



**City of Dallas**

# **Closing Disparities: Department Progress Measures Updates Growing Portfolio**

**Workforce, Education and  
Equity Committee  
March 4, 2025**

Christina da Silva, Assistant Director, Office of Equity and Inclusion  
Tamara Leak, Asst. Director (I), Economic Development  
Rosa Fleming, Director Convention and Event Services  
Emily Liu, Director, Planning and Development Department  
Cynthia Rogers-Ellickson, Director, Housing & Community Development

# Overview



## Leveraging Data, Engagement and Collaboration

- Growing Portfolio
  - Departments in the Growing 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



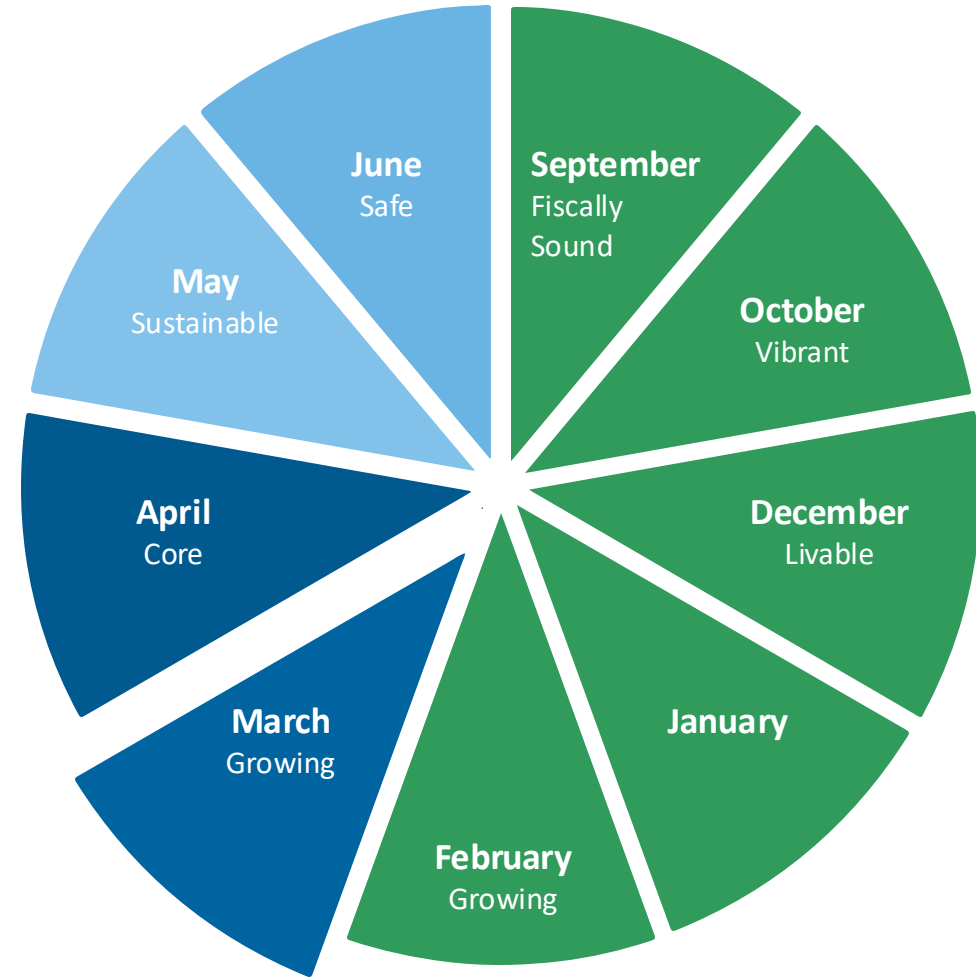
The Racial Equity Plan incorporates **community feedback** from public events such as the **Equity Indicators Symposium**, surveys, and focus groups to ensure that the data being collected and analyzed reflects the **lived experiences of residents**



# Growing Portfolio



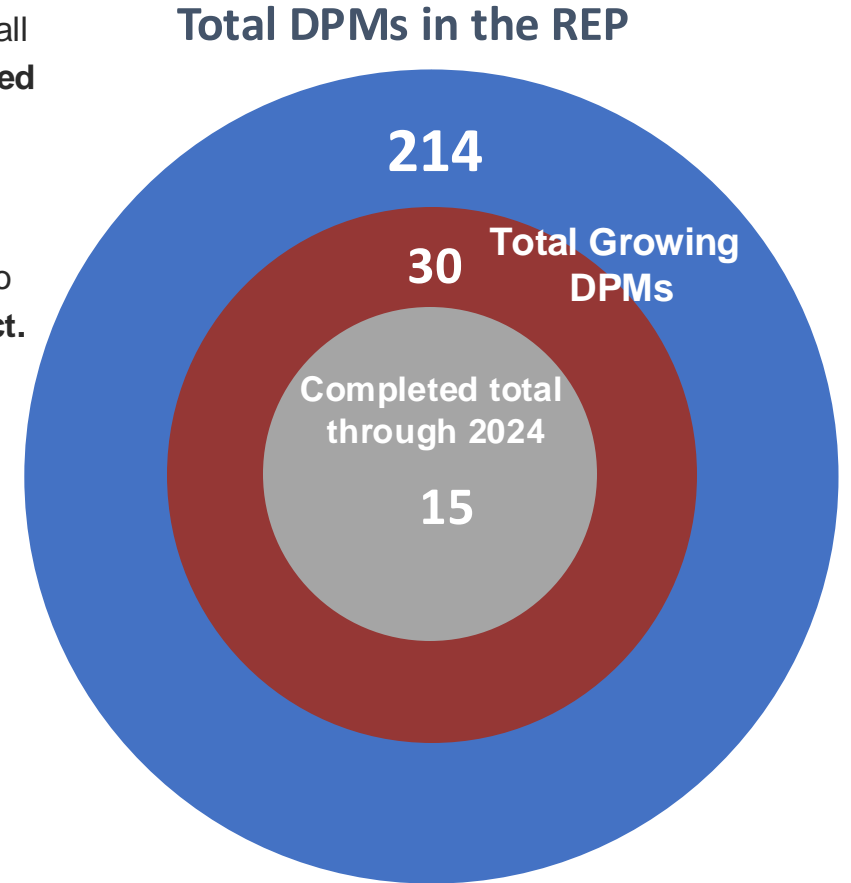
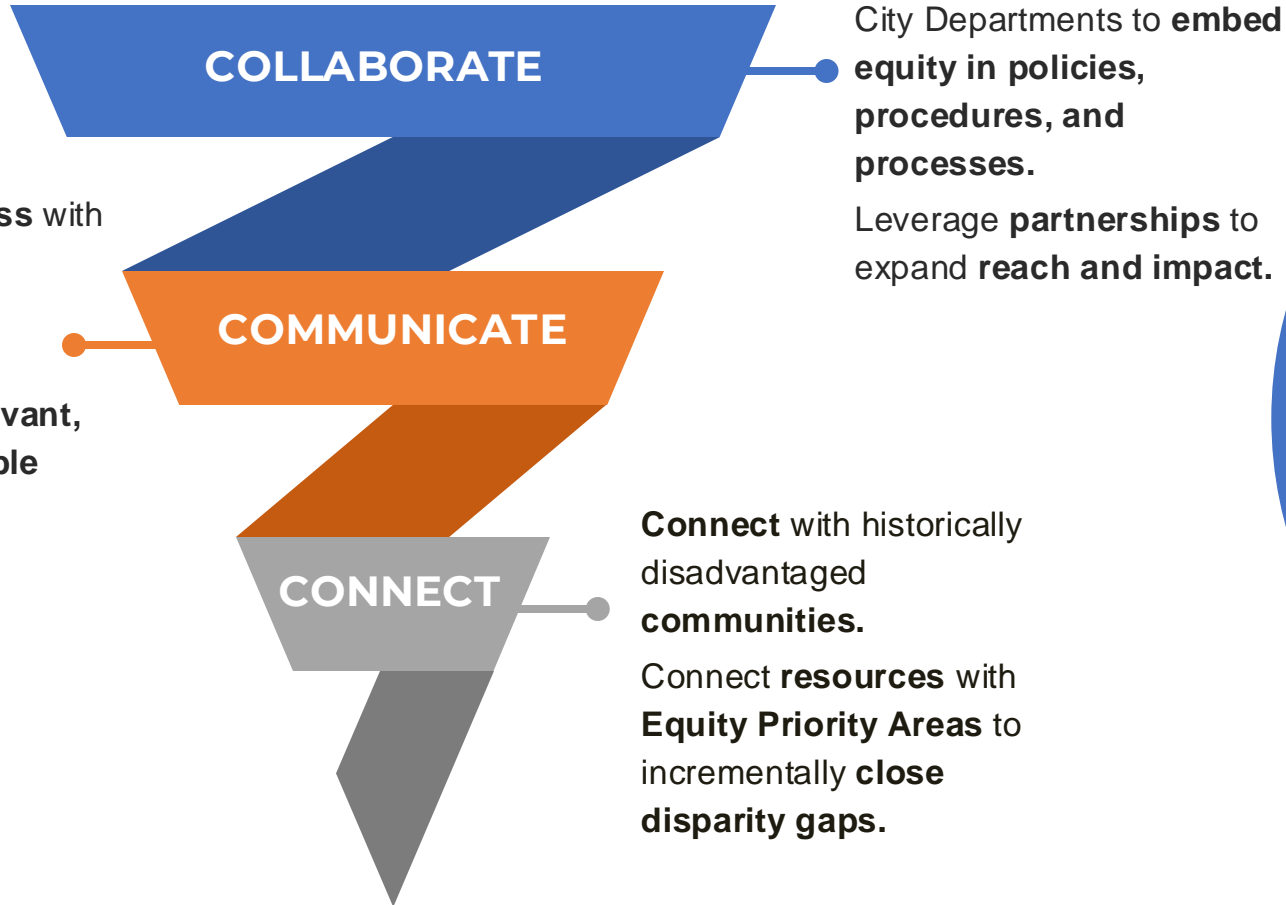
- Planning & Development  
Department
- Housing & Community  
Development
- Convention & Event Services
- Economic Development



# Service First, Now!



## Empathy, Ethics, Excellence, Engagement, and Equity



DPMs Drive Accountability.









# Planning & Development Department



## Equity Indicator 38: Representation in Government

Diversity in government increases its ability to serve residents of all backgrounds and experiences and may lead to more equitable policy outcomes for represented groups.

Department Progress Measures	Status/ Completion Date	Outcome
Work with Mayor and City Council (MCC) to develop training programs for new and existing Commissions, Boards, and committee members, under coordination of PUD, that build their knowledge base and equity awareness to improve decision making and outcomes by the end of the FY22-23. [Ei 38]	End of FY 22-23 	<ul style="list-style-type: none"> <li>• APA Training and Focus North Texas</li> <li>• CPC Workshop with keynote speaker on <b>Equity and Planning and Land Use</b></li> <li>• Posting of all staff presentations online to increase topic preparedness</li> </ul>
Work with MCC to develop training for community members, related to serving on boards and commissions, to reflect the City population in accordance with the City Charter by end of FY22-23. [Ei 38]	End of FY 22-23 	Proposed charter amendments to enable possible changes to the City Plan Commission appointments and mechanisms of operations, and to allow flexibility for potential solutions for membership recruitment and retention.
Work with MCC to recommend changes to the City's Zoning ordinance, rules, and procedures for boards and commissions to better describe the qualifications and to reflect the city's population in accordance with the City Charter by end of FY22-23. [Ei 38]	End of FY 22-23 	PDD will continue work on this proposal via the code reform and in partnership with the City Plan Commission and its Rules Subcommittee in addition to the partnership with MCC Office.
The P+UD will host a minimum of 5 capacity building training modules in historically disadvantaged communities by December 31, 2022. Capacity building modules will include Navigating City Services, Data is Power, Neighborhood Organization Guide and Let's Plan Together. [Ei 37]	December 2022 	Although P+UD has met the original deadline for compliance with the capacity building progress measure, the department maintains this program to date. Throughout the year, P+UD engaged with more than fifty different neighborhoods and communities on land use planning and ForwardDallas.



# Planning & Development Department




Department Progress Measures	Status/ Completion Date	Outcome
<p>Make land use recommendations to HOU, ECO and City Council, as needed, to increase the development of historically disadvantaged communities, with high residential vacancies, at the end of the ForwardDallas Policy development process (estimated June 2023). [Ei 31]</p>	<p>June 2023</p> 	<ul style="list-style-type: none"> <li>• ForwardDallas, a comprehensive land use plan, will guide development for the next twenty years. This plan will provide recommendations with accompanying implementation strategies to address historical and current discriminatory policies. - September 2024</li> <li>• The Development Code Reform is intended to have transformational impact on addressing root causes of systemic racism and inequities rooted in land use. – 2025/2026</li> <li>• Ongoing neighborhood and area planning efforts including the South Dallas/Fair Park (SDFP) Area plan</li> <li>• Supporting the Office of Economic Development by managing and running the Urban Design Peer Review Panel program to provide timely, consistent, and effective urban design advice to city team members</li> <li>• Implementing plans and utilizing the market value analysis tool in the review of all rezoning requests.</li> <li>• Authorized hearings to implement community land use visions for area plans of greatest needs and address environmental justice issues such as environmentally polluting uses being disproportionately located in historically disadvantaged communities.</li> <li>• Code amendments to address updates to the code that disproportionately affect historically disadvantaged communities.</li> </ul>



# Planning & Development Department







Department Progress Measures	Status/ Completion Date	Outcome
<p>Identify, through ForwardDallas, mixed-use land uses in historically disadvantaged communities and rezone to increase walkable and affordable housing and economic development, specifically near transit, to reduce overall housing and transportation costs by End of ForwardDallas Project Close estimated July 2023. [Ei 25]</p>	<p>July 2023</p> 	<ul style="list-style-type: none"> <li>• The code amendment to address the lack of requirements for impervious coverage will align the Dallas Development Code with the CECAP goal of reducing the environmental impacts of stormwater runoff, such as flooding, and the heat island effect. Addressing this issue will also help to improve health equity in Dallas, as many disadvantaged areas and low-income communities are more prone to destructive flooding and the dangerously high temperatures allowed by less shade coverage.</li> <li>• The off-street parking code amendment serves to update antiquated parking requirements for land uses. Experts continue to catalogue the growing detriments to health, safety, and environmental stewardship correlated closely with mass use of motor vehicles.</li> <li>• A code amendment for the reclassification of day-cares by removing the age requirements and permitting the land use more broadly in or near neighborhoods puts day cares closer to residences, reducing vehicle miles traveled. Additionally, it makes the service of caring for children and elderly people more accessible to all areas of the city.</li> <li>• PDD received a FY2022 equity initiative one-time allocation in the amount of \$2.5 million for Development Code Reform. PDD will also receive \$1,000,000 over the next two fiscal years for implementation of the code, which includes citywide rezonings to be in conformance with the development code, as well as initiate rezonings that address areas of equity and environmental justice.</li> </ul>





# Planning & Development Department



Department Progress Measures	Status/ Completion Date	Outcome
*Track and increase trainings on the permitting process with historically disadvantaged contractors, developers, residents from 0 to 25% by December 2023. [\$] [Ei 2, 31]	December 2023 	Hosted 'Lunch and Learn' trainings throughout 2023 and 2024. Trainings were held on 02.13.24, 03.12.24, and 07.17.24 aimed specifically at educating disadvantaged contractors, developers, and residents on the residential submittal process, residential permitting process, and residential shared access development review process.
*Decrease average number of days to complete first review of residential permit application in equity priority areas from 12 to 4 weeks by May 2024. [Ei 31]	May 2024 	Created an internal tracking report card to monitor residential permits in equity priority areas, Exceeded expectations by reducing the average number of first review days from 12 weeks to 7 days by May 2024.
*Streamline permitting process for affordable housing developers to reduce the amount of time to build affordable housing from 12 weeks to 4 weeks by May 2024. [Ei 25, 31]	May 2024 	Established an Affordable Housing plan review strategy to streamline all city-approved single-family affordable housing developments. Exceeded expectations by reducing the average number of first review days from 12 weeks to 4 days by May 2024. Data is based on 77 city-approved affordable housing projects submitted between August 2023 and February 2024.
^Recommend amendments to the existing Tax Exemption Program or develop a new incentive program aimed at influencing the likelihood that the percentage of resources allocated to historically disadvantaged communities will increase by October 2024. [\$] [✓] [Ei 28]	October 2024 	A change to the Tax Exemption Program that would eliminate Council approval requirements for projected tax forgone applications of up to \$100,000 has been explored and will go before the Landmark Commission for review and discussion and be evaluated together with the Historic Preservation Economic Impact Study results expected Summer 2025.



\*Formerly Development Services  
^Formerly Office of Historical Preservation

# What's Next

## Planning and Development



### Department Progress Measures

- Revise the Building Code and develop pre-approved plans to support small and minority builders and also provide more affordable housing
- Preserve Dallas' diverse history in ways that contribute to our cultural and economic future
- Prioritize Authorized Hearings in environmental justice areas identified by ForwardDallas 2.0

### Beyond Department Progress Measures

- Launch Accela and provide community training
- Digitization of all new and archived materials to improve accessibility and transparency
- Streamline zoning review and double noticing options
- Enhanced engagement for Dallas Development Code Reform in equity priority areas identified in the Racial Equity Plan



# Housing & Community Development



A homebuyer who use the Dallas Homebuyer Assistance Program



Photo Credit: REKJ Builders, LLC.



Photo Credit: REKJ Builders, LLC.

Before and after of home repair in Dallas Neighborhood



Inclusive Housing Task Force discussing topics of interest



Housing staff engaging residents as part of DHP33 education session



# Housing & Community Development



## Equity Indicator: 31 Long Term Residential Vacancies

Long-term residential vacancies can have a negative impact on the safety and quality of neighborhoods and can contribute to neighborhood blight

Department Progress Measures	Status/ Completion Date	Outcome
Complete revisions to the Comprehensive Housing Policy based on the Equity Audit by December 2022. [Ei 25, 28]	December 2022 ✓	Our new policy, Dallas Housing Policy 2033 (DHP33), was approved on April 12, 2023 and identified 7 pillars of Housing Equity. This led to the creation of the Equity Strategy Target Areas (ESTA) and the Action Plans created on December 10, 2024, to address disparities in the most needed areas.
Develop a strategy for identifying neighborhoods most at risk of gentrification and displacement by December 2023. [Ei 25,31]	December 2023 ✓	The DHP33 Pillar 5 - Collaboration and Coordination describes our goals of external partnerships to maximize impact. Builders of Hope Community Development Corporation (BOHCDC) partnered to draft an anti-displacement toolkit. The toolkit was launched on November 14, 2024 and is currently being presented by BOHCDC.
*Complete at least three program policy amendments to ensure equitable program impacts by October 2024. [Ei 27,31]	October 2024 ✓	The 3-program policy amendments that ensure equitable impacts are (1) Land Transfer Program amended February 14, 2024, by Resolution 24-257 (2) Home Repair amended March 27, 2024, by Resolution 24-762; and (3) New Construction and Substantial Rehabilitation Program amended June 12, 2024, by Resolution 24-846.







### Department Progress Measures

- More lower income housing below 50% AMI
- More home ownership opportunities
- Anti-displacement efforts

### Beyond Department Progress Measures

- Implementation of ESTAs
- Support of the anti-displacement toolkit
- DHP33 Goals



# Convention and Event Services



## Tourism and Hospitality Internship Program Love Field Tour



### KBHCCD Master Plan M/WBE Commitments as of January 2025

Company Name	Contract Amount	M/WBE Overall \$	M/WBE Overall Participation %
WSP	\$4,888,698.00	\$1,256,020.00	25.69%
WSP	\$14,924,394.00	\$5,702,545.00	38.21%
Inspire Dallas	\$65,000,000.00	\$32,987,500.00	50.75%
Dikita Enterprises	\$9,552,031.00	\$7,453,561.00	78.03%
McKissack & McKissack	\$7,982,340.00	\$6,638,293.00	83.16%
Perkins & Will	\$141,502,525.00	\$71,307,821.00	50.39%
Metropolitan Infrastructure	\$3,766,575.00	\$3,740,208.98	99.30%
Trinity Alliance Ventures	\$7,550,000.00	\$2,718,000.00	36.00%
Gensler	\$25,137,244.00	\$10,205,447.00	40.59%
KAI Design	\$22,261,116.00	\$16,638,566.00	74.74%
<b>Totals</b>	<b>\$302,564,923.00</b>	<b>\$158,647,961.98</b>	<b>52.43%</b>

**Historic \$158,647,961.98MM  
Contracts Awarded to M/WBEs**

SPENDTHRIFT NEWS

Dallas City Council OKs \$71 million contract for new convention center

By Teresa Gubbins Sep 13, 2023 | 4:33 pm

## Dallas awards \$17 million in contracts for downtown convention center-related projects

Two Black women-led firms will oversee the renovation and reconstruction of the Dallas Memorial Auditorium and The Black Academy of Arts and Letters.

By **Everton Bailey Jr.**  
Dallas City Hall Reporter

Feb. 29, 2024 | Updated 7:24 p.m. CST | 4 min. read



The Dallas Memorial Au  
Photographer)

## Dallas City Council Announces \$47M In Convention Center Contracts

Two firms have been awarded multi-million contracts to complete renovation work on the Kay Bailey Hutchison Convention Center Dallas complex.



# Convention & Event 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
Permit mobile food vending areas in 3 equity priority areas with goal of adding 1-2 per year (Per Council Approval). [Ei 2]	✓	As a result of Texas State Legislature HB2878, Dallas County assumed administration of this program.
Further diversify and expand recruiting efforts to include historically disadvantaged communities and women in the Convention Center Internship program with a 3% increase per year through 2027 (By end of 2023- First 20). [Ei 8]	Ongoing	Women represented 75% of the first cohort in FY23-24.
<b><i>The following are the CES Progress Measures for FY2025-2027:</i></b>		
Increase diversity from historically disadvantaged high school and college hotelier interns who once employed full-time achieve living wage employment from 0 to 60 by Dec. 2025 with a 3% increase afterwards.	Ongoing	One (1) THIP student achieved full-time employment in 2024.
Increase the percent of historically disadvantaged business spend through OVG from 47% to 50% of the overall operations and event expenses of the Kay Bailey Hutchison Convention Center by Oct. 2026.	Ongoing	As of Sept. 30, OVG spent 51.88% with historically disadvantaged businesses.

# Convention & Event Services



Department Progress Measures	Status/ Completion Date	Outcome
Increase the percent of historically disadvantaged business contracted through Visit Dallas from 16.4% to 18.4% by Oct. 2025, and 21.6% by 2027.	Ongoing	As of October 2024, the percentage was 12%.
Through the IAVM partnership, increase the number of historically disadvantaged hotel employees actively participating and provide mentoring opportunities from 0 to 120 by Dec. 2027	In-Process	Staff is attending IAVM conference in Feb. 2025 to build mentorship program.

# What's Next

## Convention & Event Services



### Department Progress Measures

- Procurement disparities, workforce access, funding and transportation
- Greater opportunities for M/WBE firms
- Internship opportunities for African American and Latino(a) and female students

### Beyond Department Progress Measures


- Public dashboard – M/WBE
- Implementation of OCIP and ROCIP programs
- Executive workforce pipeline
- FIFA World Cup engagement plan





## Equity Indicator: 1 Business Establishments

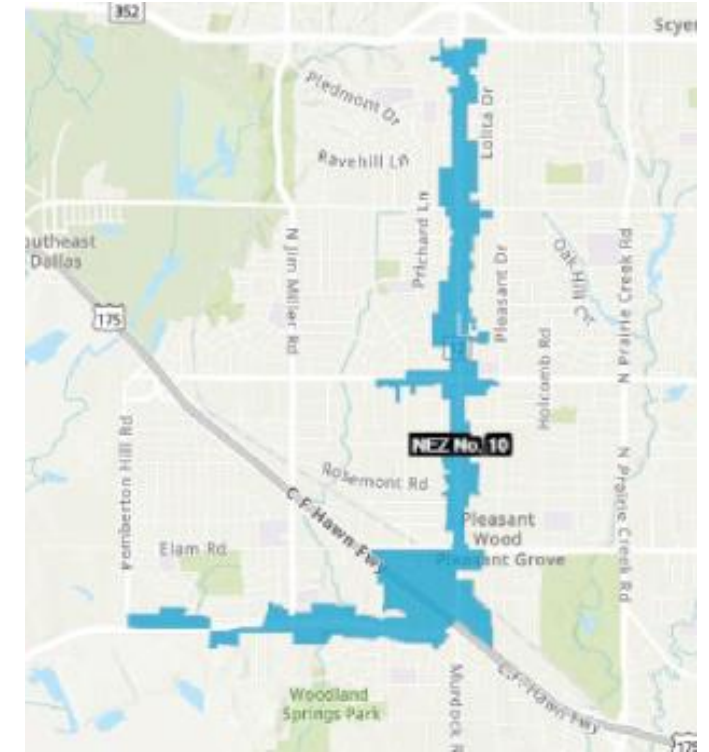
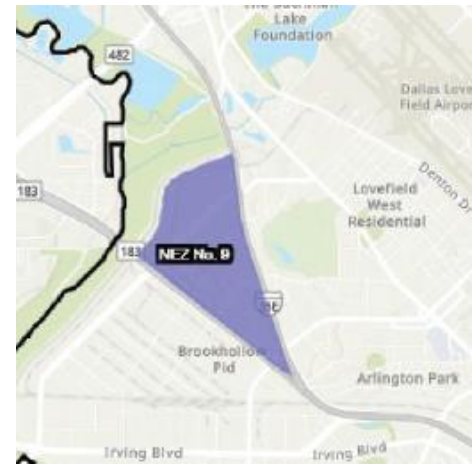
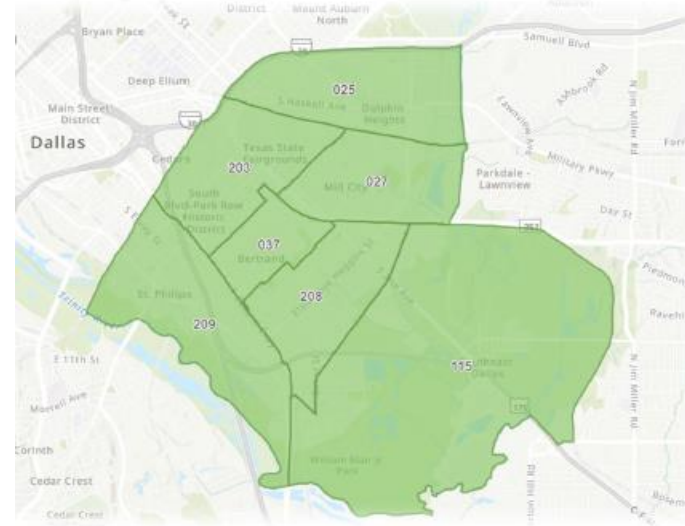
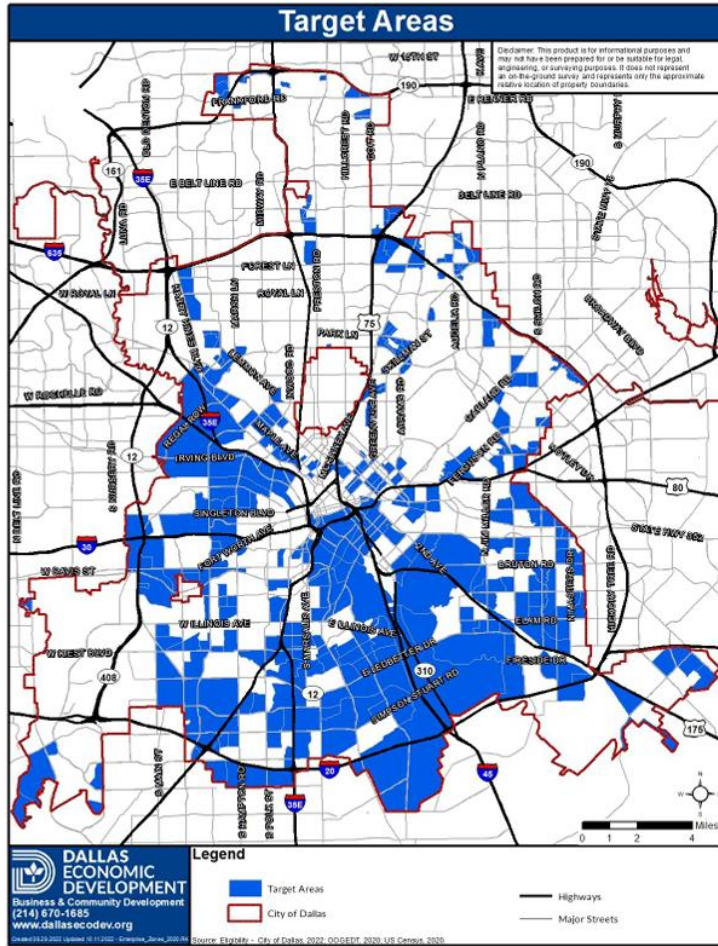
Retail and commercial establishments provide essential goods and services, as well as employment opportunities for residents. The number of businesses present in a neighborhood is indicative of the economic health of the area.

Department Progress Measures	Status/ Completion Date	Outcome
<p>Increase amount of incentive dollars or number of incentivized projects that assist non-residential projects in equity priority areas. The goal metrics will be determined once baseline data is evaluated by September 2023. [Ei 1, 3]</p>	<p>September 2023</p> 	<p>In FY24, the Office of Economic Development (OED) established a target of attracting 40% of all private investment dollars documented by contract/written commitment to Target Areas as defined by the City of Dallas Economic Development Incentive Policy. Through end of FY24, 95.7% of total capital investment was attracted to an OED Target Area.</p>
<p>Increase the number of jobs created or retained through incentive agreements that require a minimum wage indexed to the MIT Living Wage Calculator figures from 1293 to 1500 jobs in historically disadvantaged communities by October 2023. [Ei 1, 4, 6, 7]</p>	<p>In progress</p>	<p>As of September 2024, OED's three-year rolling average number of minimum wage required jobs indexed to the MIT Living Wage Calculator created or retained through incentive agreements (of total commitment for jobs to be created/retained) was 2,015.</p> <p>During FY24, a total of 100.5 jobs were created or retained in OED Target Areas through incentive agreements that require a minimum wage indexed to the MIT Living Wage Calculator.</p>





# Economic Development



Above: Maps showing service areas for SDFPOF, NEZ #9, and NEZ #10.



# What's Next

## Economic Development



### Department Progress Measures

- Infrastructure Investment Fund allocation recommendation
- Target Area and state Enterprise Zones alignment

### Beyond Department Progress Measures

- Approval of amendments to the Economic Development Incentive Policy (January 8, 2025)
- New Small Business Assistance Program
- Oversight of South Dallas/Fair Park Opportunity Fund, Southern Dallas Investment Fund, and Neighborhood Empowerment Zone programs



# BIG AUDACIOUS GOALS (BAGs)



## How the Growing Team Drives Key Big Audacious Goals



### Economic, Workforce, Community Development

Integrate **Economic Development** Policy equity efforts across departments.  
Build a pipeline of **diverse contractors, vendors, and suppliers** to increase **economic stability** and workforce development.



### Infrastructure

Build and improve **infrastructure services** to support increases in necessary development for residents.



### Environmental Justice

Provide better community understanding through **increased engagement**.



### Public Safety and Wellness

Uphold **community wellness** through **community outreach** and **education**.



### Housing

Build **stable housing communities** that contribute to **neighborhood safety** and **economic opportunity**.  
Deploy **anti-displacement strategies** in transition to address longstanding inequities.







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# Appendix: Department Progress Measures



Department	Department Progress Measures	Status/ Completion Date	Outcome
Economic Development	Increase number of affordable housing units created or retained through economic development incentive programs from 75 in FY21 to 300 in FY27 in High Opportunity Areas. [\$] [Ei 25]	FY27	Measure underway/in progress.
Convention & Event Services	Procure 50% historically disadvantaged business participation through contracts related to the master plan by October 2027. [\$] [Ei 2]	October 2027	
Housing & Neighborhood Revitalization	Designate three to five Neighborhood Revitalization Strategy Areas and collaborate with community members, City of Dallas services, developers, nonprofits, and other organizations to bring \$100 million of investment to historically disadvantaged communities by December 2027. [\$] [Ei 25,31]	October 2027	
Housing & Neighborhood Revitalization	Increase the proportion of unrestricted market rate units in City-supported developments in equity priority areas from 11% to 30% by October 2027. [\$] [Ei 31]	October 2027	





# Appendix: Department Progress Measures



Department	Department Progress Measures	Status/Completion Date	Outcome
Development Services	Increase participation of diverse developers, contractors, architects, from historically disadvantaged communities to be a part of the Building Code development process.[Ei 9]	2027	
Development Services	Streamline permitting processes for small business owners within equity priority areas. [Ei 2, 3]	2027	
Office of Historical Preservation	Make a recommendation to City Council to assess City support for historical homes/structures that are not tied to property value. [\$] [✓] [Ei 28]		
Office of Historical Preservation	Increase number of historical preservation pieces of collateral, outreach events, education and awareness presentations/publications, in historically disadvantaged communities provided in English and Spanish from 0 to 3 by May 2025. [\$] [Ei 39]	2025	
Office of Historical Preservation	Make a recommendation to increase the number of residents from historically disadvantaged communities on the Landmark Commission by October 2026. [✓] [Ei 38]	2026	

