



City of Dallas

Racial Equity Plan Update

Workforce, Education and Equity Committee

June 13, 2022

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

Harold Hogue, Managing Partner
Bianca Castro-MacLaren, Chief of Staff
Lauren Coppedge, Partner
CoSpero Consulting

Agenda



- REP Overview Update
- Community Engagement
- Department Engagement
- Themes and Goals
- Accountability
- Next Steps

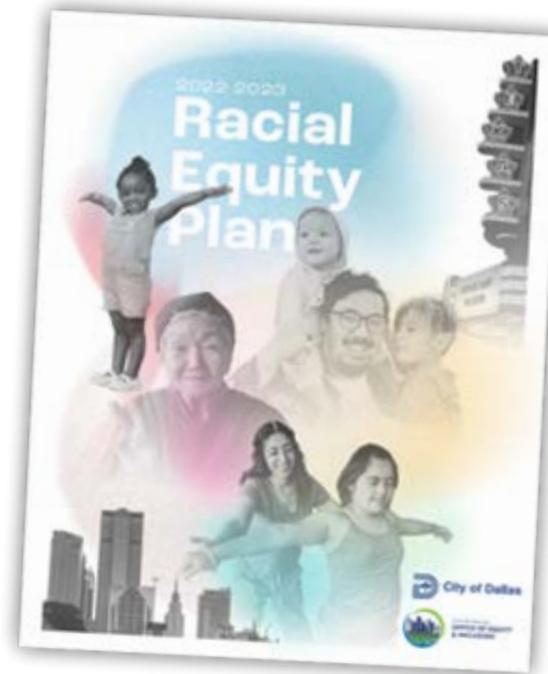


2019 Equity Indicators Report



1

Racial Equity Plan Overview



What is the Racial Equity Plan?



- Strategic framework to support the City in understanding and **addressing disparities** across Dallas
- Developed in **collaboration with communities**
- Will guide city departments and offices to enhance current plans, policies, and initiatives with **measurable goals** addressing racial/ethnic and socioeconomic equity





The REP will provide City leaders ***with actionable levers*** – by establishing short-, mid-, and long-term goals – to minimize inequities for Dallas residents.



What is in the Racial Equity Plan?



I. Executive Summary

- A. How to navigate the REP
- B. City Leader Acknowledgements

II. Racial Equity Plan Process & Elements

- A. What is Equity?
- B. General Process & Framework

III. History of City of Dallas Equity Efforts

- A. Racial Equity Pioneers
- B. Racial Equity History & Milestones
- C. Office of Equity and Inclusion

IV. Summary of Community Engagement

- A. Community Engagement Efforts
- B. Community Participation
- C. Community Priorities

V. Racial Equity Measures by Strategic Issue Areas

- A. REP Big Audacious Goals (cross-collaborative issue priorities)
- B. Themes (Housing; Infrastructure; Public Safety & Wellness; Economic, Community, and Workforce Development; Environmental Justice)
 - Issue Overview
 - Related City plans/initiatives
 - Community Priorities
 - Departmental Equity Measures

VI. Community Compact: Accountability Agreement

- A. Sustainability Recommendations
- B. Tracking Progress

Appendix

Equity Impact Assessment Tools
Equity Indicators
Equity Measures by Department
Glossary: Definition of Terms



Racial Equity History & Milestones

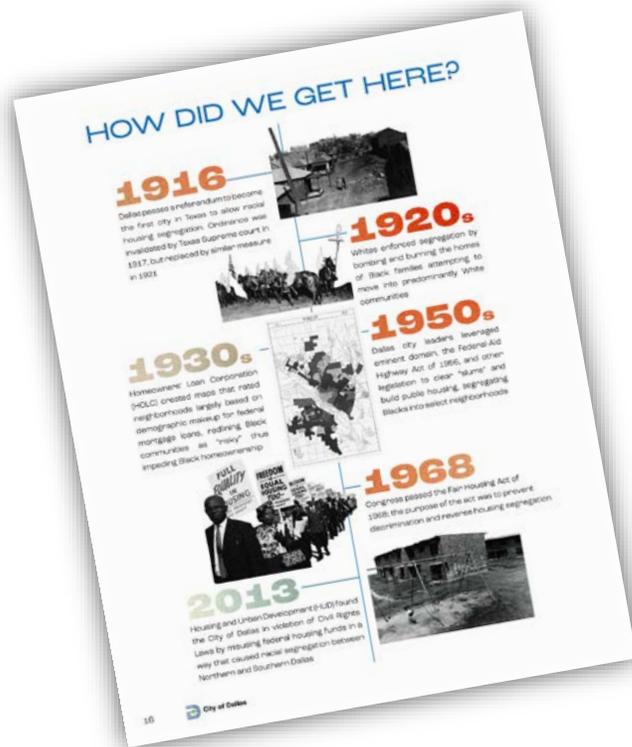


1916 - Dallas passes a referendum to become the first city in Texas to allow racial housing segregation. Ordinance was invalidated by Texas Supreme court in 1917 but replaced by similar measure in 1921.

1930s - Homeowners' Loan Corporation (HOLC) created maps that rated neighborhoods largely based on demographic makeup for federal mortgage loans, redlining African American, Mexican, other marginalized groups as “risky” thus impeding homeownership among communities of color.

1950s - Leveraging eminent domain, the **Federal-Aid Highway Act of 1956**, and other legislation to clear “slums” and build public housing, communities of color were disconnected, dislocated and segregated into select neighborhoods.

1968 - Congress passed the **Fair Housing Act of 1968**; the purpose of the Act was to prevent discrimination and reverse housing segregation.





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Community Engagement Methods



Community Engagement Summary

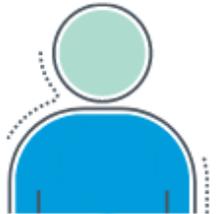


Our engagement efforts focused on reaching community members that have been most impacted by longstanding disparities.



7336

**WEBSITE
VIEWS**



3072

**INDIVIDUALS
ENGAGED**



706

**ONLINE
PARTICIPANTS**



2366

**EVENT
PARTICIPANTS**

Data captured as of 06.03.22



Marketing, Outreach & Participation Efforts



A multi-channel, multi-lingual marketing and outreach approach is utilized, leveraging targeted outreach with community partners and Council as well as broad, traditional promotion strategies.

RACIAL-EQUITY PLAN TOWN HALL
Lend your voice to help build the City of Dallas' Racial Equity Plan

CM Paul Ridley District 14
CM Jesse Moreno District 2

Can't attend? Share your thoughts via <https://weareonedallas.org/survey>

Citywide Racial Equity Plan Community Meeting

PRESENTED BY
Casey Thomas, II
Dallas Council Member District 3

Saturday, May 21, 2022 @ 10AM
True Lee Missionary Baptist Church,
3907 Robert L. Parish, Sr. Ave,
Dallas, Texas 75210

Purpose: To get input from the South Dallas/ Fair Park community about what should be included in the racial equity plan and updates on what's taken place so far.

To find out more, go to www.weareonedallas.org.

YOU ARE INVITED TO THE RACIAL EQUITY PLAN PUBLIC MEETING
with District 10, 11, 12, & 13

Join your North Dallas City Councilmembers and staff to discuss the plan for racial equity across Dallas. Understand racial equity and the impact on the City of Dallas.

Adam McGough District 10
Jaynie Schultz District 11
Cara Mendelsohn District 12
Gay Donnell Willis District 13

Jewish Community Center
7900 Northaven Rd.
Dallas, TX 75230

Tuesday May 31, 2022
6:30 pm -8:00 pm

Masks Are Encouraged

WE NEED TO HEAR FROM YOU!

Help Develop Dallas' First Racial Equity Plan
May 26, 2022
Stop by anytime between 11 A.M. to 6 P.M.

Dallas Central Library
1515 Young St., 6th Floor

Join the City of Dallas for an Open House format to:

- Learn more about the Racial Equity Plan
- Give your input on the drafted Department Progress Measures

We look forward to seeing you there!
VISIT: WEAREONEDALLAS.ORG

ONE DALLAS SPEAKS
Conversación comunitaria sobre el Plan de Equidad Racial

Por favor acompañanos para

Una conversación comunitaria organizada por el miembro del consejo del Distrito 3, Casey Thomas, UNT Dallas, Harmony CDC y la Ciudad de Dallas.

31 de marzo de 2022
6:00 PM-7:30 PM

EL CAMPUS DE UNT DALLAS + TRANSMITIDO VIRTUALMENTE

Regístrate en: bit.ly/onedallas

City of Dallas | HARMONY COMMUNITY DEVELOPMENT CORPORATION | UNT DALLAS UNIVERSITY OF NORTH TEXAS AT DALLAS

WEAREONEDALLAS.ORG/ENGAGE

RACIAL-EQUITY PLAN TOWN HALL
Lend your voice to help build the City of Dallas' Racial Equity Plan

CM Paula Blackmon District 9
214-671-8916

Well Grounded Coffee Community
9219 Garland Rd Dallas TX 75218

June 10, 2022 10 am

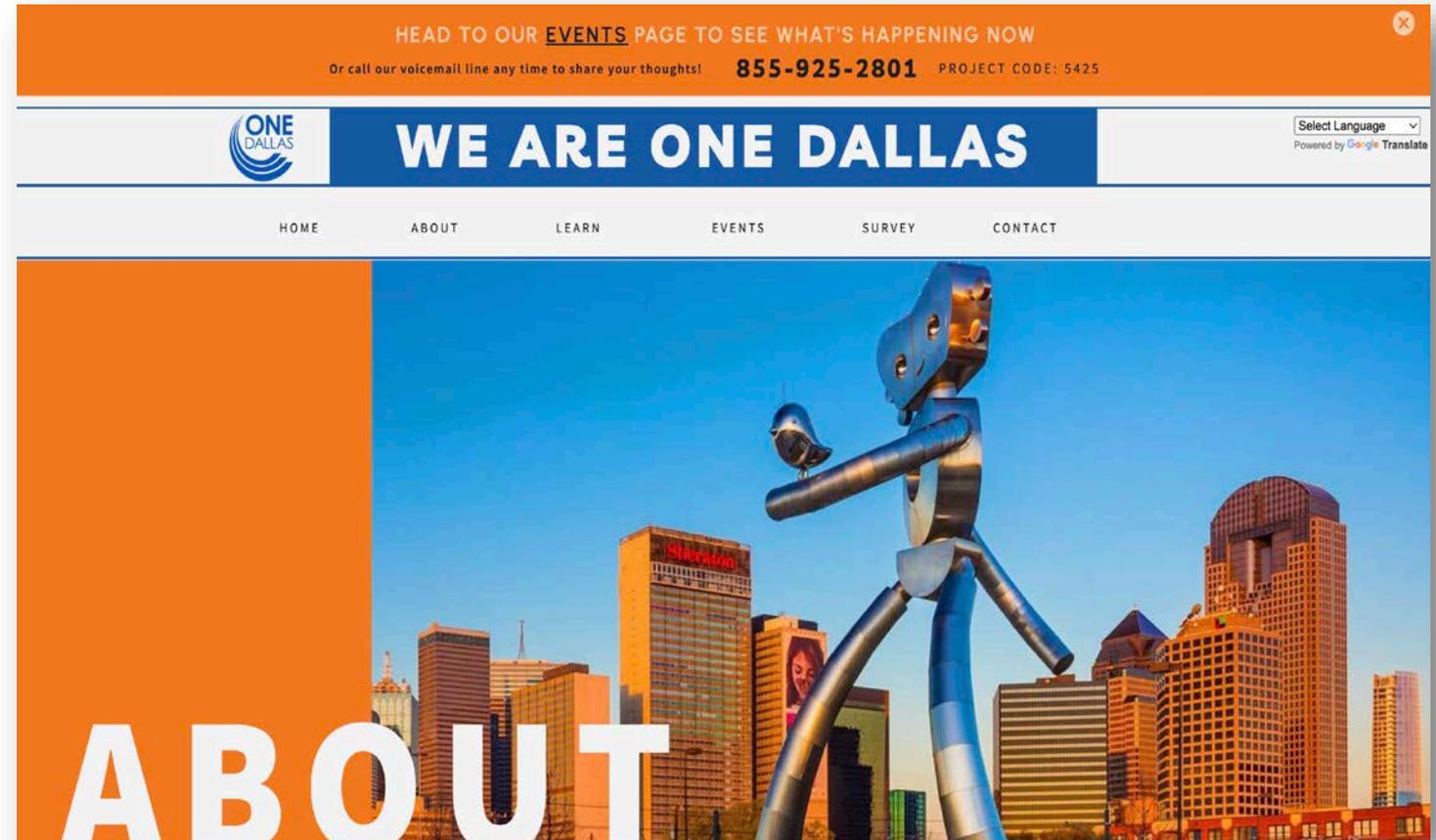


REP Website: weareonedallas.org



Multiple Engagement points:

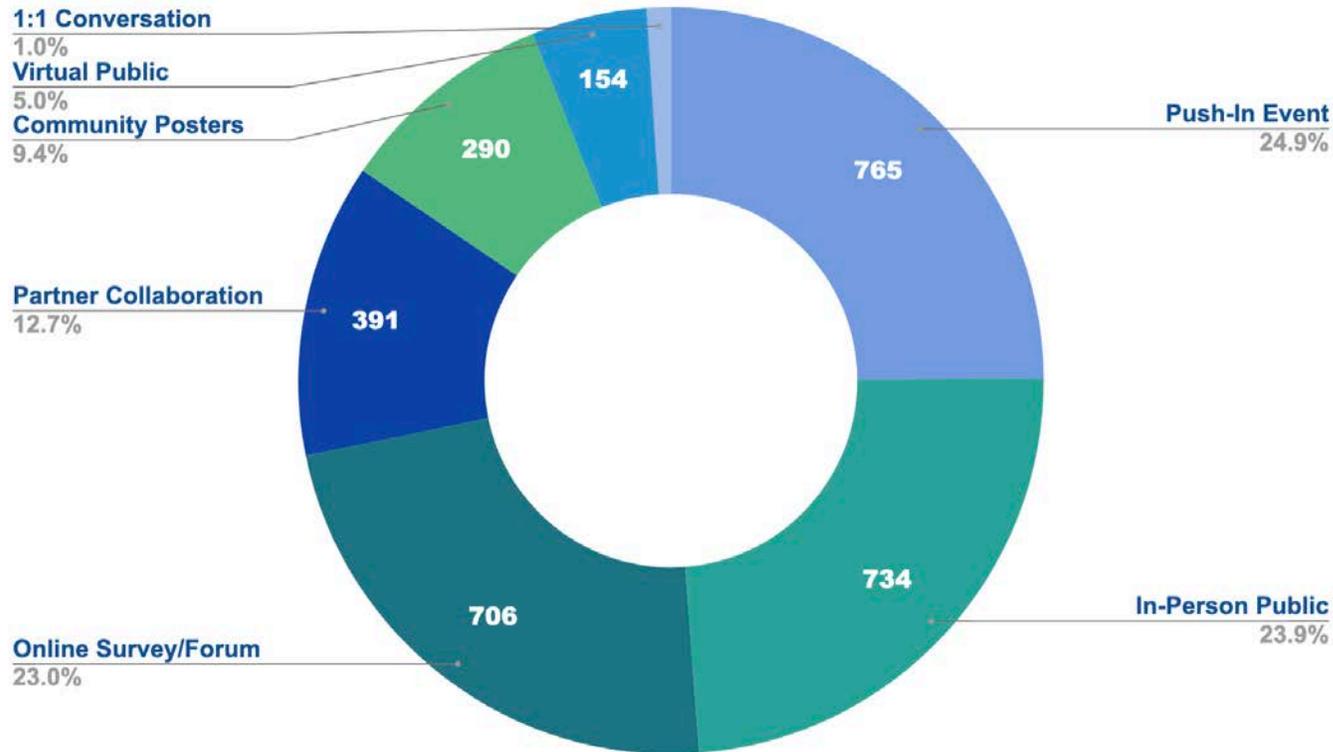
- Resident Survey
- Comment Box
- Telephone Line
- Event Request



Engagement Methods & Reach



A variety of engagement opportunities are offered to accommodate language, schedule, access, digital divide, and comfort-level.



In-Person Public	REP presentation and community feedback session hosted at libraries, civic centers, public spaces
Virtual Public	REP presentation and community feedback session feedback hosted on weareondallas.org , open to the public
1:1 Conversation	Interview style review of REP and progress measures seeking feedback from Dallas leaders
Partner Collaboration	Specific REP event hosted in collaboration with nonprofits/ community-based organizations (focus groups, round tables, etc.)
Push-In Events	Meeting people where they're at by joining pre-existing community events
Online Engagement	Online survey, forum boards, and voicemail number where residents could share their feedback at their convenience



Data captured as of 06.03.22

Inclusive Engagement Efforts



- Spanish-only events*
- Refugee & Immigrant focus groups
- Barbershop talks
- Council Member Community Townhalls
- Urban League: State of Black Dallas
- The Concilio: Power of Latinos DFW Summit
- Asian American & Chinese Chamber of Commerce
- American Indian Community Conversation
- DTRHT: Black Women in Non-Profit Leadership Cohort



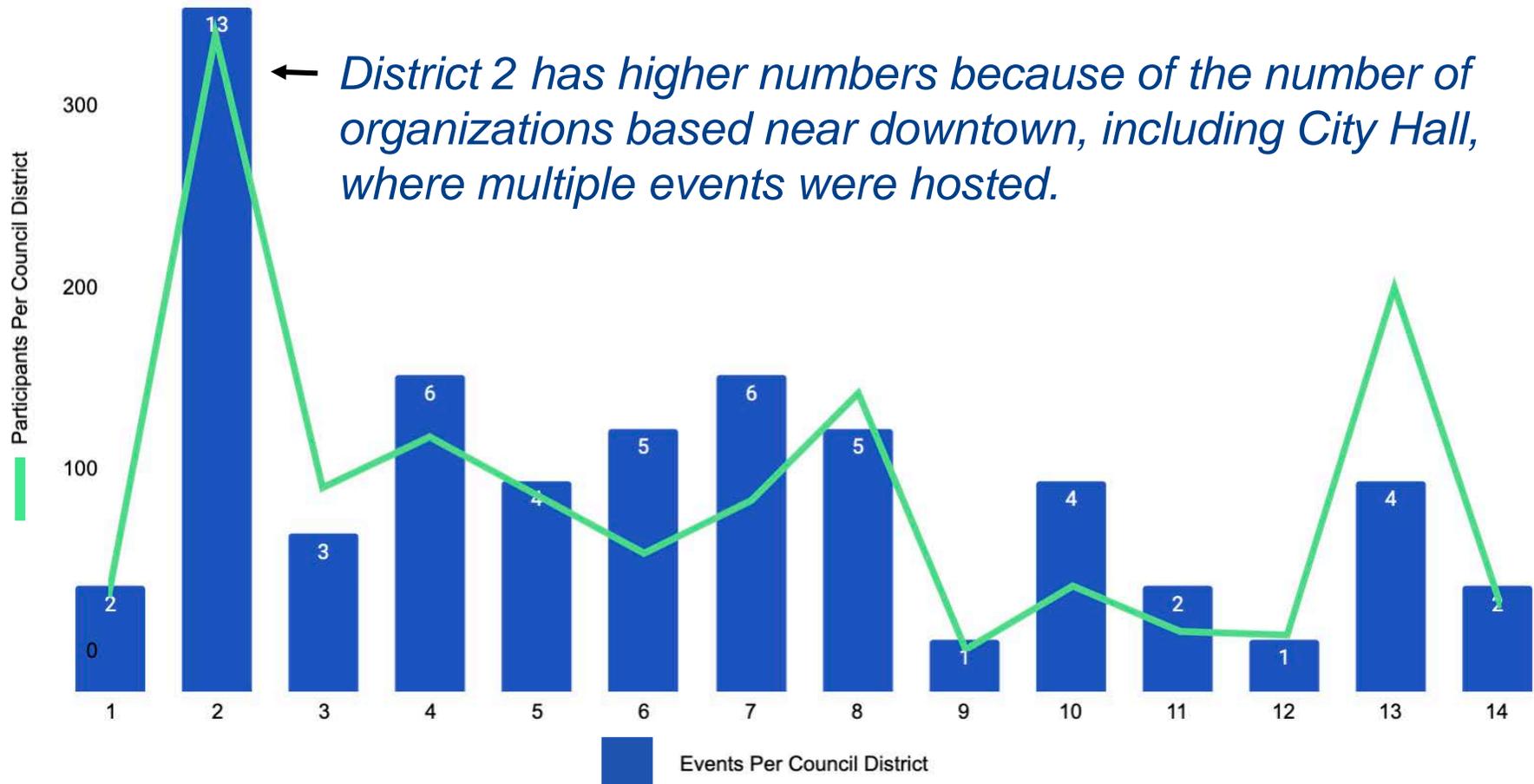
**Spanish language support at 100% of events. All languages available on virtual engagements.*



Events Per Council District



Though outreach was driven by data, opportunities are hosted across the city.



Data captured as of 06.03.22

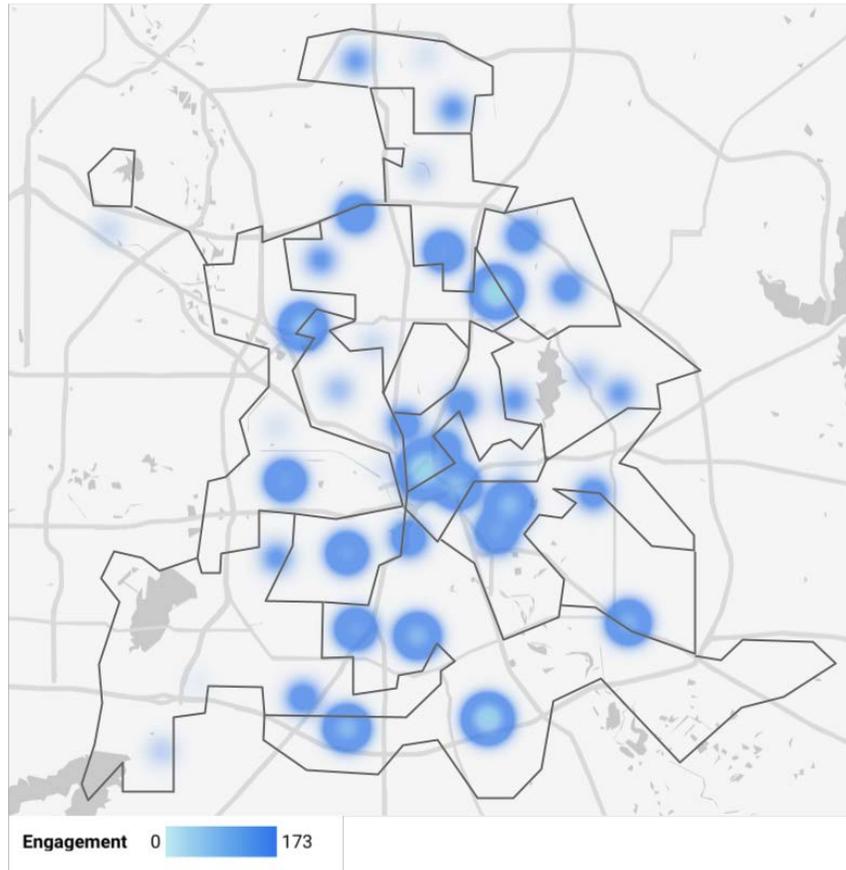


Engagement By Council District & ZIP

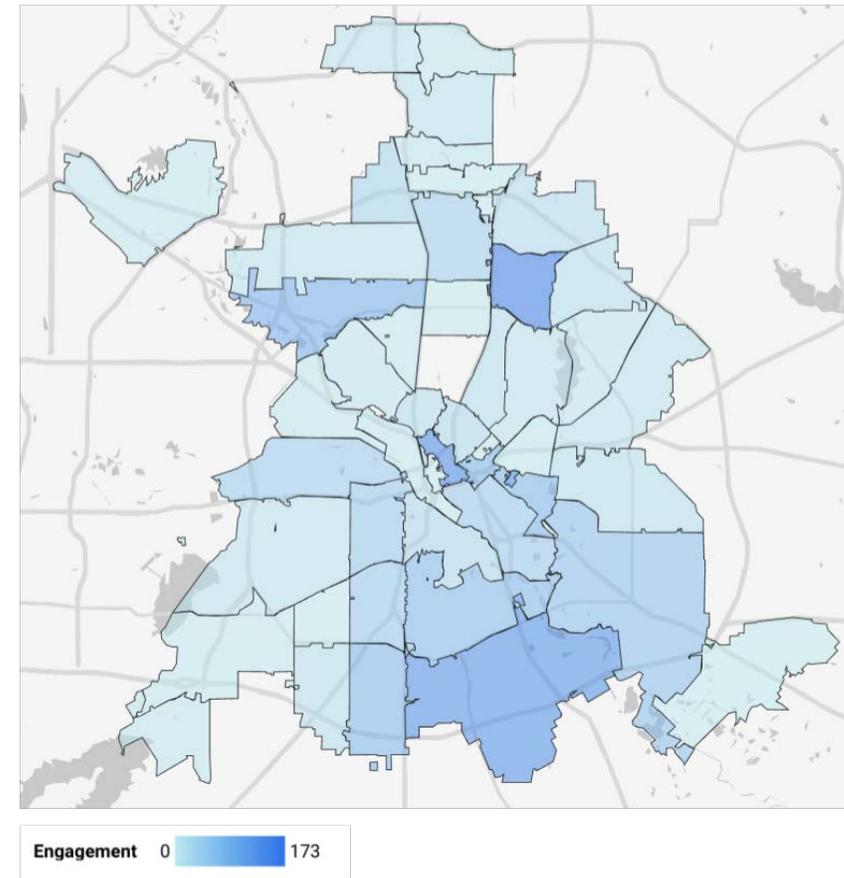


Residents from across the city are sharing their insights and experiences.

REP Engagement by Council District



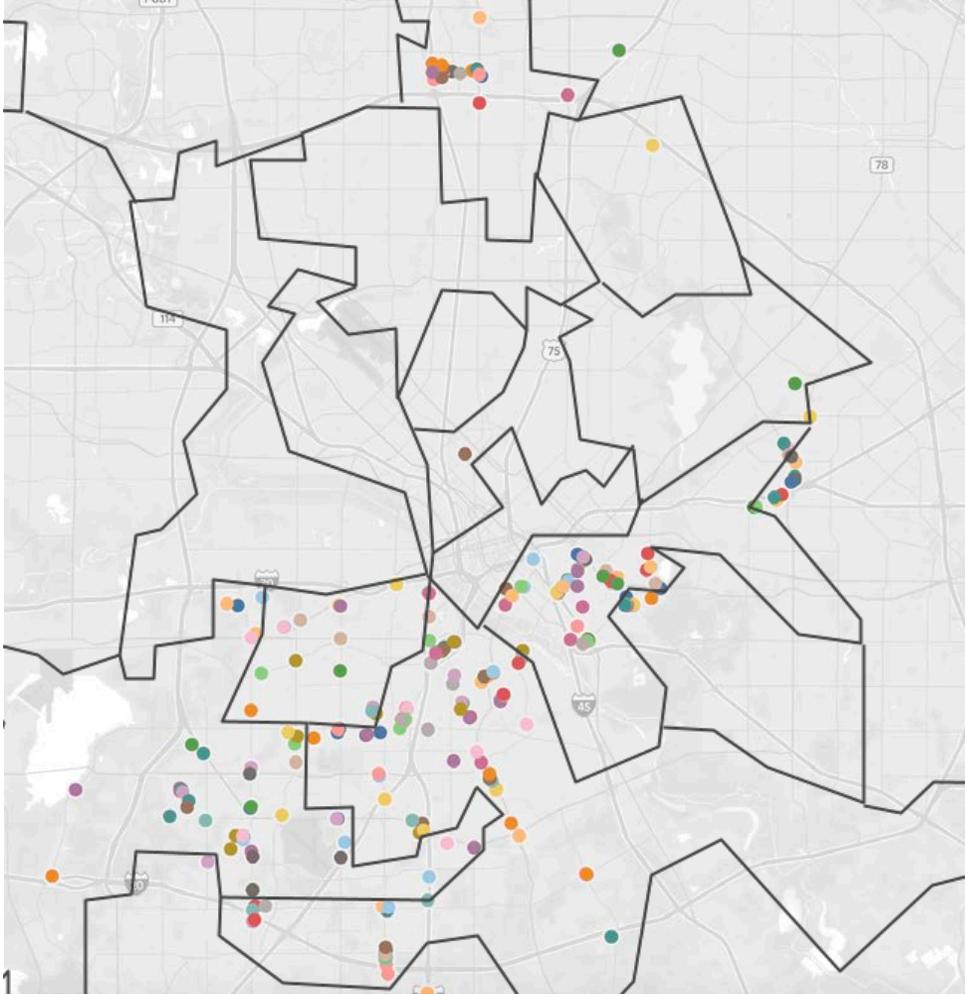
REP Engagement by ZIP Code



Data captured as of 06.03.22



Increasing Access & Building Trust



Posters and flyers were shared at 290 community locations such as:

- Mr. Wong's Chicken & Rice
- Dollar Tree
- Guerrero's Taqueria
- Walmart Super Center
- MetroPCS
- Cliff Check Cashing
- Wash & Dry Lavanderia
- Southdale Apt
- Circle K
- EZ Pawn
- Dairy Queen
- Lisa's Soul Food Café
- Thurgood Marshall Recreation



Engagement on Previous Plans



The REP seeks to leverage existing City plans that received feedback from over 22,000 residents and apply equity assessment.





3

Community Insights



Overarching Key Themes



1

Community members who have been systemically excluded desire the opportunity to participate in and contribute towards our city's tremendous **shared prosperity**.

2

There is a clear community appetite for more progress and fewer plans. Residents are cautiously optimistic that department-level equity progress measures provide an avenue for greater government **accountability and leadership**.

3

Communities of color and lower-income neighborhoods are calling for access to safe, healthy and **connected communities** with affordable and quality housing.



Key Themes & Goal Setting



REP Big Audacious Goals Process



REP Big Audacious Goals



Economic, Workforce, & Community Development Goal: Prioritize **equitable economic development** and **human development** in equity priority areas. Eliminate **racial wealth gap** thru workforce and economic inclusion. Acknowledge the contributions of communities of color in Dallas by fostering **full participation and expression** in the **cultural and civic life** of Dallas.



Housing Goal: Seek to address the **homeownership racial gap** and secure housing stability.



Infrastructure Goal: Where intentional historical disinvestments occurred, make **substantial infrastructure investments in equity priority areas.**



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



Environmental Justice Goal: Advancing EJ by addressing **the disproportionate impact** pollution and climate have on communities of color.





4

Draft Department Equity Progress Measures



Equity Progress Measures Development



Round 1 (required)

REP Team reviewed existing reports & best practices to draft initial equity progress measures for City department consideration

Hosted initial City department meetings

Department homework to draft equity progress measure commitments

Round 2 (required)

REP Team reviewed and provided feedback on draft measures

Second round of meetings with departments to review equity progress measures

Draft measures shared with community, residents to seek feedback

Round 3 & 4 (as needed)

Community feedback and additional resources shared with City departments

Third round of meetings held to support further development among City departments

Forthcoming Actions

Seek City leadership review of equity progress measures

Brief WEE Committee and incorporate feedback

Final community partner push and *UnDesign the Redline* Exhibit

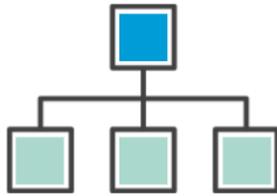
August 3, 2022, City Council briefing



Department Engagement



Department leaders were provided individualized meetings, resources, and supports to help craft their first equity progress measures.



42

DEPARTMENTS



149

MEETINGS



230

MEASURES

See WEE Committee memo and Appendix for review of all draft measures committed to by each City department as of June 8, 2022.

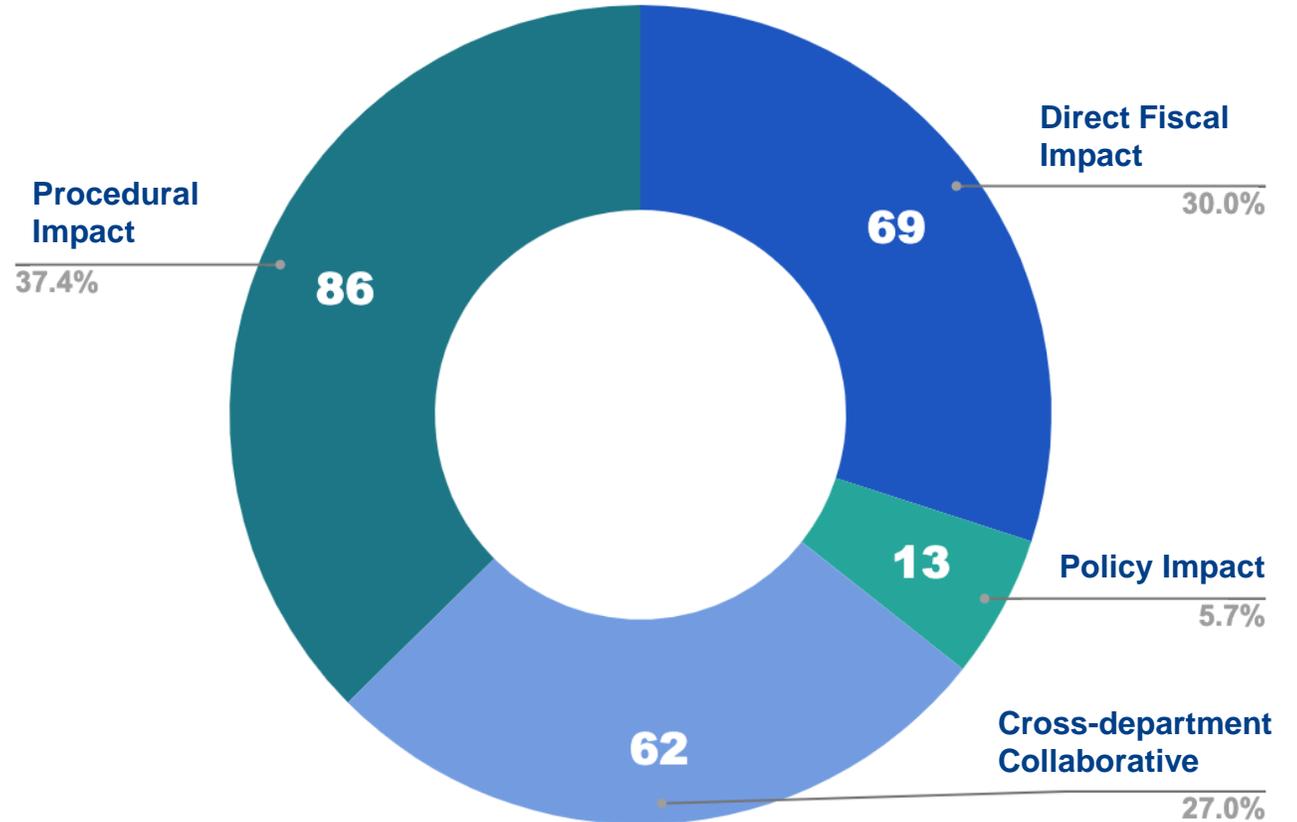


City Department Engagement



Of the 230* draft progress measures:

- Around half have a direct fiscal implication and/or a cross department collaboration (staff time)
- Additionally, some measures have a possible policy implication
- Approximately 86 measures require adjusting current practices and procedures



*All drafted department measures as of 06.08.22 are included in WEE memo





5

Next Steps

Transparency and Accountability



Moving Forward - Transparency



Building Trust

Shared responsibility and ownership

Community wants to see action

Where is funding coming from?

What are immediate impacts?

Collaboration with other City departments



REP Accountability Dashboard



The Tableau Dashboard

City of Dallas Employee Diversity
Diversidad de empleados de la ciudad de Dallas

- 12,706** Total City of Dallas Employees
- 3,186** Managers / Supervisors
- 63%** Managers / Supervisors of Racial / Ethnic Diversity
- 7,575** Non-Uniform Employees
- 996** Total Veteran Employees

City of Dallas Employees by Residential Zip Code

Employees by Race/Ethnicity

White	33.04%
Black or African American	32.94%
Hispanic or Latino	28.92%
Asian	2.67%
Two or More Races	1.71%
Native American or Alaska Native	0.72%
Native Hawaiian or Other Pacific Islander	0.61%

Employees by Generations

Baby Boomers	41.01%
Gen X	33.79%
Millennial/Gen Y	44.16%
Traditionalist	13.79%

Years of Service

0-5	36.53%
5-10	20.26%
10-15	13.99%
15-20	11.59%
20-25	9.13%
25-30	4.96%
30+	3.58%

The Story Map

Reference Air Monitoring Station

In addition to continuous and short-term (discrete) air monitoring at the Site, a reference air monitor will be used for this project.

The Texas Commission on Environmental Quality (TCEQ) maintains this Continuous Ambient Monitoring Station (CAMS) near Love Field. CAMS No. 401 is located approximately 12-mile northwest of the Site and is providing reference data for PM and tVOCs. Please refer to the TCEQ CAMS webpage for more information on the reference station.

Site Location & AQMs 1, 2 & 3

The Data Hub

Dallas Diversity Index

Dallas Diversity Index - Council District

2020 Diversity Index

- > 71
- 62



Next Steps



- **Finalize external community engagement**
- **Incorporate WEE Committee feedback**
- **Assess and collaborate on potential funding where there are fiscal implications**
- **Present Racial Equity Plan to City Council on August 3, 2022**
- **Seek adoption from City Council on August 24, 2022**





City of Dallas

Racial Equity Plan Update

Workforce, Education and Equity Committee

June 13, 2022

Liz Cedillo-Pereira
Dr. Lindsey Wilson, Director
Office of Equity and Inclusion

Harold Hogue, Managing Partner
Lauren Coppedge, Partner
CoSpero Consulting



- **Memorandum to WEE Committee dated June 10, 2022 with Draft Progress Measures**



Memorandum



CITY OF DALLAS

DATE June 10, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **WEE Committee & REP Presentation**

The Office of Equity and Inclusion (OEI) continues to work with external stakeholders and City departments to develop the first Racial Equity Plan (REP). On June 13, 2022, OEI will provide an update of the REP to the Workforce, Education & Equity Committee and brief the full City Council on August 3, 2022.

The REP is a strategic framework to support the City of Dallas in understanding and addressing disparities across Dallas. The plan is being developed in collaboration with residents, communities, nonprofits organizations, businesses and other stakeholders. It is intended to leverage current City plans, policies, and initiatives with measurable goals which address racial, ethnic, and socioeconomic equity.

Please find attached to this memo the REP draft department progress measures (DPMs) from forty-two City departments/offices and a listing of the overarching transformative, interdepartmental goals referred to as Big, Audacious Goals (BAGs). Our intention is to receive insights from WEE Committee members on the DPMs and BAGs at the WEE Committee meeting on Monday, June 13th.

The REP team continues to conduct engagement and receive public input on the measures and goals and looks forward to your review and insights.

Should you have any questions or concerns or be interested in a co-hosting a community engagement, please do not hesitate to contact me or Dr. Lindsey Wilson, Director of the Office of Equity and Inclusion, at lindsey.wilson@dallas.gov

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

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

Attachments

c: T.C. Broadnax, City Manager

Jon Fortune, Deputy City Manager

DATE June 9, 2022

SUBJECT **SUBJECT**

Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
Carl Simpson, Assistant City Manager (I)
Dr. Robert Perez, Assistant City Manager (I)
M. Elizabeth Reich, Chief Financial Officer
Directors and Assistant Directors

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DRAFT as of June 10, 2022

Racial Equity Plan

DEPARTMENT PROGRESS MEASURES

*Prepared for the City of Dallas
Workforce, Education and Equity Committee
June 13, 2022*



CITY OF DALLAS
OFFICE OF EQUITY
& INCLUSION

cospero
CONSULTING

HOW TO READ THE MEASURES

The department profile key below should act as a guide to understanding the department profiles that will be shared in the appendix of the Racial Equity Report.

Aviation

Strategic Priority: Housing & Homeless Solutions

Theme: Economic Opportunity | Education



Key Department Actions:

1. Provide operation and maintenance of Dallas Love Field, Dallas Executive Airport, and the Dallas Vertiport
2. Provide regulation and enforcement of the City's for-hire transportation services
3. Oversee Department of Aviation (AVI) Capital Improvement Program (CIP)



Aligned Equity Indicators:

- **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 2: Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 22: Adults with No High School Diploma:** Ratio between the percentages of Hispanic and White adults aged 25-64 with no high school diploma.



Progress Measures:

- Increase number of outreach events hosted at ethnic Chambers of Commerce and Contractor's Associations to hold Aviation opportunities sessions for prospective vendors from 4 to 6 by December 2026
- By December 2023, make a recommendation to DART to run earlier (4:30am) dedicated routes to Love Field and Dallas Executive Airport [✓]
- Increase the number of collegiate interns from 5 to 6 by December 2023. Increase percent of Black, Asian, Hispanic, or Native American collegiate interns from 0% to 20% by December 2025. [\$, HR, CVS]
- Increase the number of annual recruitment trips to HBCUs and HACs from 0 to 2 by December 2023 [\$, HR, CVS]
- Increase the number of marketing communication around aviation employment in high unemployment areas in proximity to airports from 0 to 2 by December 2023
- Increase the number of job and career fairs hosted in high unemployment areas in proximity to the airports (DAL and DEA) from 3 to 6 a year by December 2024 [\$]

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

Name of City Office or Department

City Strategic Priority

Theme aligned with Equity Indicators Report

KEY DEPARTMENT ACTIONS include core activities owned by the department as defined in each department's strategic plan, webpage, and/or interviews with Equity Core team members.

ALIGNED EQUITY INDICATORS highlight metrics from the City's 2019 Equity Indicators Report that a department's actions are most likely to impact



← Full indicators report can be found here

PROGRESS MEASURES include the measures aimed at closing equity gaps identified by departments. The symbols key is included on each profile showing potential fiscal, policy, or collaboration implications of a measure.

Aviation

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Theme: Economic Opportunity | Education



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Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

Increase number of outreach events hosted at ethnic Chambers of Commerce and Contractor's Associations to hold Aviation opportunities sessions for prospective vendors from 4 to 6 by December 2026

By December 2023, make a recommendation to DART to run earlier (4:30am) dedicated routes to Love Field and Dallas Executive Airport [✓]

Expand recruiting efforts to increase the diversity of collegiate interns, particularly focusing on recruitment among Black, Asian, Hispanic, or Native American students. [\$, HR, CVS]

Increase the number of annual recruitment trips to HBCUs and HACs from 0 to 2 by December 2023 [\$, HR, CVS]

Increase the number of marketing communication around aviation employment in high unemployment areas in proximity to airports from 0 to 2 by December 2023

Increase the number of job and career fairs hosted in high unemployment areas in proximity to the airports (DAL and DEA) from 3 to 6 a year by December 2024 [\$]

Bond & Construction Management

Strategic Priority: Transportation & Infrastructure

Theme: Neighborhoods and Infrastructure



Key Department Actions:

1. Lead the oversight of the City's Bond Programs to ensure delivery of infrastructure improvements.
2. Oversee and manage project delivery of Facilities capital projects.
3. Track commitments and progress of Bond Programs.
4. Collaborate in the City's development of Construction Standards.
5. Provide support to Infrastructure Departments on project delays and progress.



Aligned Equity Indicators:

- **Indicator 33: Access to Parks:** Ratio between the average number of parks in majority-Black and racially diverse neighborhoods.
- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey



Progress Measures:

\$ = Fiscal Impact
✓ = Policy Impact
DEPT= Collaborating Department(s)

By December 2023, develop a Community Outreach Strategy that engages residents through neighborhood meetings, social media, surveys, and other mediums to create an effective two-way communication channel between City staff and residents to prioritize the infrastructure needs of historically underserved communities in the future bond program.

Provide strategic recommendations to expedite 2017 Bond projects that experience delays within or near Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs) monthly beginning October 2022 to ensure all project funds are committed by September 2023.

Based on the equity-driven selection framework recommend an increase of future bond allocation to address housing needs in Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs) in the next Bond program. [Specific amount to be updated in by December 2023.]

[\$]

Budget & Management Services

Strategic Priority: Government Performance & Financial Management

Theme: Justice & Government | Economic Opportunity



Key Department Actions:

1. Provide fiscally responsible forecasting and allocation of resources
2. Monitor of revenues and expenditures
3. Ensure compliance with applicable rules and laws to ensure the goals and objectives of the City are met



Aligned Equity Indicators:

- **Indicator 37: Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City's biannual Community Survey.
- **Indicator 1: Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

- Increase the languages available for the citywide Community Survey from 2 to 5 by May 2022. (English, Spanish, Vietnamese, Mandarin).
- Increase the number of Community Survey advertisements in publications other than English from 0 to 2.
- Increase participation in the annual budget survey in high impact zip codes by 10% by June 2025.
- Include racial and ethnic data when presenting community survey results by December 2022.
- Increase the percent of departments with equity performance measures including data broken down by race and ethnicity from 10% (40%) by October 2025.

Building Services

Strategic Priority: Transportation & Infrastructure

Theme: Economic Opportunity | Justice & Government



Key Department Actions:

1. Provides facility services to customer departments in support of their service to residents, visitors, and businesses of Dallas.



Aligned Equity Indicators:

- **Indicator 5: Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- **Indicator 8: Median Hourly Wage:** Ratio between the median hourly wages for White and Hispanic adults aged 25-64 employed part-time or full-time.
- **Indicator 37: Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City's biannual Community Survey.



Progress Measures:

Improve the indoor air quality at City buildings in Targeted ZIP Codes (see above measure for ZIP Codes) with high asthma rates by installing HEPA filtration into 20% (35) buildings by October 2024 **[\$]**

Decrease the number of non-emergency repairs required at parks and recreation centers in [Targeted ZIP Codes] *from __ to __ by December 2024 [baseline to be established by EOY 2022] Targeted ZIP Codes*: 75210, 75216, 75241, 75237, 75217, 75232, 75215, 75211, 75203, 75227, 75236, 75224, 75233, 75212, 75223, 75228, 75240, 75243, 75220, 75231, 75246 **[\$]**

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

City Controller's Office

Strategic Priority: Government Performance & Financial Management

Theme: Justice & Government



Key Department Actions:

Provide timely and accurate financial services including; accounts payable, cash/debt management, contract compliance/monitoring, deferred compensation, EMS Compliance, Financial Reporting, Independent Audit and Payroll.



Aligned Equity Indicators:

- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey
- **Indicator 9: Median Household Income:** Ratio between the median household incomes for White and Black households.
- **Indicator 7: Median Full-Time Income:** Ratio between the median annual incomes for currently employed White and Hispanic adults aged 25-64 working 30+ hours per week.
- **Indicator 11: Senior Poverty:** Ratio between the percentages of Hispanic and White adults aged 65+ living at or below 100% of the poverty threshold.



Progress Measures:

Increase by 10% percent invoices paid via electronic funds transfer to M/WBE vendors by 2024.

Increase by 25% the number of annual audits for suppliers with contracts over \$500k plus re compliance with the living wage on general services contracts from by 2022.

Increase by 25% the number of annual audits for suppliers with contracts over \$500k plus re compliance with the living wage on general services contracts from by 2022.

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

Civil Service

Strategic Priority: Public Safety

Theme: Economic & Community | Public Safety



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 9: Median Household Income:** Ratio between the median household incomes for White and Black households.
- **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.



Progress Measures:

⌘ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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 Black, Hispanic, Native American, and Asian residents from 0 to 4 annually. **[All Depts]**

By January 2025, recommend an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff equity surveys and employment barriers assessment. **[All Depts]**

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]**

Expand recruiting efforts to increase the diversity of candidates for city employment, particularly focusing on Native American and Asian individuals. **[HR]**

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]**

Seek diversity by increasing inclusive pool of candidates from ___% to ___% by December 2027. [Baseline to be established] **[All Depts]**

Code Compliance

Strategic Priority: Quality of Life/Arts & Culture

Theme: Justice & Government | Neighborhoods & Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey
- **Indicator 37: Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City's biannual Community Survey.
- **Indicator 31: Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.
- **Indicator 46: Property Crime:** Ratio between the number of property crimes reported per 1,000 residents living in majorityBlack and racially diverse neighborhoods.



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

Increase knocks and talks to build relationships between Code Inspectors and community members in 75217, 75232, 75241, 75227, 75223, and 75216 from ___to ___by December 2025 [baseline to be established EOY 2022.

Increase the number of Black and Hispanic participants who complete city-offered food handler/food manager safety training from 0 to 300 by December 2026 [*new program launching baseline to be established.

Increase the number of proactive Illegal Dumping Pro-TEAMS deployed in 75208, 75211, 75212, 75215, 75203, 75216 from 1 to 2 by May 2024.

Recommend Boarding Home ordinance improvements (related to living conditions, repeat violations, etc.) to City Council by May 2023. [✓]

Increase the number of independent, Black-owned mobile food vending companies registered in 75237, 75241, 75215, 75210, 75232, 75216 from 0 to 150 by June 2027.

Convention & Event Services

Strategic Priority: Environment & Sustainability

Theme: Economic Opportunity



Key Department Actions:

1. Provides the management, marketing and promotion of the Kay Bailey Hutchison Convention Center Dallas (KBHCCD)
2. Approves permitting for outdoor events, street pole banners, street seats, filming, the Dallas Farmers Market, and neighborhood farmers markets
3. Oversees the lease agreement, capital projects and general operations of the Eddie Bernice Johnson Union Station.



Aligned Equity Indicators:

- **Indicator 8: Median Hourly Wage:** Ratio between the median hourly wages for White and Hispanic adults aged 25-64 employed part-time or full-time.
- **Indicator 2: Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 12: Working Poverty:** Ratio between the percentages of Hispanic and White adults aged 25-64 currently employed 30+ hours per week and living at or below 200% of the poverty threshold.
- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

- Permit mobile food vending areas in 3 minority communities with goal of adding 1-2 per year (Per Council Approval) [✓]
- Further diversify and expand recruiting efforts to include Hispanic, Black, and Native American females in the Convention Center Internship program with a 3% increase per year through 2027 [F, CVS, HR]
- Increase the number of Hispanic, Black, and Native American hoteliers interns who achieve living wage employment from 0 to 5 by December 2025 with a 3% increase afterwards [CVS, HR]
- Through the IAVM partnership, increase the number of Hispanic, Black, and Native American hotel employees participating in a mentorship program to advance promotion opportunities from 0 to 10 by December 2027 [F]
- Increase the percent of minority-owned businesses contracted through the master plan from 0 to 38% by October 2027 [F]
- Increase the percent of minority-owned businesses contracted through VisitDallas from 16.4% to 18.4% by October 2025, and 21.6% by 2027. [F]
- Increase the percent of minority-owned business spend through OVG360 (formerly Spectra) from 47% to 50% of the overall operations and event expenses of the Kay Bailey Hutchison Convention Center (KBHCCD) by October 2026 [F]

Communications, Outreach, & Marketing Services

Strategic Priority: Housing & Homeless Solutions

Theme: Justice & Government



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

Increase number of outreach events to interfaith and multicultural organizations including information on how to apply for board and commission vacancies from ___ to 12 by December 2023 [baseline to be established in 2023 progress shown in FY2024].

Increase views of City department-created original content in Spanish by 5-10% yearly by 2025.

Increase subscribers to Spanish text and social channels by 5-10% yearly by 2025.

Increase investment in advertising in Spanish and Asian language and Black media outlets as percentage of all departmental advertising Citywide by 2025. [S]

Increase investment in marketing City programs and services through paid advertising and in-kind support for nonprofits partners serving AAPI, Black, Latino and Native American residents from ___ to ___ by December 2026 [baseline to be established in FY2022-23]. [S]

Increase the number of outreach deliverables supporting M/WBE vendor recruitment from ___ to ___ December 2023 [baseline set this FY2022-23].

Increase the number of communication deliverables supporting recruitment of AAPI, Black, Latino* and Native American applicants and women of color in the City of Dallas from ___ to ___ December 2023 [baseline set this FY2022-23]. *See LatinX for different races.

Court & Detention Services

Strategic Priority: Public Safety

Theme: Economic & Community | Environmental Justice | Public Safety



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 40: Fines and Fees:** Ratio between the average amounts of fines and fees paid by Black and Asian defendants for cases adjudicated guilty by City of Dallas Municipal Courts.
- **Indicator 41: Jail Admissions:** Ratio between the number of Black and Asian adults per 1,000 booked into jail by the Dallas Police Department.
- **Indicator 5: Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

- Increase percentage of Black residents who respond within the initial appearance date to avoid additional fines and fees from ___ to ___ by September 2025 [baseline to be established EOY 2022].
- Add a Transfer Station in Southern Dallas. [S]
- Increase the operation of landfills from 1 day a week to 3 days a week for residents in Southern Dallas. [S]
- Increase percentage of Black residents agreeing to a referred service from ___% to 30% by December 2023 [baseline to be established EOY 2022].
- Decrease the fees for residents for landfill usage. [S]
- Increase participation of Black and Hispanic residents in non-payment court programs from ___ to ___ by September 2025 [baseline to be established EOY 2022]. [S]
- Increase community engagement meetings to educate underserved residents about illegal dumping from 5 to 10 by September 2023.
- Increase percentage of Hispanic residents agreeing to a referred service from ___% to 30% by December 2023 [baseline to be established EOY 2022].
- Increase percentage of Native American residents agreeing to a referred service from ___% to 30% by December 2023.
- Reduce the number of chronic dumpsites in Southern Dallas from 28 to 25 by September 30, 2022.
- Based on observation, provide three considerations that address underlying cause of illegal dumping by December 2022. [S, ✓]

Dallas Animal Services

Strategic Priority: Quality of Life/Arts & Culture

Theme: Economic & Community



Key Department Actions:

1. Oversee administration of the laws pertaining to animals
2. Operate Dallas' animal shelter



Aligned Equity Indicators:

- **Indicator 37: Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City's biannual Community Survey.
- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
- **Indicator 40: Fines and Fees:** Ratio between the average amounts of fines and fees paid by Black and Asian defendants for cases adjudicated guilty by City of Dallas Municipal Courts.



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

Increase the number of dog and cat adoptions and owner reunions in Southern Dallas* from 4,533 (FY21) to 4851 (by 7%) by the end of FY27.

Increase average monthly proactive Service Request (SR) rate by Animal Services Officers in Southern Dallas* from 306 to 328 (by 7%) by October 2026.

Increase the number of pop-up pet food pantries available at food pantries in Southern Dallas* from 24 to 40 by FY24. [F]

Through partnerships, funding, and community outreach efforts, increase the number of fully-free annual vaccine clinics provided in Southern Dallas* from 0 to 2 by May 2025 (In addition to maintaining the 12 low-cost annual vaccine clinics offered in 75212). [F]

Increase the number of pet-owning households in Southern Dallas* served through the fence-building program (through direct service or community partnerships) from 0 to 250 by December 2027 [new program to be established]. [F]

Increase allocation of the Animal Welfare Fund annually going to offset pet-owner fines in Southern Dallas from \$0 to \$10,000 by May 2027. [F]

Data Analytics & Business Intelligence

Strategic Priority: Government Performance & Financial Management

Theme: Economic & Community



Key Department Actions:

1. Oversee the City's Data Inventory, the Open Data Portal, and Data Access and Integration
2. Manage & maintain the City's data to improve usability, transparency, and openness
3. Develop and maintain data used to route emergency response vehicles, data supporting drainage management permit compliance reporting, data and tools for the 311 Customer Service system, and the City's online maps



Aligned Equity Indicators:

- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey



Progress Measures:

⌘ = Fiscal Impact
✓ = Policy Impact
DEPT= Collaborating Department(s)

Maintain Spanish translation on 95% of all of our public facing products.

In partnership with OEI, support the tracking of Department's REP progress measures by 2023. (OEI) [⌘, CVS, HR]

By January 2023, in partnership with OEI, complete and publish a racial equity story map of the history of institutional racism in Dallas (taking the critical steps towards acknowledging systemic racism in Dallas). (OEI) [⌘, CVS, HR]

Include an equity element (who- demographics or where- location is impacted) on 95% of new major projects that are published externally. [⌘, CVS, HR]

Increase the number of staff trained on data disaggregation from 0 to 30 by December 2023. [⌘, CVS, HR]

Increase the number of staff trained on data disaggregation from 30 to 60 by December 2024. [CODE]

Increase the number of staff trained on data disaggregation from 60 to 90 by December 2025. (Based on a redesign of the Data Academy) [⌘, CVS, HR]

Development Services

Strategic Priority: Transportation & Infrastructure

Theme: Housing | Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 3: Long-Term Business Vacancies:** Ratio between the percentages of long-term business vacancies in majority-Hispanic and racially diverse neighborhoods.
- **Indicator 1: Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.
- **Indicator 31: Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.



Progress Measures:

\$ = Fiscal Impact
✓ = Policy Impact
DEPT= Collaborating Department(s)

Track and increase trainings with Black, Hispanic, Asian and Native American contractors, developers, residents from 0 to 25% by December 2023.

Decrease average number of days to complete first review of residential permit application in 75210, 75216, 75215 from 12 weeks to 4 weeks by May 2024.

Streamline permitting process for affordable housing developers in order to reduce the amount of time to build affordable housing from 12 weeks to 4 weeks by December 2025.

Increase participation of diverse developers, contractors, architects, (Asian American, Black, Hispanic and Native Americans) to be a part of the Building Code development process.

Streamline permitting processes for small business owners within targeted ZIP Codes 75210, 75216, 75215.

Dallas Fire & Rescue

Strategic Priority: Public Safety

Theme: Public Safety | Economic & Community



Key Department Actions:

1. EMS Administration, Contracts, and Community Health
2. Fire & Rescue Emergency Response
3. Fire Dispatch and Communication



Aligned Equity Indicators:

- **Indicator 41: Jail Admissions:** Ratio between the number of Black and Asian adults per 1,000 booked into jail by the Dallas Police Department.
- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey
- **Indicator 53: Mortality:** Ratio between the percentages of deaths for White and Hispanic residents.



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Increase the number of fire safety training/educational program deliveries and smoke alarm installations (5%), in an attempt to reduce the number of civilian fire fatalities in communities of color by October 1, 2027.

Improve DFR's diversity composition incrementally by October 1, 2025. [S]

Seek diversity by increasing inclusive pool of candidates from 34 to 68 by December 2027. [S]

Assess and recommend strategies to code enforcement for improving signage and lighting of multi-family dwellings (apartment complexes) in communities of color to help improve response times by an average of 10 seconds by October 1, 2027.

Utilize the Pathways in Technology Early College High School (P-Tech) program in the Dallas independent School District to employ 5% of their graduates into the Dallas Fire Rescue Department by October 1, 2027. [S]

Dallas Police Department

Strategic Priority: Public Safety

Theme: Justice & Government



Key Department Actions:

1. Provide preventive, investigative, and enforcement services
2. Partner with community to deploy crime prevention/monitoring tactics



Aligned Equity Indicators:

- **Indicator 43: Arrests:** Ratio between the number of Black and Asian individuals per 1,000 arrested by the Dallas Police Department
- **Indicator 42: Juvenile Detentions:** Ratio between the number of detentions, internal placements, and external placements of Black and Asian juveniles (under age 18) per 10,00
- **Indicator 41: Jail Admissions:** Ratio between the number of Black and Asian adults per 1,000 booked into jail by the Dallas Police Department
- **Indicator 48: Domestic Violence:** Ratio between the number of domestic violence incidents reported in Black and Asian neighborhoods per 1,000 residents.



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

- Increase the number of students from [school] serve by {prevention program} from 0 to ___ by December 2025. [new program to be established.
- Increase the number of Black youths engaged in the First Offenders Program from ___ to ___ by December 2027. Increase the number of Hispanic youths engaged in the First Offenders Program from ___ to ___ by December 2027.
- Decrease the number of youth runaways in XYZ zip codes from ___ to ___ by December 2027.
- Increase recruiting visits to HACU and HSI from ___ to ___ December 2024.
- Increase the number of students from PTECH high schools who are hired onto DPD from 0 to 6 by December 2023.
- Seek diversity by increasing inclusive pool of candidates by December 2027
- Increase the number of Domestic Violence engagements related to awareness and outreach resources available to victims from 4 per year to 12 per year by December 2025.
- Increase the number of home visits to prior domestic Violence offenders from ___ to ___ by December 2025.

Dallas Water Utilities

Strategic Priority: Housing & Homeless Solutions

Theme: Infrastructure | Economic & Community



Key Department Actions:

1. Provide water production and delivery services
2. Provide wastewater collection and treatment services
3. Oversee floodplain and drainage operations and management



Aligned Equity Indicators:

- **Indicator 30: Utility Expenses:** Ratio between the percentages of household income going to electricity, gas, heating fuel, and water in Hispanic and Asian households
- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.



Progress Measures:

\$ = Fiscal Impact
✓ = Policy Impact
DEPT= Collaborating Department(s)

In collaboration with the Office of Cultural Affairs, construct the Memorial for Victims of Racial Violence public art project at Martyr's Park contributing a total of \$812,000 for this public art space. [\$, OAC]

Stormwater flood gates project with \$100,000 in public arts funding for 2 public art installations to be installed within the 75207 and 75215 zip codes. [\$, OAC]

Increase the investment in water and wastewater infrastructure improvements to all occupied, unserved areas from \$3.5 million annually for ten years to \$34.7 million (ARPA) by December 2025, reducing the implementation time by 70%. [\$]

In partnership with the United States Army Corps of Engineers, over the next 4-5 years design and construction of multiple flood risk reduction projects will be performed to enhance the Dallas Levee System. The Dallas Levee System protects over 400,000 people, most of whom are predominantly low-income and communities of color. Continue to increase the flood risk mitigation for 4, 5, 6 and 7 by Fall of 2026. The projects combined cost estimates exceed \$350M. [\$]

Economic Development

Strategic Priority: Economic Development

Theme: Housing



Key Department Actions:

1. Promote Dallas as a diverse, equitable, and globally competitive business destination
2. Provide tools and incentive programs to assist real estate projects within the City of Dallas
3. Develop a collaborative business retention and recruitment strategy



Aligned Equity Indicators:

- **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 1: Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.
- **Indicator 5: Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Increase amount of incentive dollars or number of incentivized projects that assist non-residential projects in distressed Census tracts. The goal metrics will be determined once baseline data is evaluated. [F]

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 by October 2023. [F]

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. [F]

Equipment & Fleet Management

Strategic Priority: Transportation & Infrastructure

Theme: Economic & Community Development



Key Department Actions:

1. Promote Dallas as a diverse, equitable, and globally competitive business destination
2. Provide tools and incentive programs to assist real estate projects within the City of Dallas
3. Develop a collaborative business retention and recruitment strategy



Aligned Equity Indicators:

- **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 1: Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.
- **Indicator 5: Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Develop credible supplier/vendor list comprised of businesses from historically marginalized populations 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 these communities.

Use EFM's position on various Advisory Boards of Automotive and Diesel Technology vocational schools (UTI, TSTC, Dallas College, Lincoln Tech) to influence and enhance the diversity of recruiting students from historically marginalized populations. **[CVS,HR]**

Encourage departments to maintain no more than a 10% deviation on asset allocation of replacement eligible fleet by service area on equipment and vehicles not utilized as a city-wide resource -Encourage departments to maintain no more than a 10% deviation by service area on the percent of vehicles and equipment receiving on-time preventative maintenance.

*Seek diversity by increasing inclusive pool of candidates technicians hired by the Equipment and Fleet Department by 5% annually thru December 2025 by enhancing the recruitment via the temp-to-hire program. **[\$, CVS, HR]***

Housing & Neighborhood Revitalization

Strategic Priority: Economic Development

Theme: Housing



Key Department Actions:

1. Deploy Dallas Home Buyers Assistance Program
2. Oversee Compliance & Lien Portfolios



Aligned Equity Indicators:

- **Indicator 31: Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods
- **Indicator 26: Evictions:** Ratio between the eviction rates in majority-Hispanic and majority-White neighborhoods
- **Indicator 25: Homeownership:** Ratio between the percentages of White and Black households who own their home.
- **Indicator 27: Home Loan Denials:** Ratio between the percentages of home loan application denials to Black and White applicants.



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Increase the proportion of unrestricted market rate units in City-supported developments in majority black and Hispanic neighborhoods from 11% to 30% by October 2027. [S]

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 these underserved communities by December 2027. [S]

Complete at least three impact assessments of catalytic projects, neighborhood revitalization efforts, or housing programs to ensure equitable program impacts by October 2024.

Complete revisions to the Comprehensive Housing Policy based on the Equity Audit by December 2022. [✓]

Human Resources

Strategic Priority: Housing & Homeless Solutions

Theme: Economic Development



Key Department Actions:

Maintain a diverse, talented, innovative, and engaged workforce delivering services to the residents of Dallas



Aligned Equity Indicators:

- **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 8: Median Hourly Wage:** Ratio between the median hourly wages for White and Hispanic adults aged 25-64 employed part-time or full-time.
- **Indicator 24: College-Educated Adults:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 with a bachelor's degree or higher.
- **Indicator 59: Physical Activity:** Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job.



Progress Measures:

Improve engagement of employees in the childcare subsidy program through refinement of existing program criteria, educational programs and outreach to eligible participants. Initiatives will be designed to gain potential participant input in all aspects of program.

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Information & Technology Services

Strategic Priority: Government Performance & Financial Management

Theme: Infrastructure | Economic & Community



Key Department Actions:

1. Guides technology acquisition, business process changes and architecture decisions
2. Provides the IT infrastructure, hardware, software, and technical support for processing 911 telephone calls.
3. Provide secure, reliable, and responsive enterprise-level technology, data, and business solutions
4. Provides installation, repair, and replacement of handhelds, fixed, and in-car mobile radio communication technology



Aligned Equity Indicators:

- **Indicator 29: Internet Access:** Ratio between the percentages of Black and White households without access to the internet.
- **Indicator 23: High School Graduates Living in Poverty:** Ratio between the percentages of Black and White adults aged 25-64 with at least a high school diploma who are living below 100% of the poverty threshold.
- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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 6 of the top 10 zip codes with the highest percentage of households without internet. [F]

By December 2023, upgrade the City's existing financial system to support all departments which manage invoices and payments to vendors, including the tracking of M/BE designation. The upgrade will automate the accounts payable process improving accuracy and efficiency. [F]

Redesign the City's website by December 2023 to include enhancements to the style guide for more user-friendly designs and site-wide accessibility improvements to ensure equitable access to resources and information. A comprehensive website audit is underway to analyze content, components, and features. [F]

Host or participate in 5 events targeting minority students through IT initiatives, PTECH and Innovation Lab.

Dallas Public Library

Strategic Priority: Workforce Education & Equity

Theme: Economic & Community



Key Department Actions:

1. Manage Digital and Physical Library Resources
2. Promote Lifelong Learning and Literacy



Aligned Equity Indicators:

- **Indicator 15: Kindergarten Readiness:** Ratio between the percentages of White and Black Dallas ISD students testing as kindergarten-ready.
- **Indicator 16: Third-Grade Reading Proficiency:** Ratio between the percentages of White and Black third graders approaching grade level in reading.
- **Indicator 22: Adults with No High School Diploma:** Ratio between the percentages of Hispanic and White adults aged 25-64 with no high school diploma.
- **Indicator 29: Internet Access:** Ratio between the percentages of Black and White households without access to the internet.
- **Indicator 4: Labor Force Non-Participation:** Ratio between the percentages of Black and White adults aged 25-64 who are not in the labor force.



Progress Measures:

⌘ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Increase the percentage of Black library users who rate the materials collection as poor/fair to good/excellent from 65% to 75% by September 30, 2026

Increase the percentage of Hispanics who report visiting the library from 35.6% to 45.6% by September 30, 2026.

Increase enrollment in HSE programs from 66 to 120 in libraries serving Zip Codes 75216, 75241, 75210, and 75211 by September 30, 2024 (Fiscal) [⌘]

Increase workforce development programs from 100 to 200 offered at libraries serving Zip Codes 75216, 75241, 75210, and 75211 by September 30, 2024 [⌘]

Increase early childhood literacy initiatives, i.e., Storytime, kindergarten readiness programs, early literacy outreach, from 12 to 48 at libraries serving Zip Codes 75216, 75241, 75210, and 75211 by September 30, 2024.

Increase enrollment in the S.M.A.R.T Summer Reading Challenge from 394 to 1,102 at libraries serving Zip Codes 75216, 75241, 75210, and 75211 by September 30, 2024.

Mayor & City Council

Strategic Priority: Housing & Homeless Solutions

Theme: Justice & Government | Economic Opportunity | Neighborhoods & Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
- **Indicator 37: Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City's biannual Community Survey.
- **Indicator 5: Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

By December 2024, make recommendations to council members for equity-focused expenditures. Each council district shall show at least 3 equity indicators on their purchase card spend dashboard by year end, and increase the spend that benefits Communities of Color or Underserved Neighborhoods by 10 percent.



Increase the number of cross-city Council events focused on an equity-indicator from 0 to 14 by December 2023.

Increase the number of cross-collaborative council partnerships focused on equity-focused initiatives from 10 per year to 30 per year by December 2025.

By December 2022, make a recommendation to City Council to adopt a policy end goal that boards and commissions would represent the demographics of those most impacted by the decisions.

Leverage relationships with racial equity and gender and sexual orientation justice non-profits and organizations to strengthen influence of black and brown, women, and LGBTQ+ community members in government. Devote \$10,000 annual of professional development spend to hiring external non-profits and organizations to conduct development trainings and give informational talks on.

Office of Community Care

Strategic Priority: Workforce Education & Equity

Theme: Economic Opportunity | Education



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 10: Child Poverty:** Ratio between the percentages of Black and White children living at or below 100% of the poverty threshold
- **Indicator 11: Senior Poverty:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed // Ratio between the percentages of Hispanic and White adults aged 65+ living at or below 100% of the poverty threshold.
- **Indicator 12: Working Poverty:** Ratio between the percentages of Hispanic and White adults aged 25-64 currently employed 30+ hours per week and living at or below 200% of the poverty threshold
- **Indicator 57: Low Birth Weight:** Ratio between the percentages of Black and Hispanic live births where the infant is born weighing less than 5.5 pounds.
- **Indicator 15: Kindergarten Readiness:** Ratio between the percentages of White and Black Dallas ISD students testing as kindergarten-ready.



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Through the Early Childhood/Out of School Time (ECOST) Program, increase the number of children served residing in 75216, 75227, 75228, 75231, 75237, 75243 from 94 to 127 by April 2024.

The Financial Empowerment Center will serve a minimum of 400 residents through professional financial coaching and financial capability clinics in zip codes 75203, 75211, 75212, 75217, and 75227.

Vital Statistics will maintain a staffing ratio of at least 50% of full-time staff being bilingual (English plus another language) to ensure service accessibility.

Host four (1 per quarter) food service community engagement events in South Dallas to provide 100 nutritional meal packages specifically targeting Latina and African American, Single female-headed households, with children under 18.

Host four (1 per quarter) food service community engagement events in West Dallas to provide 100 nutritional meal packages specifically targeting Latina and African American, Single female-headed households, with children under 18.

Office of Arts & Culture

Strategic Priority: Workforce Education & Equity

Theme: Economic Development | Education | Justice & Government



Key Department Actions:

1. Fund Programs for artist, nonprofits, and Dallas residents
2. Manage Public Art Programs
3. Manage Cultural Venues



Aligned Equity Indicators:

- **Indicator 2: Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business)
- **Indicator 5: Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed
- **Indicator 18: Middle School Suspensions:** Ratio between the suspension rates for Black and Asian middle school students
- **Indicator 37: Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City's biannual Community Survey



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

Increase percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations by FY 2023-24 **[\$]**

Increase the number of Black, Hispanic, Native American, and equity-specific works of art that confront historical racism commissioned for or donated to the Public Art Collection from 18 to 23 (of ~300 pieces total) by 2024

Increase ALAANA representation on arts boards by 2025

Office of Community Police Oversight

Strategic Priority: Public Safety

Theme: Justice & Government



Key Department Actions:

1. Provide operative support to the Community Police Oversight Board
2. Receive external civilian complaints
3. Recommend external complaints about mediation, Internal Affairs investigation, or Divisional investigations
4. Monitor external Internal Affairs conducted investigations



Aligned Equity Indicators:

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



Progress Measures:

§ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Increase the number of community-based organizations serving as an OCPO Complaint Intake sites from 0 to 20 by December 2027; to include the following:

- Increase the number of outreach and education efforts by the Community Outreach & Engagement Manager in majority Black and Hispanic neighborhoods from 12 to 25 by May 2024.
- Decrease the time between the occurrence of an incident and filing of complaint made from ___ days to ___ days by May 2027. [Baseline to be established]

By December 2024, make a recommendation to DPD to extend the time to make a complaint from 60 days to 90 days. Increase the number of community-based organizations serving as an OCPO Complaint Intake sites in [target zips – immigrant, Black, Hispanic].

Increase the number of organizations serving youth of color serving as an OCPO Complaint Intake sites in [target zips – immigrant, Black, Hispanic].

Increase the number of organizations serving LGBTQ residents of color serving as an OCPO Complaint Intake sites in [target zips – immigrant, Black, Hispanic].

Increase the number of organizations serving immigrant residents serving as an OCPO Complaint Intake sites in [target zips – immigrant, Black, Hispanic].

Increase the number of organizations serving senior residents of color serving as an OCPO Complaint Intake sites in [target zips].

Office of Equity & Inclusion

Strategic Priority: Workforce Education & Equity

Theme: Economic & Community | Housing



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
- **Indicator 5: Unemployed:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- **Indicator 7: Median Full-Time Income:** Ratio between the median annual incomes for currently employed White and Hispanic adults aged 25-64 working 30+ hours per week.
- **Indicator 12: Working Poverty:** Ratio between the percentages of Hispanic and White adults aged 25-64 currently employed 30+ hours per week and living at or below 200% of the poverty threshold.
- **Indicator 25: Homeownership:** Ratio between the percentages of White and Black households who own their home.
- **Indicator 27: Home Loan Denials:** Ratio between the percentages of home loan application denials to Black and White applicants.
- **Indicator 28: Housing Cost Burden:** Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- **Indicator 26: Evictions:** Ratio between the eviction rates in majority-Hispanic and majority-White neighborhoods.
- **Indicator 25: Homeownership:** Ratio between the percentages of White and Black households who own their home.
- **Indicator 31: Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.

Office of Equity & Inclusion

Strategic Priority: Workforce Education & Equity

Theme: Economic & Community | Housing



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Increase the number of immigrant leaders on our WCIA Taskforce from 25% to 40% by December 2023

By December 2023 all City of Dallas departments will adopt language access protocols to ensure there is a process for residents to effectively communicate with city staff and receive information in their preferred language [All Depts]

Increase the # of people who access the Enhanced Library Card from 0 to 13,000 by December 2027 [LIB]

Increase the percent of ADA service requests in EI Tool zip codes completed within SLA from 73% to 85% by October 2024

By December 2025, establish a baseline for the % of target participants (veterans of color, disabled persons of color, human trafficking victims of color, & LGBT youth of color) that find high-growth, high-paying employment within 12 months of program completion

By December 2024, establish a baseline for the % of target participants (veterans of color, disabled persons of color, human trafficking victims of color, & LGBT youth of color) making living wage six months after program completion

Recruit 25% of workforce development participants from targeted groups (veterans, disabled persons, human trafficking victims, LGBT youth) by December 2024 [New program to be established EOY 2022]

Recruit workforce development participants from targeted groups (veterans of color, disabled persons of color, human trafficking victims of color, & LGBT youth of color) by December 2026. [New program to be established EOY 2022]

Increase the number of outreach programs targeted to increase Black and Hispanic, Asian, & Native American resident attendance and participation in the Fair Housing education and outreach programs from 10% to 25% by June 2024

Increase number of Fair Housing education and outreach programs from 5% to 20% by May 2024 (Outreach presented to various housing providers to address the issue of housing discrimination and the housing providers role to eliminate the problem and ancillary issues).

By June 2027, further diversify and expand recruiting efforts of the Fair Housing Division to increase the diversity of staff. [CVS, HR]

Office of Emergency Management

Strategic Priority: Public Safety

Theme: Economic Opportunity | Neighborhoods & Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey
- **Indicator 26: Evictions:** Ratio between the eviction rates in majority-Hispanic and majority-White neighborhoods.
- **Indicator 53: Mortality:** Ratio between the percentages of deaths for White and Hispanic residents.



Progress Measures:

\$ = Fiscal Impact
✓ = Policy Impact

DEPT= Collaborating Department(s)

By December 2023, in partnership with Code Compliance, make a formal recommendation to update policies and codes related to increased disaster safety in multi-unit dwellings [✓, CODE]

Increase the number of Community Emergency Response Team (CERT) participants from 75243 and 75231 from 134 to 168 by December 2025 (25%)

Translate 100% of our digital emergency preparedness outreach materials into the five most commonly spoken languages in the City of Dallas by December 2024. (Quantify the Measure)

Increased number of community partnerships supporting renters' insurance in primarily Hispanic neighborhoods from 0 to 20 by May 2025

Increase number of partnerships with landlords of multi-dwelling units in 75243 & 75231 from 0 to 40 by May 2025

Decrease the yearly number of displaced residents seeking shelter after apartment fires in 75243 and 75231 from 235 to 188 by May 2027

Office of Environmental Quality & Sustainability

Strategic Priority: Environment & Sustainability

Theme: Public Health



Key Department Actions:

1. Air Pollution Control and Air Quality
2. Stormwater Management Compliance
3. Comprehensive Environmental Climate Action Plan



Aligned Equity Indicators:

- **Indicator 53: Mortality:** Ratio between the percentages of deaths for White and Hispanic residents
- **Indicator 52: Chronic Disease:** Ratio between the percentages of White adults and adults of color diagnosed with a chronic disease
- **Indicator 30: Utility Expenses:** Ratio between the percentages of household income going to electricity, gas, heating fuel, and water in Hispanic and Asian households.



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

Provide access to community solar opportunities for qualified households in zip codes [with high minority populations] by December 2025

Increase acreage of neighborhood growing sites (e.g., commercial, community, and resident gardens) serving zip codes [with high minority populations] from 7 acres to 17 acres by December 2027. [S]

Increase the number of environmental outreach materials translated into [Asian-Pacific languages] from 1 annually to 8 annually (1 per quarter) by June 2027

Increase the amount of neighborhood level air quality monitors in zip codes with majority Hispanic neighborhood from the baseline of 5 to 15 by the end of fiscal year 2025 [S]

Increase the amount of neighborhood level air quality monitors in zip codes with majority African American neighborhoods from the baseline of 9 to 19 by the end of fiscal year 2025 [S]

Office of Government Affairs

Strategic Priority: Public Safety

Theme: Justice & Government



Key Department Actions:

1. Serve as a primary contact for the City to local, regional, and federal level governments
2. Manage the City's state and federal legislative agendas
3. Coordinate across departments to develop appropriate responses to state and federal legislative matters



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

Seek diversity by increasing the pool of referrals to departments for grants and other resources that support equity-focused initiatives for Asian, Black and Hispanic residents/neighborhoods from ____ to ____ May 2023. [baseline to be established EOY 2022] **[All Depts]**

Increase # of community engagement activities to gather feedback on the City's federal and state legislative priorities in ZIP codes 75216, 75241, 75210, and 75211 from 0 to 4 by December 2022

Increase number of community members engaged in providing feedback on the City's federal and state legislative priorities in ZIP codes 75216, 75241, 75210, and 75211 from ____ to ____ by December 2024. [Baseline to be established EOY 2022]

When adopting the City's federal and state legislative programs, provide a corresponding report to the City Council on those specific legislative initiatives that impact Asian, Black, Native American and Hispanic residents/neighborhoods by March 2023

Track the City's lobbying efforts against federal and state legislative initiatives/programs that could negatively impact Black, Native American, Asian and Hispanic residents/neighborhoods by December 2024

Office of Historic Preservation

Strategic Priority: Economic Development

Theme: Economic Opportunity | Justice & Government



Key Department Actions:

1. Provide Landmark (historic) Designation
2. Approve and administer Certificates of Appropriateness (approval forms for work on landmark structures)
3. Oversee tax incentive programs with Historic Districts and on individual structures



Aligned Equity Indicators:

- **Indicator 1: Business Establishments:** Ratio between the average number of businesses in racially diverse and majority-Black neighborhoods.
- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
- **Indicator 25: Homeownership:** Ratio between the percentages of White and Black households who own their home.
- **Indicator 38: Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions.



Progress Measures:

\$ = Fiscal Impact
✓ = Policy Impact
DEPT= Collaborating Department(s)

Increase number of historical preservation pieces of collateral, outreach events, education and awareness presentations/publications, in majority Black and Hispanic communities provided in English and Spanish from 0 to 3 by May 2025.

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 underserved communities of color and lower-income neighborhoods will increase. Make a recommendation to increase financial incentives that are not tied to property values. [✓]

Make a recommendation to increase the number of residents from Targeted Underrepresented ZIP Codes on the Landmark Commission by October 2026.

Office of Homeless Solutions

Strategic Priority: Housing & Homeless Solutions

Theme: Housing



Key Department Actions:

1. Develop and Manage Landlord Subsidized Leasing Program
2. Build transitional and permanent supportive housing to target chronic homelessness



Aligned Equity Indicators:

- **Indicator 28: Housing Cost Burden:** Ratio between the percentages of Black and White households with housing costs exceeding 30% of income
- **Indicator 26: Evictions:** Ratio between the eviction rates in majority-Hispanic and majority-White neighborhoods.
- **Indicator 25: Homeownership:** Ratio between the percentages of White and Black households who own their home.



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

- In partnership with OGA, recommend a source of income discrimination legislation by December 2023. [**\$, OGA**]
- Decrease the average placement time from program enrollment to housing placement for single, Black DRTRR applicants from an average of 77 days to an average of 59 days by December 2027.
- Decrease the number of unsheltered single, Black men by 10% by 2025. [**\$**]
- By December 2022 formalize a partnership between HOU, OCC, MDHA, and Dallas County to address permanent supportive housing for residents with no- to low-income. [**HOU, OCC**]
- By July 2024, in partnership with HOU, OCC, MDHA, and Dallas County create a city-wide plan for permanent supportive housing for residents with no- to low-income. [**HOU, OCC**]
- In partnership with HOU, OCC, MDHA, and Dallas County add an additional 248 units to the availability of permanent supportive housing stock by December 2027. [**✓, HOU, OCC**]

Office of Integrated Public Safety Solutions

Strategic Priority: Public Safety

Theme: Public Safety



Key Department Actions:

1. Increase crime-analysis in high risk areas
2. Develop more strategic interventions with law enforcement
3. Conduct administrative inspections and enforcement
4. Mitigate crime in high risk areas



Aligned Equity Indicators:

- **Indicator 41: Jail Admissions:** Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents / Ratio between the number of Black and Asian adults per 1,000 booked into jail by the Dallas Police Department
- **Indicator 48: Domestic Violence:** Ratio between the number of domestic violence incidents reported in Black and Asian neighborhoods per 1,000 residents.
- **Indicator 42: Juvenile Detentions:** Ratio between the number of detentions, internal placements, and external placements of Black and Asian juveniles (under age 18) per 10,000



Progress Measures:

§ = Fiscal Impact
✓ = Policy Impact
DEPT= Collaborating Department(s)

CONSIDER: In partnership with CODE, increase the investment in environmental improvements in high crime areas from \$250,000 to \$500,000 by December 2027 [§, CODE]

Reduce percentage of DPD calls and crime incidents in high-risk areas, as defined by the Risk Terrain Modeling Focus, by 20% more than the overall reduction in city crime by December 2027 [DPD]

Increase the percent of behavioral health calls responded to by RIGHT Care teams in predominately African American communities from 60% to 80% by December 2025 [DPD]

Increase the number of Jail Diversions by RIGHT Care teams in predominately African American communities from 18% to 25% by December 2027 [DPD]

Through Crisis Intervention Teams, increase number of referrals for access to mental health resources in high crime communities from 400 to 800 by December 2027 [new program - baseline to be established EOY 2022] [DPD]

Office of Risk Management

Strategic Priority: Government Performance & Financial Management

Theme: Public Safety



Key Department Actions:

1. Protect the City of Dallas' assets
2. Guard against risk and safety hazards that could adversely impact City operations



Aligned Equity Indicators:

- **Indicator 9: Median Household Income:** Ratio between the median household incomes for White and Black households.
- **Indicator 12: Working Poverty:** Ratio between the percentages of Hispanic and White adults aged 25-64 currently employed 30+ hours per week and living at or below 200% of the poverty threshold.
- **Indicator 5: Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.



Progress Measures:

Increase the number of trainings offered outside of regular hours (multi-shift schedule) from _85_ to _95_ by December 2022

Increase the number of trainings offered in Spanish from _14_ to _18_ by December 2022 with cost of est. \$188 and from 18 to 36 by December 2023 (If new position is approved)

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

Public Works

Strategic Priority: Transportation & Infrastructure

Theme: Economic & Community | Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 31: Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.
- **Indicator 25: Homeownership:** Ratio between the percentages of White and Black households who own their home.
- **Indicator 35: Commute Time:** Ratio between the average time spent commuting one way to work (in minutes) for Hispanic and White adults aged 25-64.



Progress Measures:

⌘ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Increase the opportunity for M/WBE vendors to propose or bid for contracts in accordance with the city's Business and Inclusion Development plan.. [⌘]

Increase lane miles in Areas of Inequity in the annual maintenance plan from the currently funded 13.9% to an annual minimum of 28% by 2027. [⌘]

Increase percent of routine maintenance service requests in Targeted Underrepresented ZIP Codes completed within the SLA from 92% to 98% by the end of 2027 [⌘]

Future bond infrastructure projects will equate to 20% or more in support of affordable housing in areas of inequity by the end of 2029. [⌘]

Decrease completion time of resurfacing bond projects in Areas of Inequity by May 2027.

Updates to the Sidewalk Masterplan will include 20% of the projects in areas of inequity by 2027. [⌘]

Increase the percent (20%) of sidewalk maintenance projects completed in Areas of Inequity by 2027. [⌘]

Establish percentage of 2017 Bond projects completed by ZIP Code by December 2022.

Park & Recreation

Strategic Priority: Quality of Life/Arts & Culture

Theme: Economic & Community



Key Department Actions:

1. Oversee & Maintain Parks and Trails
2. Oversee & Maintain City Owned Facilities (fields, aquatic, athletic, Dallas Zoo, Fair Park, etc.)
3. Provide Youth, Senior, and Adult Health/Wellness Programming



Aligned Equity Indicators:

- **Indicator 33: Access to Parks:** Ratio between the average number of parks in majority-Black and racially diverse neighborhoods
- **Indicator 18: Middle School Suspensions:** Ratio between the suspension rates for Black and Asian middle school students
- **Indicator 22: Adults with No High School Diploma:** Ratio between the percentages of Hispanic and White adults aged 25-64 with no high school diploma.
- **Indicator 59: Physical Activity:** Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job.



Progress Measures:

Increase the percent of people of color with access to parks within a 10-minute walk from 73% to 78% by May 2027. [Fiscal Impact]

Increase out of school programming attendance in recreation facilities in targeted ZIP Codes by 10% by May 2024.

Increase the percentage of residents enrolled in free PKR active/fitness programming in targeted ZIP Codes from ___ to ___ by May 2024 [baseline to be established].

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Planning & Urban Design

Strategic Priority: Government Performance & Financial Management

Theme: Housing | Economic Opportunity | Infrastructure



Key Department Actions:

1. Manage Land Use & Zoning
2. Support Citywide & Area Planning
3. Oversee Neighborhood Development + Planning



Aligned Equity Indicators:

- **Indicator 31: Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods
- **Indicator 28: Housing Cost Burden:** Ratio between the percentages of Black and White households with housing costs exceeding 30% of income
- **Indicator 1: Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.
- **Indicator 9: Median Household Income:** Ratio between the median household incomes for White and Black households.
- **Indicator 12: Working Poverty:** Ratio between the percentages of Hispanic and White adults aged 25-64 currently employed 30+ hours per week and living at or below 200% of the poverty threshold.
- **Indicator 38: Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions.



Progress Measures:

\$ = Fiscal Impact
✓ = Policy Impact
DEPT= Collaborating Department(s)

Work with MCC to develop training for community members, related to serving on boards and commissions, to increase percentage of Hispanic representation on PUD boards that represent or trend closer to the percentage of Hispanics within the city.

Work with MCC to recommend changes to the City's Zoning ordinance and rules and procedures for boards and commissions to better describe the qualifications and target percentage of representation on PUD boards that represent or trend closer to the demographics within the city. [**\$**, **✓**, **MCC**]

Work with MCC to develop training programs for new and existing Commissions, Boards, and committee members, under coordination of PUD, that build their knowledge base and equity awareness to improve decision making and outcomes by the end of the 21-22FY.

Make land use recommendations to HOU, ECON and Council, as needed, to increase the developability of targeted ZIP Codes, with high residential vacancies, at the end of the ForwardDallas Policy development process (estimated June 2023). [**HOU**, **ECON**, **Council**]

Identify, through ForwardDallas, mixed-use land uses in targeted ZIP Codes and rezone to increase walkable and affordable housing and economic development, specifically near transit to reduce overall housing and transportation costs. **38**

Procurement Services

Strategic Priority: Government Performance & Financial Management

Theme: Economic & Community



Key Department Actions:

1. Maintain the Citywide acquisition planning
2. Provides oversight for contract management



Aligned Equity Indicators:

- **Indicator 2: Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

Increase procurement educational training in predominantly equity priority areas from 0 to 4 annually by May 2024 (0-2 annually by May 2022 and 2 to four annually by May 2023)

Increase the opportunity for M/WBE firms to propose or bid where the City's M/WBE program does not apply by October 2027. (Except construction contracts, not handled by OPS)

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]

Sanitation Services

Strategic Priority: Quality of Life/Arts & Culture

Theme: Environmental Justice | Economic & Community



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 30: Utility Expenses:** Ratio between the percentages of household income going to electricity, gas, heating fuel, and water in Hispanic and Asian households
- **Indicator 39: Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey



Progress Measures:

\$ = Fiscal Impact
 ✓ = Policy Impact
 DEPT= Collaborating Department(s)

In partnership with Code Compliance, increase Batteries, Oil, Paint, and Antifreeze (BOPA) participation at all neighborhood trash-off events from 200 to 250 participants in 75211, 75217, 75223, 75227, 75224, 75240 by September 2024. [CODE]

Increase the number of commercial roll carts at scheduled/known charitable feeding events from 25 to 50 in 75216, 75210, 75241 by September 2024.

Make a recommendation to City Council to develop a Dallas Rate Assistance Program to support income-eligible households with utility fees by October 2323. [✓]

Increase fiscal aid to support income-eligible households with franchise fees assessed on Sanitation enterprise fund from \$0 to \$1 million by May 2027 (Offset rate increases). [S]

Small Business Center

Strategic Priority: Housing & Homeless Solutions

Theme: Economic & Community



Key Department Actions:

1. Provide workforce development and reentry services
2. Increase entrepreneurship opportunity and foster growth and development
3. Promote business diversity



Aligned Equity Indicators:

- **Indicator 2: Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 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.



Progress Measures:

\$ = Fiscal Impact
✓ = Policy Impact
DEPT= Collaborating Department(s)

Increase the overall budget spent on M/WBE vendors in accordance with the city's Business and Inclusion Development plan.

By 2024 breakdown and publicly publish the percentages within the City's M/WBE Categories.

Annually track how many MWBE subcontractors are increased to City of Dallas Primes.

Increase the number of Native American-owned, Black-owned, Hispanic-owned and Asian-owned businesses engaged in the mentor protege program from 10 to 20 by December 2024

Transportation

Strategic Priority: Transportation & Infrastructure

Theme: Infrastructure



Key Department Actions:

1. Traffic Management for Neighborhood Construction
2. Generate and Collect Parking Ticket Fees
3. Meet Service Request for Traffic Equipment
4. Vision Zero Implementation Monitoring



Aligned Equity Indicators:

- **Indicator 40: Fines and Fees:** Ratio between the average amounts of fines and fees paid by Black and Asian defendants for cases adjudicated guilty by City of Dallas Municipal Courts
- **Indicator 35: Commute Time:** Ratio between the average time spent commuting one way to work (in minutes) for Hispanic and White adults aged 25-64
- **Indicator 45: Traffic Stops and Searches:** Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search (*calming projects*)
- **Indicator 36: Transit Frequency:** Ratio between the average number of public transit trips available to majority-Hispanic and majority-Black neighborhoods on Monday between 4:30 a.m. and midnight.
- **Indicator 59: Physical Activity:** Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job.



Progress Measures:

\$ = Fiscal Impact
✓ = Policy Impact
DEPT= Collaborating Department(s)

In partnership with Office of Integrated Public Safety Solutions, increase number of street lighting projects from 40 to 70 in equity score areas by May 2023. [**\$, OIPSS**]

Increase number of street lighting projects in equity score areas from 70 to 100 by May 2024. [**\$**]

Increase implementation of traffic calming projects in majority Hispanic and Black neighborhoods from 7 to 10 by May 2023. [**\$, DPD**]