



City of Dallas

Closing Disparities: Department Progress Measures Update - CORE

**Workforce, Education and
Equity Committee
April 14, 2025**

Hai Tran, Director (I), Office of Equity and Inclusion
Brian Thompson, Assistant Director, Facilities and Real Estate Management
Vincent Olsen, Director, Equipment & Fleet Management
Tanishia Dorsey (I), CIO, Information & Technology Services
Juanita Ortiz, Director, Procurement Services
Jarred Davis, Director, Civil Service

Overview



Leveraging Data, Engagement and Collaboration

Core Portfolio

- Departments in the Core Portfolio
- Mapping REP Funding

Department Updates

- REP Department Progress Measures
- Outcomes and Impact
- Advancing the Work

Next Steps

- Engagement



Analytical Rigor & Data Driven Execution



How the REP Leverages Data for Decision-Making, Accountability, and Community Engagement



Data-Driven Accountability: The Racial Equity Plan uses the Equity Indicators Report to **track disparities** across systems like justice, health, and economics, holding departments accountable for progress through **concrete Department Progress Measures (DPMs)**.



Decision-Making with Disaggregated Data: The Racial Equity Plan emphasizes using **collaboration** and **disaggregated data** to inform decision-making, ensuring policies address specific needs of historically disadvantaged communities while avoiding unintended consequences



Community Engagement through Data: **Interactive** tools like the **Equity Atlas** visualize data by **geography** (e.g., Council Districts, census tracts), allowing community members to **engage** with the city's **strategic planning efforts** and understand how equity priorities are shaped



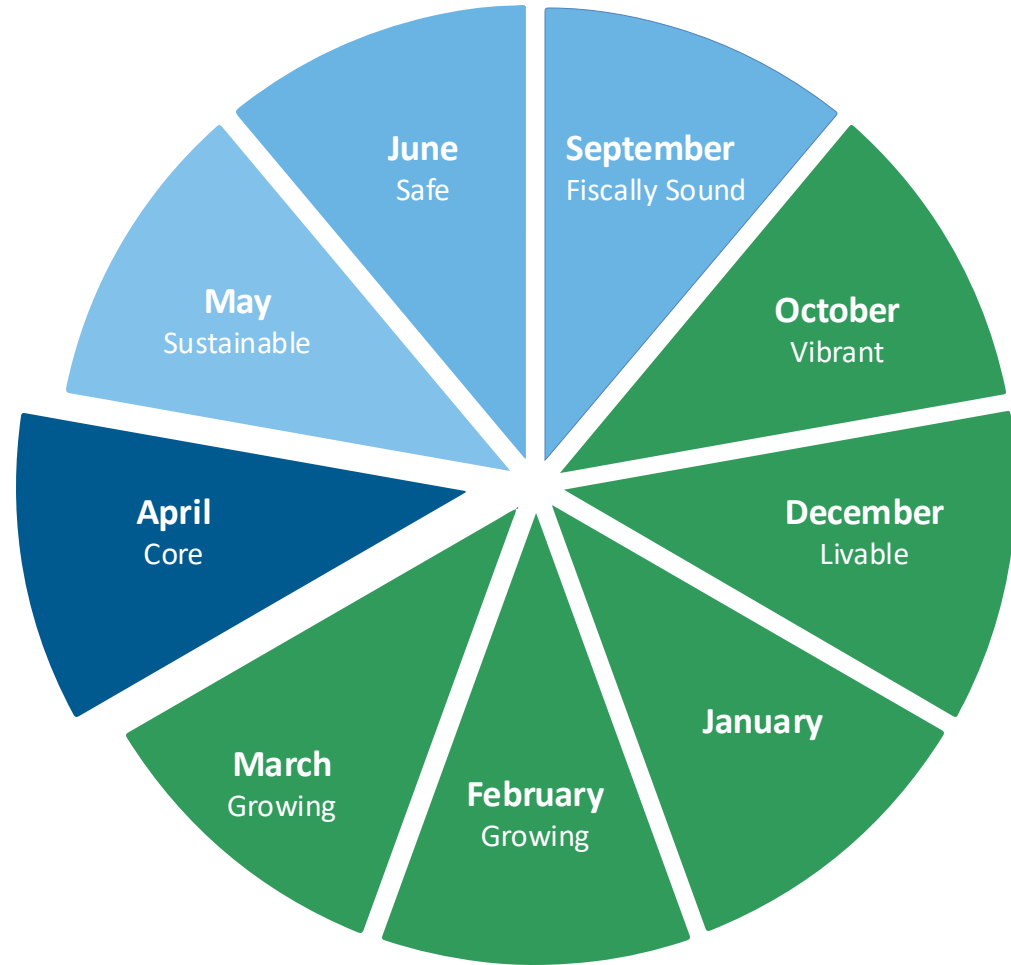
The Racial Equity Plan incorporates **community feedback** from public events such as the **Equity Indicators Symposium**, surveys, and focus groups to ensure that the data being collected and analyzed reflects the **lived experiences of residents**.



Core Portfolio



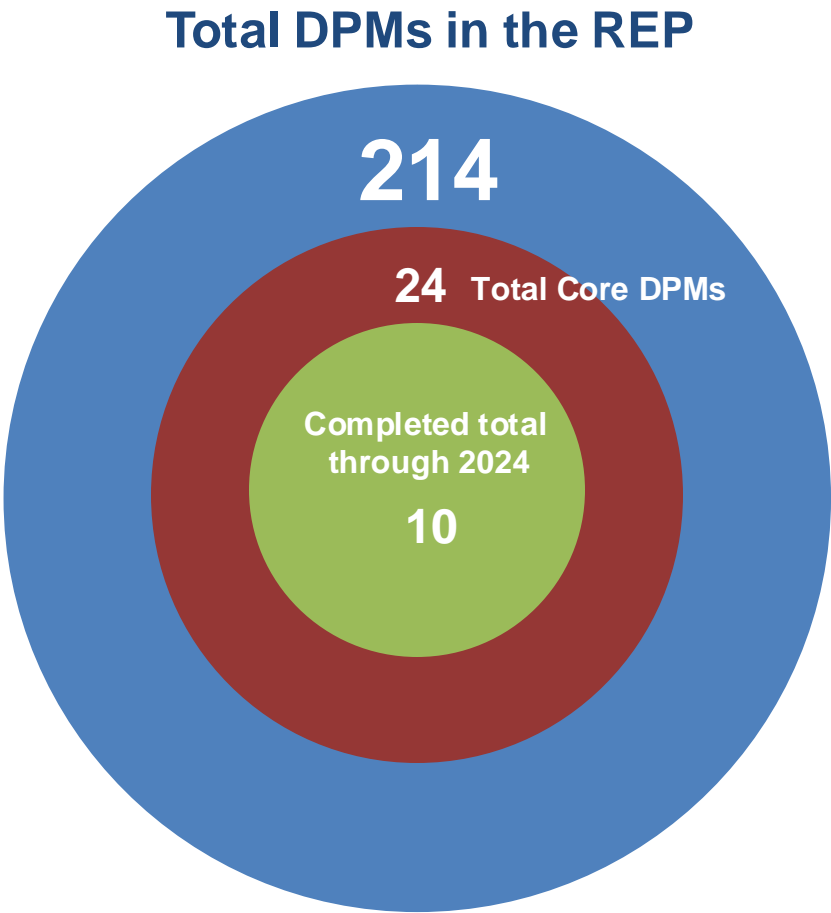
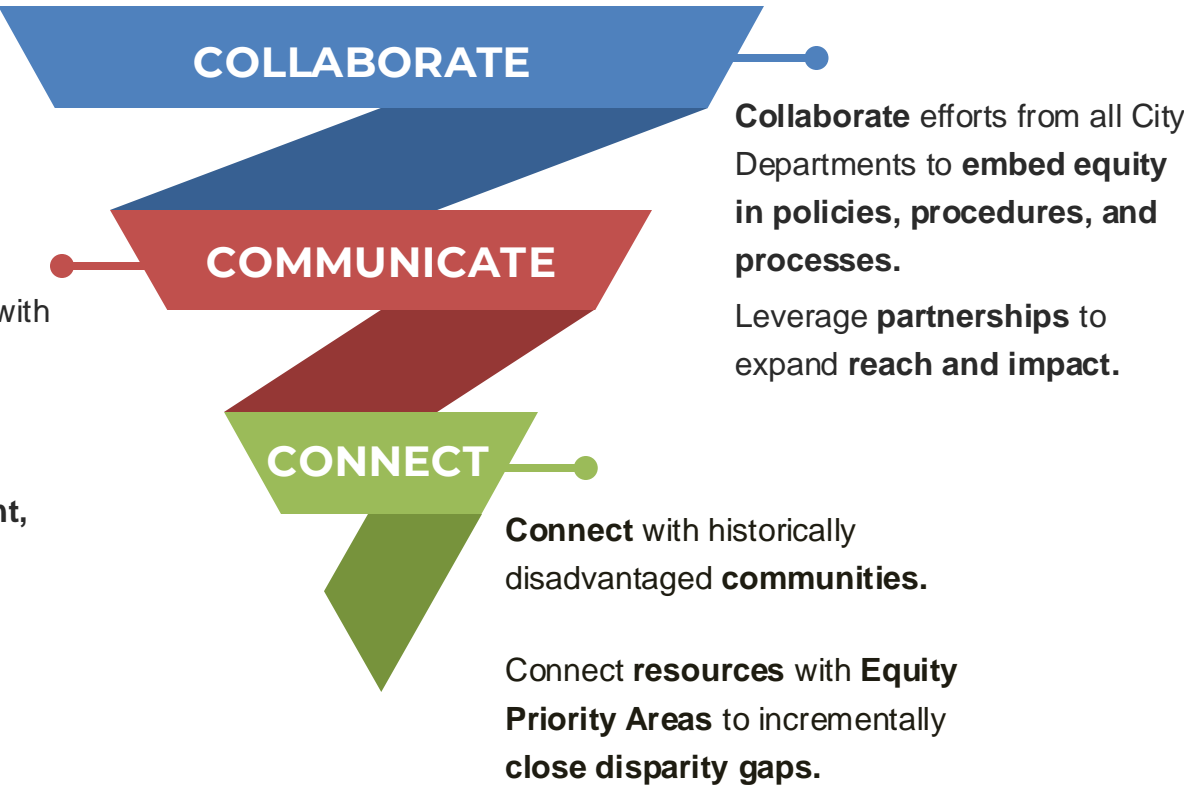
- Facilities and Real Estate Management
- Equipment & Fleet Management
- Information & Technology Services
- Procurement Services
- Civil Service



Service First, Now!



Empathy, Ethics, Excellence, Engagement, and Equity



DPMs Drive Accountability.



Facilities and Real Estate Management



**Aeramax Air Purifier
Installations**



**Upgraded HVAC System
Filtration (MERV 11 or
higher)**



**UNT Work Force Career
Fair**





Facilities and Real Estate Management



Equity Indicator 52: Chronic Disease

Chronic diseases (cardiovascular disease, cancer, stroke, and COPD) place a tremendous burden on a person's long-term physical, emotional, and financial well-being.

Department Progress Measures	Status/ Completion Date	Outcome
*Improve the indoor air quality at City buildings in equity priority areas with high asthma rates by updating HVAC systems and/or related air distribution components in an additional 30 buildings by October 2026.[Ei 52]	Completed September 30, 2024 	In fiscal years 2023 and 2024, Facilities & Real Estate Management (previously Building Services Department) completed air quality upgrades in 35 buildings by upgrading HVAC system air filtration from low MERV standards (8) to higher MERV 11 or higher air filters or through the installation of ultraviolet (UV) air filtration in replacement HVAC systems. Project cost: \$449,136
Improve indoor air quality at City buildings in equity priority areas by installing air purification systems in 15 buildings by 2024. [\$] [Ei 52]	Completed September 30, 2024 	As of September 30, 2024, Facilities & Real Estate Management (FRM) has installed 135 air purification units in city-owned, public facing facilities located within REP identified zip codes: 23 Buildings (135 air purification units - \$759,240) Additionally, FRM has installed these units in additional city-owned facilities, totaling 321 units in 106 city facilities. Project cost: \$1,689,000
*FRM will provide a living wage and on-the-job training opportunities to individuals from historically disadvantaged groups by increasing the number of FRM employees hired through the City's FreshStart program to 10 employees by 2026. [Ei 5]	In Progress	As of March 30, 2025, FRM has hired 7 of 10 FreshStart employees, with 5 of 7 still employed (71% retention). 3 of the 5 remaining employees will reach their 3rd anniversary with the City of Dallas in 2025. FRM continues to actively recruit candidates through the City's FreshStart program, participating in workforce hiring events when available.



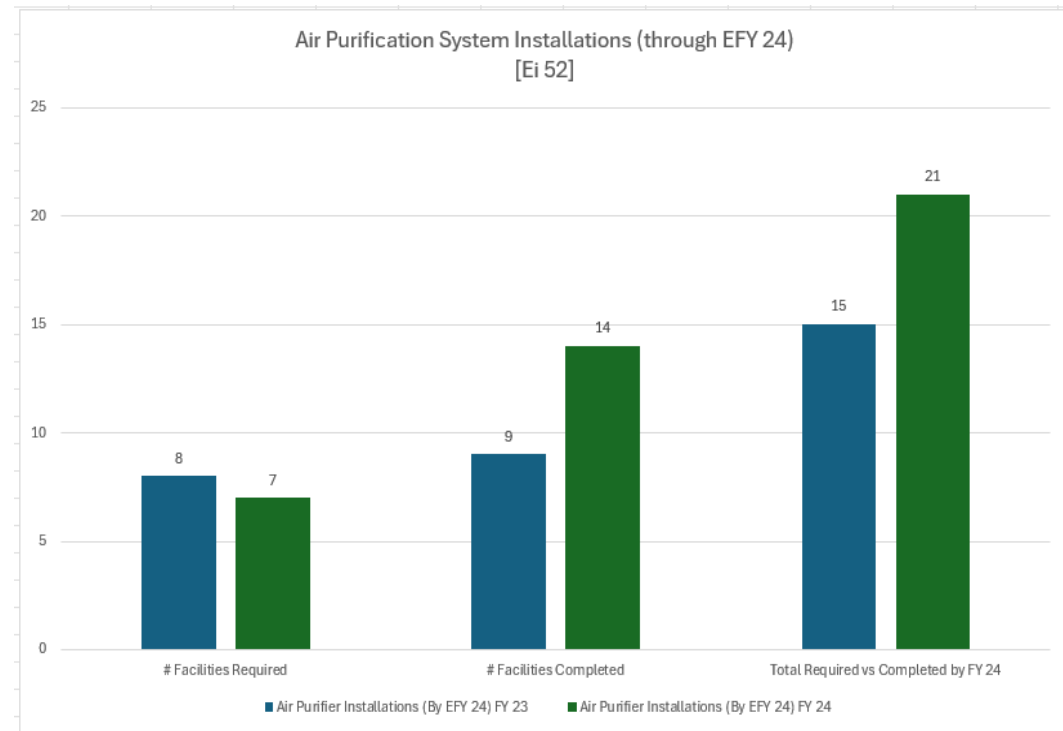
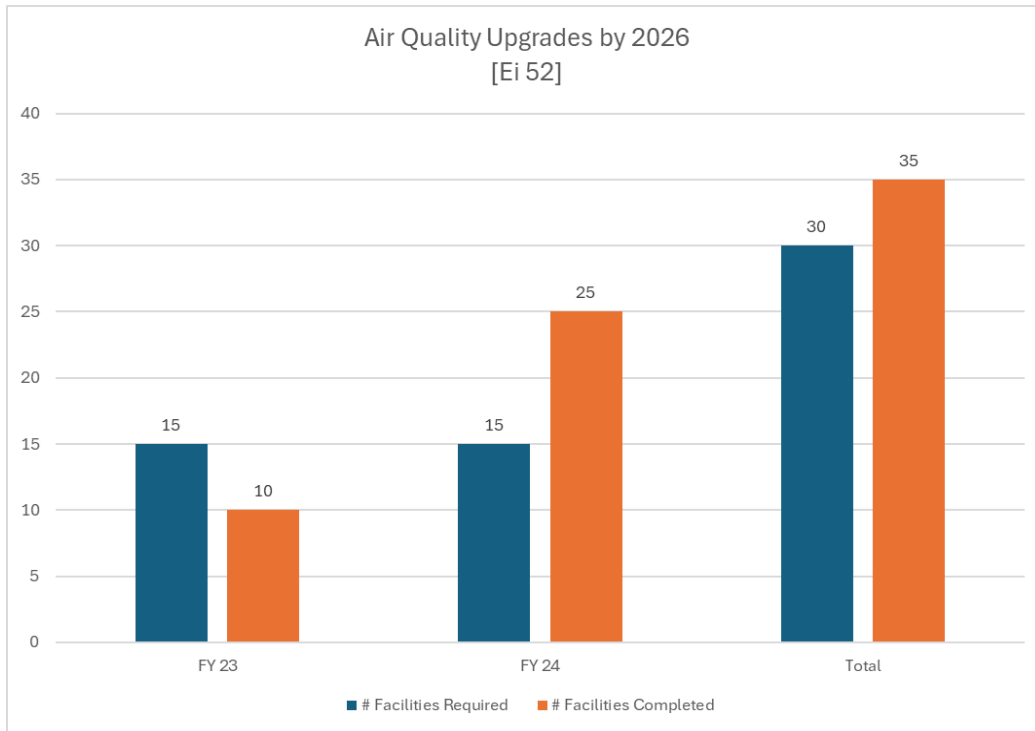
* Modified measures

Facilities and Real Estate Management



Equity Indicator 52: Chronic Disease

Chronic diseases (cardiovascular disease, cancer, stroke, and COPD) place a tremendous burden on a person's long-term physical, emotional, and financial well-being.



* Modified measures

What's Next: Facilities and Real Estate Management



Department Progress Measures

- **Community Engagement:** Racial Equity Plan
- **Data:** Equity Indicators Report, Equity Impact Assessment Tool, etc.
- **Actionable Next Step:** Perform continuous monitoring of installed systems to ensure reliability and performance.

Beyond Department Progress Measures

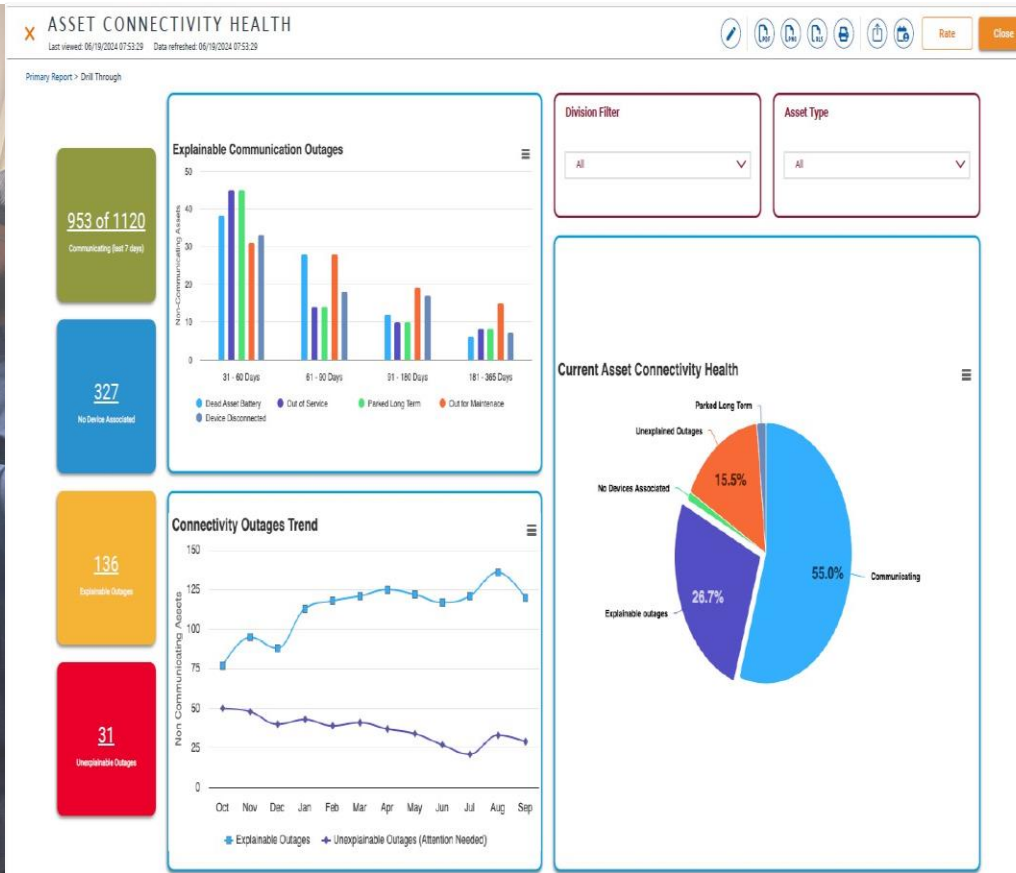
- As FRM has completed the performance measures developed for the period required by the Racial Equity Plan, FRM has no measures beyond the accomplishments noted.



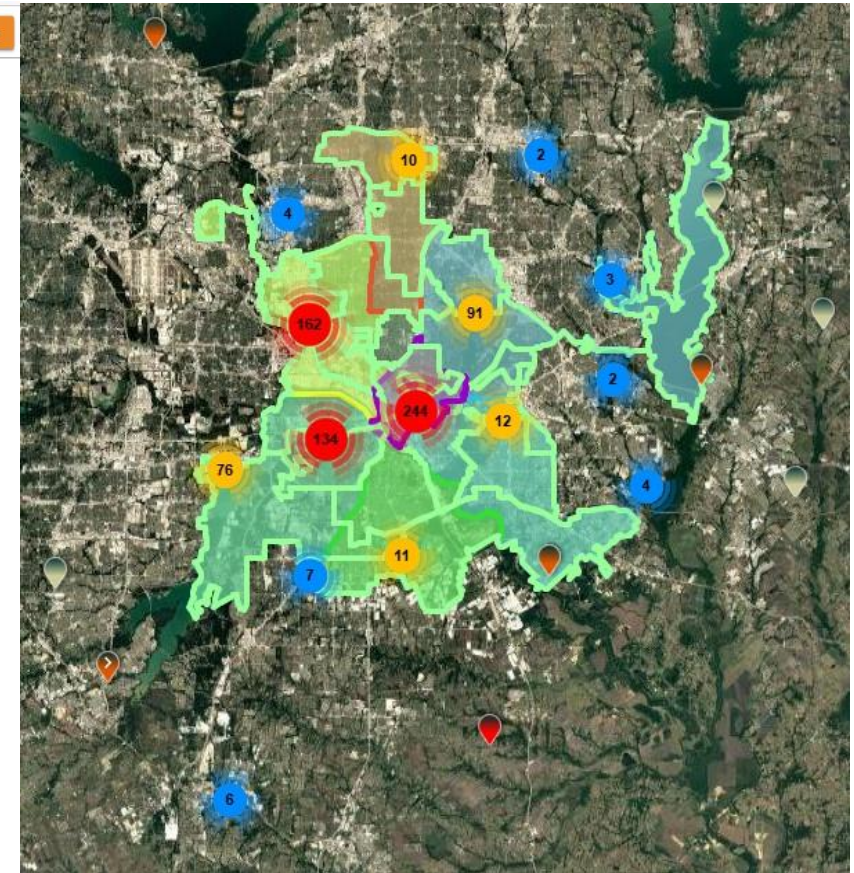
Equipment & Fleet Management



Recruit, Train and Retain



Measure Performance and Manage Outcomes






Ensure Equitable Resource Availability



Equipment and Fleet Management



Equity Indicator 9: Median Household Income

Department Progress Measures	Status/ Completion Date	Outcome
Promote no greater than 15% difference for on-time preventative maintenance by service area.	Completed 10/01/2024 	This metric increases the likelihood of unit availability around the city so departments can meet the needs of the citizens.
Use EFM's positions on various Advisory Boards of Automotive and Diesel Technology vocational schools (UTI, TSTC, Dallas College, Lincoln Tech) to enhance the diversity of recruiting students from historically disadvantaged communities.	Completed 10/01/2025 	Currently Gordon Rogers (Manager) sits on advisory board for Cedar Valley College, Eastfield College and Lincoln Tech College. Vincent Olsen (Director) sits on Fleet Advisory board for American Public Works Association as well as Cedar Valley College.
Develop credible supplier/vendor list comprised of businesses from historically disadvantaged communities that provide services to fleet management organizations with the purpose to share this database with the Office of Procurement Services to enhance outreach and entrepreneurial opportunity in equity priority areas.	Completed 10/01/2024 	At least 2 Historically Underutilized Businesses (HUBs) must be contacted for contracts (informal solicitations) with a proposed expenditure of more than \$3,000 but less than \$50,000. HUBs must be contacted on a rotating basis as a part of the three informal price quotations to be solicited. Disadvantaged businesses shall be taken from the list supplied by the State Comptroller's Office. The EFM Procurement Team handles all informal requisitions for the department and adheres to the HUB requirement for each purchase. Master Agreement contracts do not apply to the HUB requirement.



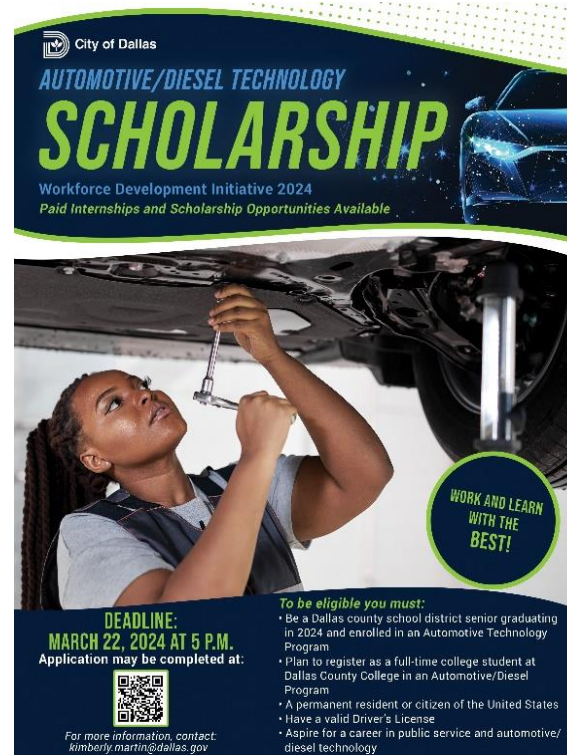
Equipment and Fleet Management



Diversity at work!



Deanna Carrizales, Central Service Center



EFM's Workforce Development Initiative



Careers on Wheels (Stemmons Elementary School)



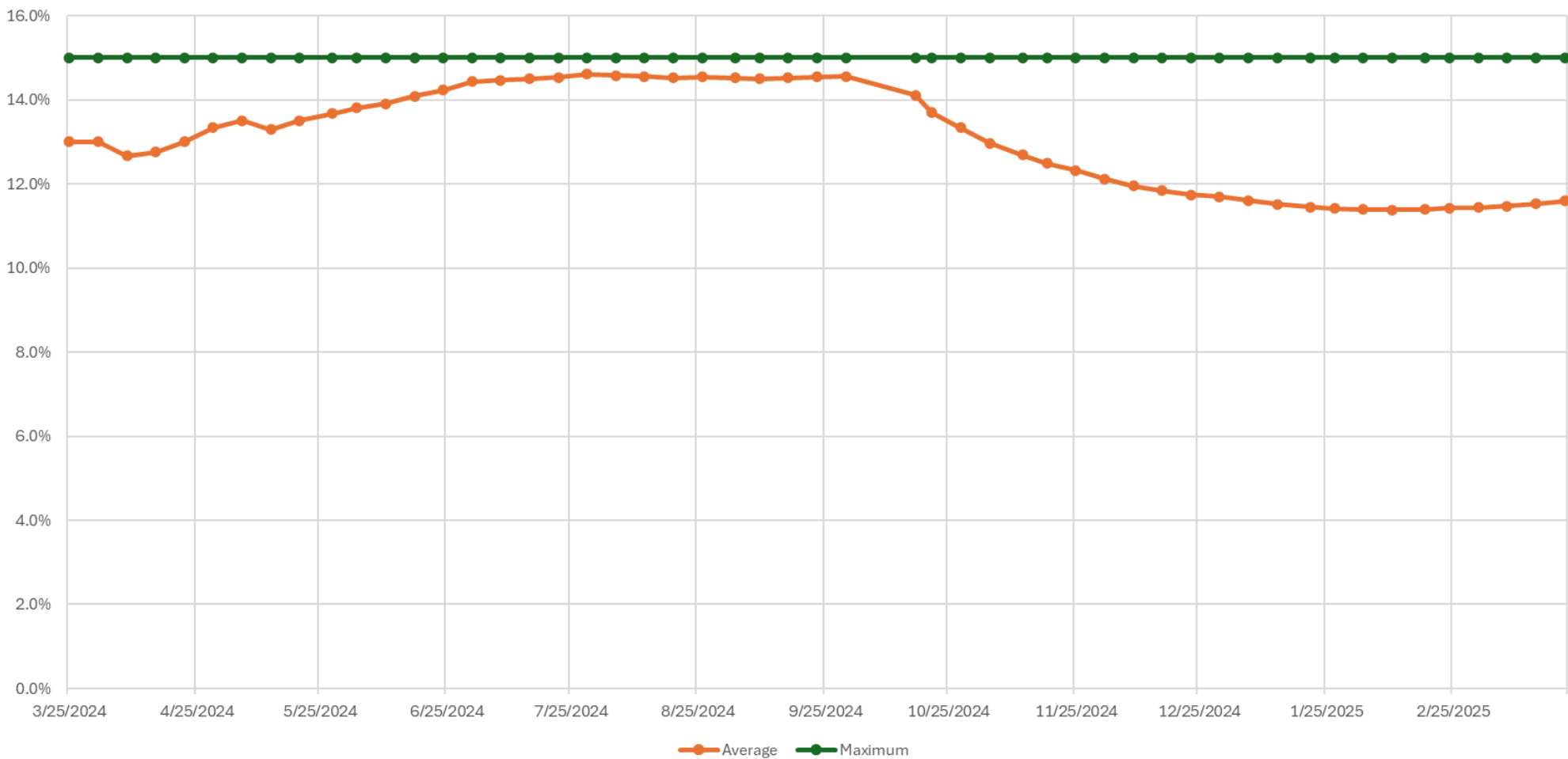
S. Garland High School P-TECH Career Fair



Equipment and Fleet Management



Variance in PM Compliance by Service Center (Long Run Average)



What's Next: Equipment & Fleet Management



Department Progress Measures

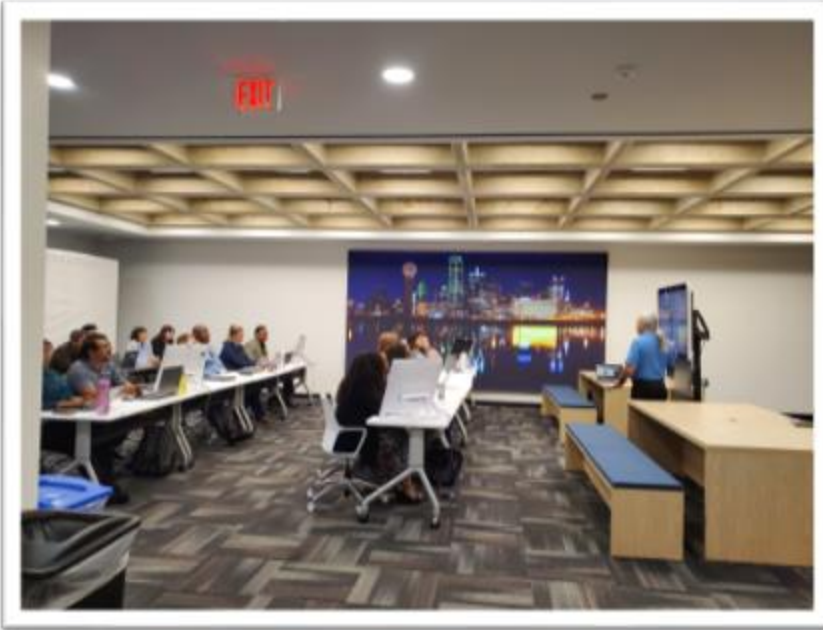
- **Community Engagement:** Ensuring equitable asset availability through preventative maintenance and department support for equity of service
- **Data:** Monitor and ensure PM Compliance variance is no more than 15% between service centers
- **Actionable Next Step:** Continue to monitor and adjust as needed.

Beyond Department Progress Measures

- **PM Compliance Variance:** Ensuring that service centers provide support to departments in an equitable manner increases the odds that citizens receive support services.



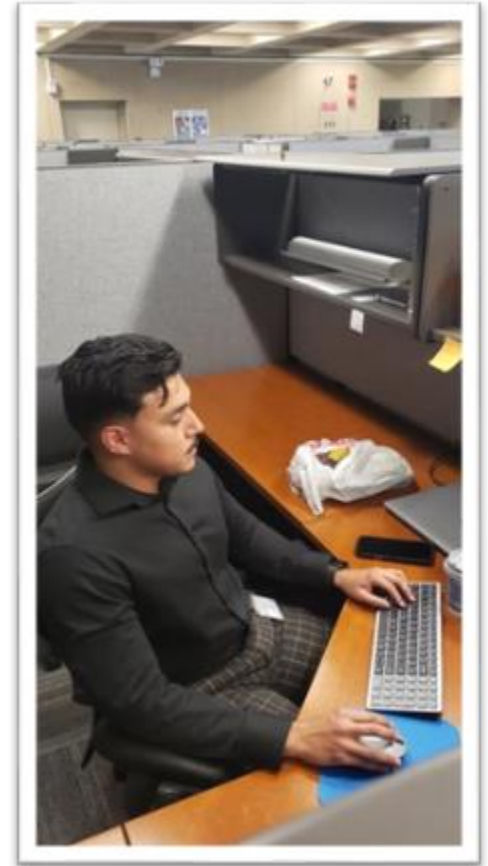
Information & Technology Services



Design Sessions in Innovation Lab



PTECH Industry Partner



**Cybersecurity
Internship**




Information & Technology Services



Equity Indicator 39: Government Service Satisfaction

Public perceptions are reflective of and can inform improvements in the quality of government services. Racial/ethnic disparities in perceptions of government services may be indicative of different problems facing different communities

Department Progress Measures	Status/ Completion Date	Outcome
By December 2023, upgrade the City's existing financial system to support all departments which manage invoices and payments to vendors. The upgrade will automate the accounts payable process improving accuracy and efficiency. [\$] [BMS, CCO] [Ei 2,39]	Completed October 13, 2024 	Financial system upgrade completed in October 2024 which increased transparency into the Accounts Payable payment flow. Additional enhancements are planned to include electronic invoicing to speed intake, processing, and payments to vendors.
Redesign the City's website by December 2023 to include enhancements to the style guide for more user-friendly designs and site-wide accessibility and language access improvements to ensure equitable access to resources and information. A comprehensive website audit is underway to analyze content, components, and features. [\$] [Ei 39]	In Progress April 30, 2026	60% of web pages on City Internet domain complies with Americans with Disabilities (ADA) web accessibility guidelines. Sites are standardized and monitored for ongoing compliance. City websites offer multiple language translations.



What's Next: Information & Technology Services



Department Progress Measures

- **Community Engagement:** Continued collaboration with the P-TECH program and colleges/universities, providing students with hands-on learning opportunities and mentorship.
- **Data:** Increased student participation in ITS initiatives and expanded internship opportunities, with 20% more students engaged.
- **Actionable Next Step:** Enhance internship structures to provide year-round engagement, formalize mentorship components, and develop metrics to track long-term student success within the department.

Beyond Department Progress Measures

Developing a **Tech Career Exploration Program** to introduce K-12 students to technology career opportunities within the City of Dallas.

This initiative will provide interactive sessions where students can explore various ITS roles. City staff will engage directly with students, sharing insights into their careers and guiding them through real-world tech applications.

By fostering early exposure to IT careers in City service, this program aims to build a future pipeline of tech talent while strengthening community engagement in STEM fields.



Procurement Services



Outreach Events

Dallas Accelerator Program

Community Engagement






Procurement Services



Equity Indicator 2: Business Ownership

Business ownership provides opportunities for residents to overcome barriers to the traditional labor force and increase their earnings. Personal wealth, access to capital, entrepreneurial skills, and educational attainment may be factors that limit success in this indicator.

Department Progress Measures	Status/ Completion Date	Outcome
*Increase the amount or percentage of large contracts broken down to smaller contracts targeting M/WBE from 0 to 15 by 2023 [Baseline data to be established]. [Ei 2, 12]	Completed April 2025 	While this goal was originally established by the Small Business Center (SBC) prior to its transition to the Business Enterprise Hub (BEH) within the Office of Procurement Services (OPS), OPS continues to employ several strategies to support it. OPS publishes a Quarterly Procurement Plan that outlines upcoming solicitations and subcontracting opportunities. When feasible, OPS also structures awards by group to break larger contracts into smaller, more accessible opportunities.
Increase procurement educational training in equity priority areas from 0 to 4 annually by May 2024 (0-2 annually by May 2022 and 2 to 4 annually by May 2023). [\$] [Ei 1, 2, 39]	Completed October 2024 	In FY 2024, OPS conducted five procurement education trainings focused on equity priority areas. Through partnerships with local chambers of commerce and contractor associations, OPS staff delivered sessions including <i>Meet the Purchasers</i> , <i>DBE Forum</i> , <i>Delegation</i> , the <i>Business University Program</i> , and <i>Building Capacity</i> .
*Annually track how many MWBE subcontractors transition to become Primes in the City of Dallas on an annual basis. [Ei 2,6,7]	Completed May 2023 	This goal was originally established by the SBC prior to its transition to BEH. The Dallas Accelerator Program (DAP) contains performance metrics to track the number of M/WBE subcontractors that transition to prime contractors.

*Previously Small Business Center





Equity Indicator 2: Business Ownership

Business ownership provides opportunities for residents to overcome barriers to the traditional labor force and increase their earnings. Personal wealth, access to capital, entrepreneurial skills, and educational attainment may be factors that limit success in this indicator.

Department Progress Measures	Status/ Completion Date	Outcome
*By 2024, breakdown and publish the percentages within the City’s M/WBE Categories. [Ei 1,6,7]	Completed December 2023 	While this measure was originally established by the SBC—now the BEH within OPS—OPS currently publishes the M/WBE Participation Memo for each City Council agenda. This memo identifies the number of agenda items that received an M/WBE review and details the M/WBE participation for each item by category.
*Increase the number of M/WBE businesses engaged in the Mentor/Protege program from 10 to 20 by December 2024. [Ei 4,5,6,7]	Completed July 2024 	The 2024 Mentor Protégé Program (MPP) was launched to foster partnerships between local M/WBEs and Prime Contractors. Established by the SBC, the program successfully matched 21 M/WBEs with mentors in 2024, offering one-on-one mentoring relationships and targeted training. Following the realignment of the SBC under OPS, the MPP will now be integrated into the Dallas Accelerator Program.

*Previously Small Business Center



What's Next: Procurement Services



Department Progress Measures

- **Community Engagement:** Support the Dallas Accelerator Program (DAP). DAP is designed to provide businesses with access to comprehensive support, including business development, capacity building, marketing, sales, financial resources, and leadership training.
- **Data:** 26 DAP graduates in 2024; graduates saw a 29% average increase in revenue
- **Actionable Next Step:** Solicitation underway for new service provider(s)

Beyond Department Progress Measures

- The newly formed Business Enterprise Hub will continue to provide support to minority and women business enterprises and explore new ways to support other underrepresented groups.



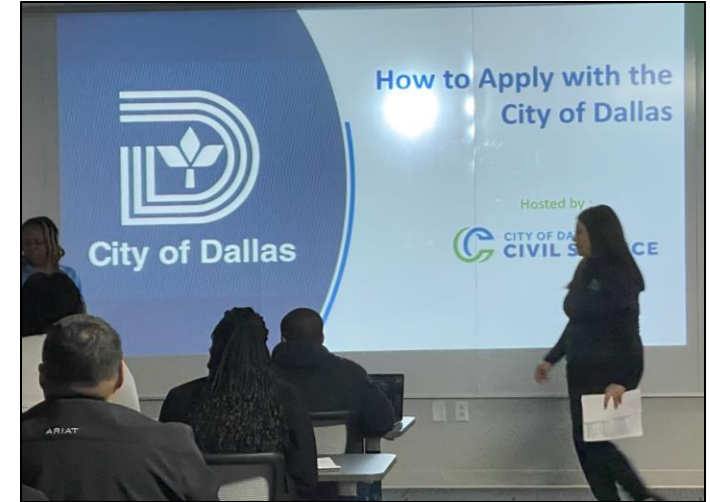
Civil Service



Dallas Police Department Promotional Exam



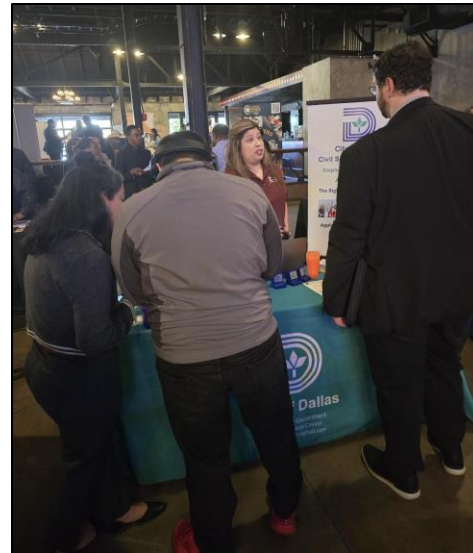
Hiring Red, White & You Veterans Job Fair



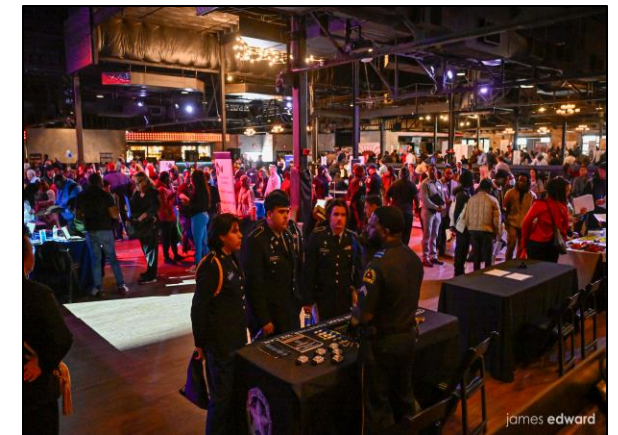
Job Applicant Training and Outreach Session



DISD Dr. Emmett J. Conrad Career Day



Hiring Even Check-In



Dallas County Job Fair



Equity Indicator 5: Unemployment

Employment allows individuals to participate in the economy and reduces the likelihood of living in poverty. The unemployment rate captures adults who are looking for work but not working.

Department Progress Measures	Status/ Completion Date	Outcome
By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers within uniform positions in the City of Dallas. [DPD, DFR] [Ei 9]	In progress	The implementation of our new Human Resources Information System (Workday) has greatly enhanced the Department's ability to begin gathering and reviewing hiring and promotional data. This data will be assistive in identifying opportunity barriers within uniform positions.
By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers within civil service positions in the City of Dallas. [All Depts] [Ei 6, 9]	In progress	The implementation of our new Human Resources Information System (Workday) has greatly enhanced the Department's ability to begin gathering and reviewing hiring and promotional data. This data will be assistive in identifying opportunity barriers within civilian positions.

Equity Indicator 5: Unemployment

Employment allows individuals to participate in the economy and reduces the likelihood of living in poverty. The unemployment rate captures adults who are looking for work but not working.

Department Progress Measures	Status/ Completion Date	Outcome
By December 2023, establish an Equity Recruitment Exchange to increase the number of cross-departmental meetings to streamline and bolster marketing and outreach efforts to historically disadvantaged communities from 0 to 4 annually. [\$] [All Depts] [Ei 9]	In progress	This progress measure has not been formally launched However, over the last two years the Civil Service Department, in conjunction with Human Resources and Marketing has been collaborating to identify marketing and outreach needs for all hiring and recruitment need at the City of Dallas. I anticipate this exchange taking full form following the roll out of our recruitment marketing and outreach strategy.
By FY23-24, recommend an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff equity surveys and employment barriers assessment, in compliance with applicable employment laws. [✓] [All Depts] [Ei 5]	Not Started	This progress measure has not been formally launched yet.

What's Next: Civil Service



Department Progress Measures

- **Community Engagement:** Racial Equity Plan
- **Data:** Equity Indicators Report, HRIS Hiring and Promotional Data, Peer Agency Hiring and Qualifications Benchmarks.
- **Actionable Next Step:** Perform continuous monitoring of programs, initiatives, and policies.

Beyond Department Progress Measures

- **To further advance departmental measures the Civil Service team will:**
 - Continue gathering and analyzing internal current employee, hiring and promotional data.
 - Collaborate with key departments to identify critical positions and hiring targets.
 - Establish our "Recruitment Exchange" to share best practices and strategies for diversity, efficient hiring practices.



BIG AUDACIOUS GOALS (BAGs)



How the Core Team Drives Key Big Audacious Goals



Economic, Workforce, Community Development

Increase **procurement accessibility** by building a pipeline of diverse contractors, vendors, and suppliers.
Provide **re-entry** resources for justice-impacted individuals.
Implement **future of work** initiatives and Workforce Dallas efforts in equity priority areas.



Infrastructure

Improve **engagement** with historically disadvantaged communities in city decisions.



Environmental Justice

Quantify **environmental impacts** in disadvantaged communities.
Improve **air and water quality** in equity priority areas.



Housing

Address properties with **environmental rehabilitation** challenges.
Integrate **solar panels, electric vehicle** infrastructure, and **energy** efficiency in housing.





City of Dallas

Closing Disparities: Department Progress Measures Update - CORE

**Workforce, Education and
Equity Committee
April 14, 2025**

Hai Tran, Director (I), Office of Equity and Inclusion
Brian Thompson, Assistant Director, Facilities and Real Estate Management
Vincent Olsen, Director, Equipment & Fleet Management
Tanishia Dorsey (I), CIO, Information & Technology Services
Juanita Ortiz, Director, Procurement Services
Jarred Davis, Director, Civil Service

Appendix: Department Progress Measures



Department	Department Progress Measures	Status/ Completion Date	Outcome
Equipment and Fleet Management	Seek female diversity by increasing inclusive pool of candidates for technicians hired by the Equipment and Fleet Department by 5% annually thru December 2025 by enhancing the recruitment via the temp-to-hire program. [CVS, HR] [Ei 9]	Anticipated target met or exceed 4//2026	According to US Department of Labor Statistics (<i>Bus and truck mechanics and diesel engine specialists</i>) there are a total of 334,000 employed in the U.S. of which females account for 2.8% of the workforce. Currently Equipment and Fleet Management employs 1.6% of its mechanical staff as female and has additional candidates in the hiring process which would bring our percentage to 2.4% closing in on the national average. Ongoing recruitment events at colleges and trade schools as well temporary employment services will help us achieve our goals.
Information and Technology Services	Host or participate in 5 events targeting students from historically disadvantaged communities through IT initiatives, P-TECH and Innovation Lab. [Ei 39]	Anticipated target exceeded May 2025	Initiatives through P-TECH program: <ul style="list-style-type: none">• Participated in Career Day in Nov 2024• Facilitated monthly mentoring sessions• Hosted mock interviews each semester• Attended quarterly steering committee meetings• Met with Texas Education Agency on industry partner relationships and IT curriculum

Appendix: Department Progress Measures



Department	Department Progress Measures	Status/ Completion Date	Outcome
Information and Technology Services	Boost and extend free public Wi-Fi at all Park and Recreation facilities. Complete expansion of free public Wi-Fi at 11 facilities located in equity priority areas where 6 of the top 10 zip codes with the highest percentage of households without internet. [\$] [PKR] [Ei 29]	In Progress May 2025	75 sites completed with 200 wireless access points deployed. 1 remaining site in progress.
Procurement Services	Increase the opportunity for M/WBE firms to submit a proposal or bid where the City's M/WBE program does not apply by October 2027. (Except construction contracts, not handled by OPS) [Ei 2]	In Progress October 2027	OPS publishes a Procurement Forecast on a quarterly basis, providing advance notice of upcoming contracting opportunities, allowing all vendors—including M/WBE firms not covered under the City's formal M/WBE program—to better prepare and participate in the bidding process.
Small Business Center	Increase spending by 25% with M/WBE subcontractors in accordance with the city's Business and Inclusion Development plan. [Ei 2,6,7]	In Progress	In FY 2024 the Percentage of dollars spent with local M/WBE businesses exceeded the 70.0% target at 78.0%. In August 2024, M/WBE compliance was realigned to OPS, in the newly formed Business Enterprise Hub, with the goal of increasing compliance and building capacity.
Civil Service	Expand recruiting efforts to increase the diversity of candidates for city employment. (historically disadvantaged communities). [HR] [Ei 9]	In progress	To support this measure, the Department has successfully participated in 10 target recruitment and outreach events designed to expand the diversity of candidate pools.
Civil Service	Seek diversity by increasing inclusive pool of candidates by December 2027. [Baseline to be established] [All Depts] [Ei 9]	Not Started	This progress measure has not been formally launched yet.