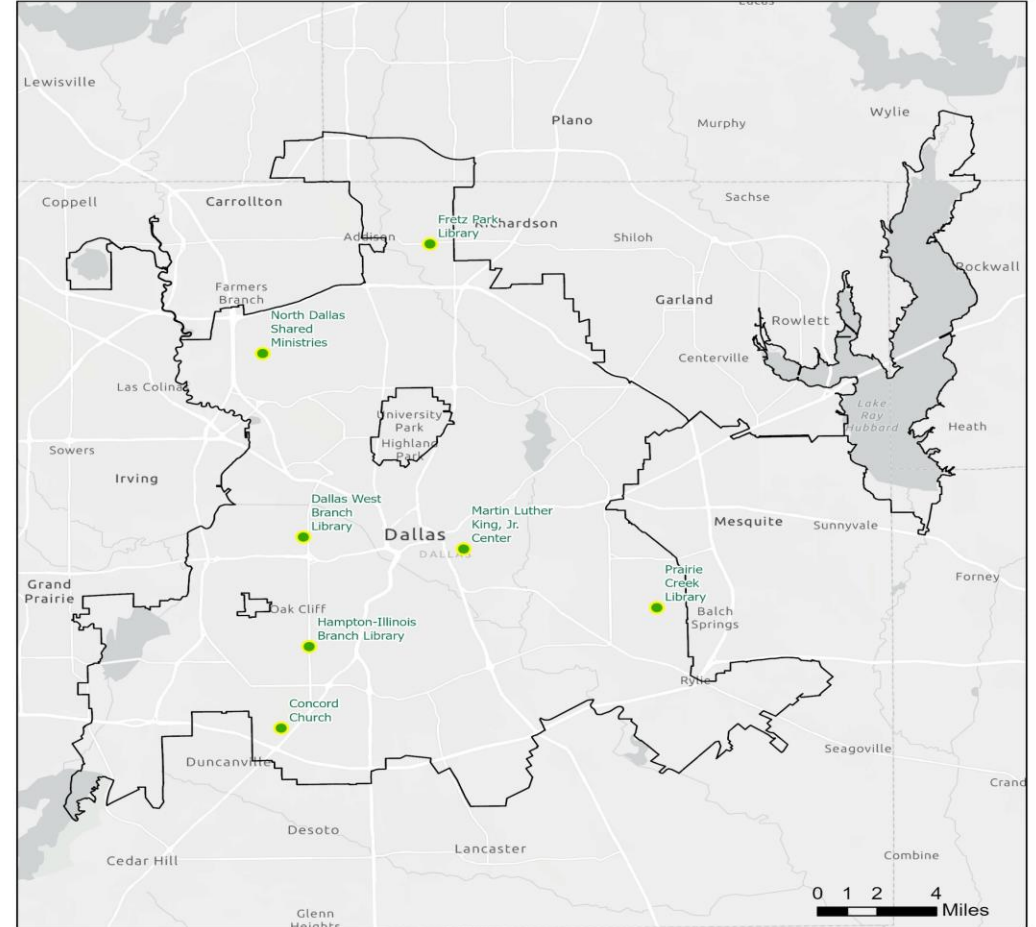


Volunteer Income Tax Assistance



VITA Locations

- **Concord Church**
6808 Pastor Bailey Dr. Dallas, TX 75237
- **Dallas West Branch Library**
2332 Singleton Blvd. Dallas, TX 75212
- **Fretz Park Library**
6990 Belt Line Rd. Dallas, TX 75254
- **Hampton-Illinois Branch Library**
2951 S Hampton Rd. Dallas, TX 75224
- **Martin Luther King, Jr. Center**
2922 Martin Luther King Jr Blvd. Dallas, TX 75215
- **North Dallas Shared Ministries**
2875 Merrell Rd. Dallas, TX 75229
- **Prairie Creek Library**
9609 Lake June Rd. Dallas, TX 75217



VITA Sites Location Map

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Tuesday, February 7, 2023 11:15 AM
Prepared By: DB/EGIS Team
Property of: City of Dallas Enterprise GIS
For illustrative purposes only.

Legend

- VITA Sites
- CityLimits



Consumer Financial Protection Initiative



Goal: Supported by Cities for Financial Empowerment, identify practical opportunities that can improve the City's ability to proactively address critical consumer issues and provide equitable recommendations so that consumer financial protection solutions will benefit all residents and visitors.

Process:

1. Conduct an environment scan with internal and external stakeholders to gain insight on issues
2. Formulate key priorities based on environmental scan
3. Present priorities to internal and external stakeholders for feedback
4. Develop recommendations related to key priorities



Consumer Financial Protection



Environment Scan (June – Sept. 2022) Met with stakeholders to identify critical consumer protection issues affecting residents

Internal Stakeholders

- Office of Community Care
- Code Compliance
- Office of Equity and Inclusion
- Dallas Police Department
- Economic Development
- 311
- Housing
- Homeless Solutions

External Stakeholders

- Cities for Financial Empowerment
- Child Action Poverty Lab
- Dallas Habitat for Humanity
- Dallas Volunteer Attorney Program
- Harmony CDC
- International Rescue Committee
- Miles of Freedom
- Npower
- Raise Texas
- SMU Legal Clinic
- Texas Appleseed
- Wesley Rankin Community Center



Key Priorities Identified



- Consumer Complaint Intake Process
- Vulnerable Populations - Senior and Immigrant Communities
- Tax Preparers and the case for transparency
- Equitable Access to Safe and Affordable Credit
- Proactive Enforcement of consumer protection ordinances



Next Steps



Dallas FEC

- Program Expansion Launch – Press Conference 2/17/23
- National League of Cities Fines and Fees Cohort
- Strategic Partnerships and Alignment (ongoing)

VITA

- Strategic Partnerships and Alignment (ongoing)
- Communications

Consumer Financial Protection Initiatives

- Feedback on identified key priorities
- Draft plan inclusive of recommendations for consideration





City of Dallas

Financial Empowerment Programs Update and Financial Empowerment Centers in Locations Across Dallas

**Workforce, Education and Equity
February 13, 2023**

Jessica Galleshaw, Director
Cruz Correa, Program Manager
Office of Community Care
City of Dallas



City of Dallas

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

Agenda Information Sheet

File #: 23-520

Item #: C.

Green Job Skills Program Update
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE February 13, 2023

TO Honorable Members of the Workforce, Education, and Equity Committee: Jaynie Schultz (Chair), Casey Thomas (Vice Chair), Paula Blackmon, Adam McGough, Jesse Moreno, Omar Narvaez, Jaime Resendez,

SUBJECT **Green Job Skills Program Update**

This memorandum provides information on the new Green Job Skills pilot program that has been fully briefed to the Environment and Sustainability Committee. The effort seeks to advance workforce opportunities in Dallas by enhancing the skillset of local contractors and supporting the growing demand for green jobs in the City of Dallas. During this pilot program, the Office of Environmental Quality & Sustainability (OEQS) will offer free, flexible, self-paced online courses that focus on specific weatherization job tasks taught by experienced professionals. The anticipated outcome of this pilot is to recruit fifty participants into the program during the pilot year, with the possibility of continuing the program after meeting and evaluating Year One goals.

As background, in May 2020, the City adopted the Comprehensive Environmental and Climate Action Plan (CECAP), which establishes goals and pathways to guide the City in reaching its environmental and climate objectives, including those related to weatherization. In August 2022, the City adopted the Racial Equity Plan, which includes the Big Audacious Goal of enhancing economic vitality for equity priority areas by supporting residents with increased opportunities for economic, workforce, and community development. This initiative also aligns with the Workforce, Education, and Equity Committee's efforts to ensure Dallas has a future-proof workforce and provides training opportunities for middle skill level jobs. The Green Job Skills pilot program advances multiple City priorities.

The national priority of implementing green infrastructure is increasing the demand for green jobs and driving the need for expanded training opportunities. This Green Job Skills program will offer local contractors the opportunity to be more competitive in the trade and help develop a stronger local green workforce. This program is designed to complement the new Whole Home Dallas online resource that contains a consolidated list of weatherization, energy efficiency, and renewable energy financial incentive options. The two programs will help Dallas homes be more climate resilient and increase the number of skilled specialists to perform upgrades.

OEQS is launching a targeted marketing effort to support the Green Job Skills pilot program. OEQS will focus on engaging contractor associations and partner organizations to better reach tradesman with existing general contracting experience. The virtual course format assumes participants have a working knowledge of construction practices. This outreach plan is phased to help balance the distribution of the limited number of

classes. If courses are available after the initial outreach, then OEQS will focus on advertising this program through social media, radio, and other outlets.

OEQS will provide the City Council with updates for this program as a part of regular status briefings for the CECAP. If you have questions, or need additional information, please contact Carlos Evans, OEQS Director (214-670-1642) or OEQS Assistant Director, Susan Alvarez (214-671-9505).



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

- c:
- | | |
|---|---|
| T.C. Broadnax, City Manager | Majed A. Al-Ghafry, Assistant City Manager |
| Chris Caso, City Attorney | Dr. 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 #: 23-522

Item #: D.

Small Business Center Workforce Development Upskilling Dallas Grant
[Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE February 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 **Small Business Center Workforce Development Upskilling Dallas Grant**

The purpose of this memorandum is to provide an update on the Upskilling Dallas grant administered by the Small Business Center.

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 who are members of low to moderate income households (defined as households at 80% or below Area Median Family Income). The workforce training addresses the skill gaps in the Dallas labor market for advanced Information Technology (IT) and social and human services for working aged adults. The focus is on 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 scores and service needs, the Small Business Center will be recommending the following applicants for funding for City Council action on February 22, 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 February 10, 2023
SUBJECT **Small Business Center Workforce Development Upskilling Dallas Grant**

Metrics for success will be reflected in the following categories:

- Completion Rate: 80% - 85%
- Industry recognized certification/credential earned: 70% - 85%
- Employed: 75% overall
- Wage range: \$16/hr - \$18/hr

Staff will be available during the Workforce, Education, and Equity Committee meeting on February 13, 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
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera 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 #: 23-523

Item #: E.

Upcoming City Manager's Office Agenda Items - 2023 Digital Navigators Program
[Genesis D. Gavino, Chief of Staff, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE February 7, 2023

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

SUBJECT **Upcoming City Manager's Office Agenda Items – 2023 Digital Navigators Program**

This memo serves as an overview of the Request for Competitive Sealed Proposals for (RFCSP) the Digital Navigators Program managed by the City Manager's Office (CMO).

The following City Manager's Office item will be considered by the City Council on the Feb 22, 2023, Voting Agenda.

Item 23-400: Authorize the City Manager to release funds to the Digital Navigators program, solicitation number BOZ22-00020338.

Item 23-400: Authorize a one-year contract, in the amount of \$1,000,000 with a one-year renewal option for Dallas Innovation Alliance as a subrecipient to administer the Digital Navigators Program that focuses on the four pillars of digital equity: access, affordability, devices, and literacy and skills to Dallas residents - Not to exceed \$2,000,000 – Financing: Coronavirus State and Local Fiscal Recovery Fund (subject to annual appropriations)

The purpose of the Digital Navigators Program is to connect with targeted communities to better understand and alleviate their needs to be connected to the internet, utilize computers and laptops, and acquire training to support digital literacy and skills, as well as increased awareness and use of Dallas Public Library resources. Supplier has a unique understanding of the communities they seek to serve and demonstrate how their approach will result in measurable improvements to internet access and digital literacy skills. Supplier will include assessment methods that will demonstrate how program supports have bridged the digital divide and mitigated the negative effects of digital inequity on educational gaps, job and housing losses, food insecurity and health crises in the targeted communities

The Dallas Innovation Alliance (DIA) will be executing the Digital Navigators scope of work through its Connected Dallas 'Digital Ambassador' program. The foundation of this program was built by the National Digital Inclusion Alliance's (NDIA) Digital Navigator model. Connected Dallas is designed to provide a full spectrum of digital touchpoints for community members with the intention to meet them where they are, whether by phone, text, chat, online or in-person. This ensures that community members are well-informed, trained, and connected to all services that require connectivity. Administration and implementation of program materials will be developed in alignment with the City's guiding principles of community engagement and outreach to be equitable, accessible, transparent, and inclusive. The program goal is to improve quality of life with access to basics like devices, internet plans, basic skills/tech support; as well as education, job training/applications, transportation, telehealth, and basic services.

In addition, DIA will focus on increasing enrollment to federal benefits, such as Lifeline and the Affordable Connectivity Program (ACP).

DATE February 7, 2023
SUBJECT **Upcoming City Manager’s Office Agenda Item – 2023 Digital Navigators Program**

Background

The City Manager’s Office (CMO) is seeking a one-year contract, with a one-year renewal option, with a non-profit agency to serve as a subrecipient for the purpose of administering a Digital Navigators Program within the Dallas city limits to residents who are low income, which is defined as at or below 80% Area Median Income (AMI), under a subrecipient agreement. Target communities that have been most impacted by COVID-19 include:

- Families with school-age children and adolescents;
- Higher-education students;
- Individuals who have lost employment or are otherwise income insecure;
- Immigrant and refugee communities;
- Senior citizens; and
- Residents living in zip codes and census tracts identified in the “Households with No Internet Access” map as found in:
<https://dallasgis.maps.arcgis.com/apps/webappviewer/index.html?id=3076076c348e4617859b213687147dc7>;
- And Residents living in 2022 Qualified Census Tracts identified in
<https://www.huduser.gov/portal/qct/1metrotable.html?cbsa=19100&DDAYEAR=2022>;
and
- Residents living in communities of concentrated poverty.

Proposal Evaluation:

The City Manager’s Office sought proposals via a Request for Competitively Sealed Proposals (RFCSP) from non-profit organizations to deliver Digital Navigation services as outlined above. The solicitation required that programs target service delivery in locations that are accessible to or within communities in which internet access is lacking and/or communities in which there are concentrations of populations identified by ARPA funding.

RFCSP Timeline:

- Open for Applications – September 29- November 4, 2022
- Closed Date – November 4, 2022
- Evaluation Dates – November 7 - 21, 2022
- Final Scoring by Procurement – December 15, 2022

Evaluation Team:

- Office of Equity and Inclusion, Welcoming Communities & Immigrant Affairs Division
- Office of Community Care
- Dallas Public Library
- City Manager’s Office

Evaluation Criteria:

Organizational Capacity: (20 points)

- Demonstrates Proposer's capacity and experience deploying a similar program

Program and Workplan (40 points)

- Outlines what, how, when, and to who services will be delivered

DATE February 7, 2023

SUBJECT **Upcoming City Manager’s Office Agenda Item – 2023 Digital Navigators Program**

- Demonstrates Proposer’s understanding of the Target Community and Service Area needs and how the program addresses those needs

Evaluation Plan

- Demonstrates that Proposer’s process and plan for evaluating program services and impact of services

Cost and Budget

- Demonstrates clear consideration for cost of program and how the Proposer intends to allocate funding

Application Evaluation and Scoring:

The Evaluation Committee individually scored each category, as provided below. Awards are based on scoring rank based on total scores and proposals with scores below 70 points were not awarded funding.

	Total A + B	A Evaluation Criteria	A-1 - Organizational Capacity	A-2- Program and Work Plan	A-3 - Evaluation Plan	A-4 Cost and Budget	B- 1 - Cost
Supplier	/100 pts	/95 pts	/20 pts	/15 pts	/15 pts	/20pts	/5pts
Dallas Innovation Alliance	<u>78.35</u>	76.35	16	35.75	11	13.6	2
NPower	<u>69.05</u>	66.05	17	30.25	10	8.8	3
Comp-U-Dopt	<u>63.10</u>	58.1	12.25	27.5	7.75	10.6	5

Agency	Ranking	Award	% of Request Awarded
Dallas Innovation Alliance	1	\$1,000,000.00	100%
Comp-U-Dot	2	\$0	0%
NPower	3	\$0	0%

The program services will begin once the contracts have been executed.

If you have any questions, please do not hesitate to contact me.



Genesis D. Gavino
Chief of Staff

DATE February 7, 2023

SUBJECT **Upcoming City Manager’s Office Agenda Item – 2023 Digital Navigators Program**

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
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Agenda Information Sheet

File #: 23-524

Item #: F.

Upcoming Office of Community Care and Office of Procurement Services Agenda Item Relating to Senior Dental Program - February 22, 2023

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

Memorandum



CITY OF DALLAS

DATE February 9, 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 Senior Dental Program – February 22, 2023**

On February 22, 2023, the following Office of Procurement Services item will be considered by City Council:

File ID: 22-403: Authorize a one-year service contract in the amount of \$250,000, with two one-year renewal options in a total amount of \$500,000, as detailed in the Fiscal Information section, for dental health services for seniors 60 years of age and older residing in the City for the Office of Community Care – Texas A&M University Health Science Center dba Texas A&M University College of Dentistry, only proposer - Not to exceed \$750,000 - Financing: General Fund (subject to annual appropriations)

Background

This service contract provides for dental health services for seniors 60 years of age and older residing in the City for the Office of Community Care. Texas A&M University Health Science Center dba Texas A&M University College of Dentistry is contracted to provide clinical dental care services, including exams, cleanings, fluoride treatment, sealants, fillings, extractions, root canals, treatment for infections, oral health education, and partial and full dentures to seniors under the Clinical Dental Care Services Program, in the amount of \$250,000.00.

Medicare does not typically cover dental care services for seniors. The Senior Affairs Commission strongly advocates for senior dental care as low-income and fixed income seniors are often unable to afford private dental care. Providers of dental services to low-income seniors state that they frequently encounter patients who have not been seen by a dentist in many years, resulting in severe dental disease. The Senior Dental Program is likely the only option for many Dallas seniors.

The lack of proper dental care can lead to other health issues and advancing age puts our senior residents at risk for oral health conditions. In addition to dental health, dental care appointments provide an opportunity to identify signs of other health issues in patients such as high blood pressure, diabetes and heart disease. In cases like these, the Clinical Dental Care Services Program provider, Texas A&M College of Dentistry (TAMCOD), refers patients for low-cost medical services near the dental clinics.

TAMCOD's mission is to improve the oral health of Texans and shape the future of dentistry by (1) Developing exemplary clinicians, educators, and scientists; (2) Caring for

DATE February 9, 2023

SUBJECT **Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to Senior Dental Program – February 22, 2023**

the needs of a diverse community, and (3) Serving as a leader in health professions education, and seeking innovations in science, education, and health care delivery.

This program is expected to serve 1,000 seniors. All dental services will be provided in two community locations, each of which is accessible via public transit, including buses light rail stations.

Clinic Site	Address	Convenient To:
North Dallas Shared Ministries (NDSM)	2875 Merrell Rd, Dallas, 75229	West and Northwest Dallas, including Love Field and Stemmons Corridor
M.C. Dental Clinic at Hatcher Station (Cooper – new in 2021!)	4542 Scyene Rd, Dallas, 75210	South Dallas, Fair Park, Pleasant Grove, East Oak Cliff

Performance Measures

Evaluating Efficiency and Cost – Cost of Clinical Services Per Qualified Patient

During the term of the contract, Texas A&M University Health Science Center dba Texas A&M University School of Dentistry will provide 2000 patient visits to 1000 unduplicated patients with 5000 dental procedures attributed to the City’s funding.

Performance Measure	Goal
Improve access to oral health care to qualified senior adults.	1000 unduplicated patients
Increase the number of visits to ensure comprehensive dental services are available to qualified seniors.	2000 patient visits
Increase the number of procedures provided per visit to meet the oral health needs of qualified seniors.	5000 procedures

Outcome Measures

Evaluating Quality of Care - Completed treatment per qualified patient – 50% of qualified seniors will have completed all planned treatment within the reporting year.

Measure Name	Description	Goal
Senior Adults – Completion of All Planned Dental Treatment	Total number of completed cases for all qualified senior adults will be evaluated each month during the reporting year to ensure proper follow up and completion of treatment.	50% of patients completed all treatment.

DATE February 9, 2023

SUBJECT **Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to Senior Dental Program – February 22, 2023**

Procurement

The City of Dallas Office of Community Care (OCC) sought qualified entities through a Request for Competitive Sealed Proposal (RFCSP) process, to provide clinical dental health services to low/moderate-income seniors aged 60 and older.

The Evaluation Committee selected the successful respondent on the basis of demonstrated competence and qualifications under the following criteria:

- Program evaluation 45 points
- Organizational capacity 30 points
- Budget and Cost 25 points

The City of Dallas only received one proposal for this solicitation.

Senior Dental Care Services Program									
Agency	Rank by Score – Initial	Score – Initial	Rank by Score – Amended	Score – Amended	Category 1 – Award Initial	Category Award Amended	1 -	% Request Awarded – Initial	% Request Awarded – Initial
Texas A&M University HSC College of Dentistry	1	94.5	1	94.5	\$250,000.00			100%	

The RFCSP was advertised on October 6, 2022 and October 13, 2022. A pre-conference was held on October 19, 2022 and submissions were due on November 18, 2022.

A four-member committee from the following departments reviewed and evaluated the qualifications:

- Department of Housing & Neighborhood Revitalization (1)
- Office of Community Care (2)
- Office Homeless Solutions (1)

Date	Actions
October 6, 2022	RFCSP posted via Bonfire
November 18, 2022	RFCSP closed and submissions due
November 30, 2022	Application scoring completed
December 13, 2022	Notification of funding award
February 22, 2023	Council authorization of contract

The organization will begin implementation of programming and services once contract has been executed.

DATE February 9, 2023

SUBJECT **Upcoming Office of Community Care and Office of Procurement
Services Agenda Item Related to Senior Dental Program – February
22, 2023**

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@dallascityhall.com.



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

- c:
- | | |
|---|---|
| T.C. Broadnax, City Manager | Majed A. Al-Ghafry, Assistant City Manager |
| Chris Caso, City Attorney | Robert Perez, Assistant City Manager |
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