



City of Dallas

**Review of the Workforce,
Education, and Equity
Committee Scope and
Action Steps**

**Workforce, Education and
Equity Committee
September 9, 2024**

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City's Vision



*Building a **safe**, **vibrant**, and **growing** Dallas by transforming our foundational structure to become a more **livable**, **sustainable**, and **fiscally sound** city with **strong aligned systems** at its **core**.*

REQUIRES EQUITY!



WEE Committee Focus Areas



Workforce:

- Assess and fill in gaps to ensure middle-skilled jobs in Dallas are filled to create a future-proof workforce
- Make the City of Dallas the premiere public service employer

Education:

- Work in partnership with educational institutions to prepare a diverse workforce

Equity:

- Integrate equity into the city's policies, programs and initiatives through the Racial Equity Plan
- Collaborate with anchor institutions/partners to close disparities in equity and inclusion

Upcoming Work



*Focus of Workforce, Education and Equity
in the upcoming year:*

Why, Who, What, When, Where & How?

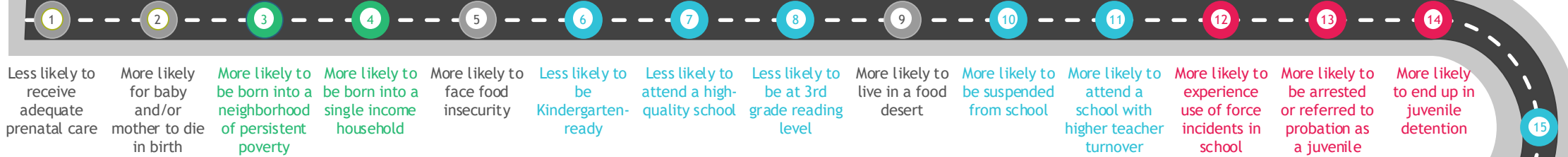


The Why... Closing Disparities



Birth

Adolescence

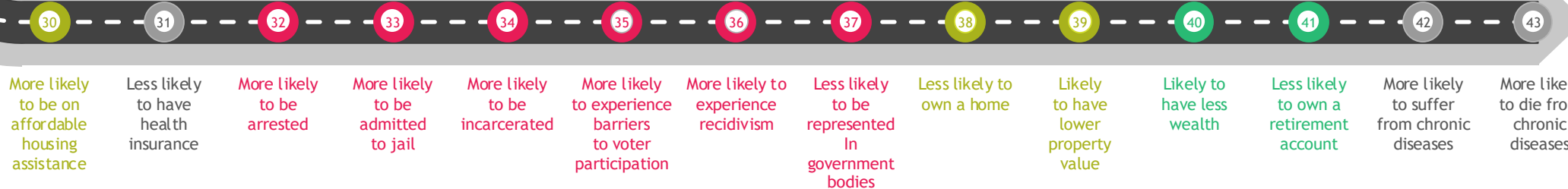


Early Adulthood

Becoming an Adult



Adulthood



- Economic
- Education
- Housing
- Criminal justice/gov.
- Health



Graphic credit: Boston Consulting Group
The Dallas Foundation

The How...



FOUNDATION: REP	PLANS & POLICIES	CITYWIDE APPROACH
Big Audacious Goals	Racial Equity Plan (REP)	Economic Case for Equity in Dallas
Department Progress Measures	Dallas Housing Policy 2033 (DHP33)	Operationalization of Equity Tools
	Economic Development Policy (EDP)	Strategic Resource Allocation
	Bond Program	Accountability Structures
		Language Inclusive





Operationalizing Equity



Empathy



Ethics



Equity



Engagement



Excellence

Across All City of Dallas
Departments



OEI Technical Assistance and Support

Tools and Resources

Equity Atlas, Equity Indicators Report,
Equity Impact Assessment

Processes Procedures and Outcomes

Racial Equity Plan, Budgeting for Equity,
Equity Symposium

Grants and National Partnerships

Government Alliance on Racial Equity,
National League of Cities, Public
Finance Initiative



Office of Equity and Inclusion and WEE



OEI's mission is to advance equity, inclusion, and social justice so all Dallasites can thrive.

REVISIT GOALS TO ALIGN WITH BIG AUDACIOUS GOALS IN THE REP

- **Partnerships:** Over a dozen philanthropic and education leaders gathered to drive towards actionable solutions and key initiatives
- **Economic Growth:** Business Case for Equity in Dallas Report
- **Secured a grant and technical support to address inequities in fines and fees, partnering with OCC and DAS**
- **Integration of Environmental Justice:** Incorporated into the Equity Indicators report and focus area for the Symposium

INCREASE PROGRAM ACCESS AND ADDRESS DISPARITIES IN EQUITY PRIORITY AREAS

- **Informed Citywide Policy and Plans:** ie. Housing and Neighborhood Revitalization's Equity Strategy Target Areas
- **2024 BOND Grant:** Awarded a grant and used Equity-Driven Data (EIA) to encourage a process that would support communities with the greatest need
- **Identified and address disparities through strategic civic engagement**
- **Realigned the Budgeting for Equity Process to focus on equity priority areas**

Progress towards WEE Goals & Impact



Equitable Service Delivery:



Inclusive Services for Dallas Residents

Fair Housing

Educate the community on fair housing practices

Investigate Fair Housing discrimination complaints

Enforce federal laws to ensure equal access

Human Rights

Ensure equal access to city services for residents with disabilities

Enforce anti-human trafficking

Support Commission on disabilities

Welcoming Communities and Immigrant Affairs

Advance Language Access and Dallas Welcoming Strategic Plan

Provide citizenship legal services and resources

Elevate Veterans Affairs Commission



Office of Community Care



Updated Mission: To serve as the City's social and human services hub for all Dallas residents, in all stages of life, with engagement, empowerment and care, through the delivery of impactful services.



WIC

Nutrition counseling, breastfeeding support, food benefits, grant compliance

Community Care Social Services + Children and Youth

Info and referral, client assistance, contract oversight, ECOST, HOPWA, administration of services + Children and Youth

Community Centers

MLK & WDMC, nonprofit partners, events, MLK Board + Food Equity

Financial Empowerment

Financial Empowerment Centers, VITA, Re-Entry, Drivers of Poverty + Day Labor and Re-Entry Expansion

Age Friendly

Senior Help Line, Age Friendly, Senior Affairs Commission, senior services

Vital Statistics

Records retention, records issuance, State Liaison, funeral home relations

ARPA Programs

Contract management, compliance, service delivery

Administration / Budget and Finance

Grants and financial management, fiscal compliance, purchasing – operational support budgeted in service units



Office of Community Care



The Office of Community Care provides services to Dallasites in all stages of their lives.

Older Adults

Age Friendly services help Dallas plan as a community that is accessible for residents of all ages, including older adults.

Families

To fully support youth, families can access support through social services programs, like rental and utility assistance, financial empowerment centers, food equity and reentry services.



Infants & young children

Infants and young children up to age 3 can receive various critical services that support early development, such as the WIC program.

Children & youth

Children and teens have access to educational and wellness services, targeted social services programs for higher risk youth, and specialized programs like Arts Camps.



Early childhood: The City of Dallas serves our youngest residents through our WIC program, childcare subsidies, early literacy services, and in partnership with social services providers at our community centers and other community sites.

School-aged children and youth can engage in programs citywide, like focused activities camps hosted by Office of Arts and Culture and Park and Rec, youth sports leagues, youth programming at all libraries sites, and subsidies for afterschool programming among other services.

Youth with promise: Numerous programs are available to reach teens and young adults at various community sites. The City strategically engages youth through the Youth Commission and College Advisory Council, and offers enrichment services targeting specific youth populations, including opportunity youth, through youth development and intervention programs.



Office of Community Care and WEE



Progress towards WEE Goals:

- **Grants** – Received Community Innovation and Outreach grant for WIC, seeking Round 2 CIAO grant, seeking Digital Equity Act funding, seeking Bureau of Justice Assistance funding
- **Youth** – Realignment of department organizational model and to create a Youth and Children Focus, transition of Youth Commission and College Advisory Council, aims to launch collaborative youth programming and partnerships
- **Digital Divide** – continued implementation of Digital Navigators programming, opportunities to target key populations
- **Public Safety Alignment** – realignment of social services for safety, NLC and Lone Star Justice Alliance partnerships for Youth Safety
- **Evictions** – Continued administration of available rental assistance funding, referral partnerships with OEI Eviction Assistance Initiative and legal aid organizations, affordable housing referrals
- **Food Equity** - Using Community Innovation and Outreach (CIAO) grant funds from Food Research and Action Center, WIC conducted strategic engagement and outreach in identified communities with lower participation rates relative to estimated WIC-eligible population.
- **Re-entry and Empowerment** - Using feedback from community-based providers of re-entry services, OCC identified an opportunity to strengthen alignment between our Financial Empowerment Centers and re-entry partners. OCC received additional \$500k from TDCJ for re-entry during 2023-2025 biennium, alignment of all services focused on re-entry and justice-impacted residents.



Human Resources



Internal workforce opportunities for City employees

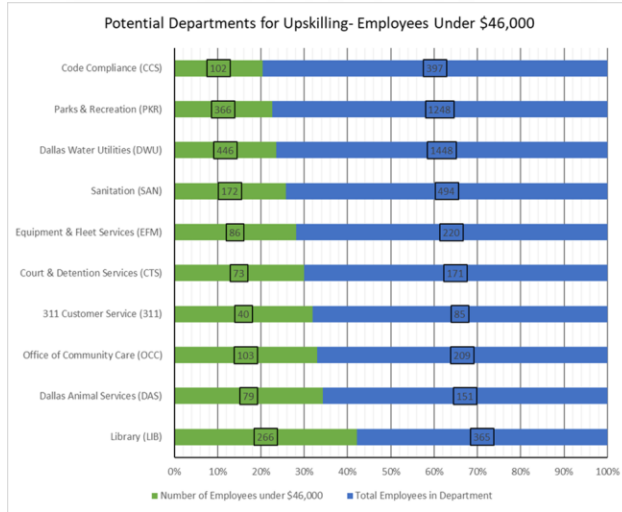
- Partnered with Information & Technology Services to deliver bi-weekly, hands-on training for the Upskilling Pilot Program in the Transportation department.
- Worked with Dallas Public Library on leadership training, launching an Emerging Leaders & Mentor Program and three career series initiatives.
- Collaborated with the Office of Community Care and WIC to establish a Mentorship and Leadership Academy.
- Teamed up with educational partners on the "Workforce Wednesday" monthly webinar, engaging 1,973 employees across 37 departments in FY24 (average of 164 attendees per session).
- Initiated a Department of Labor Apprenticeship for Heavy Equipment Mechanics with the Sanitation department.
- Launched a CDL-A talent pipeline in collaboration with South Dallas Driving Academy and Dallas Water Utilities/Stormwater.
- Created a Workforce Development & Upskilling Pilot Program SharePoint site, with 318 views since its June launch.
- Fostered cross-department mentorship opportunities with Dallas Water Utilities, Office of Community Care, Human Resources, and the City Attorney's Office.

External Partnerships

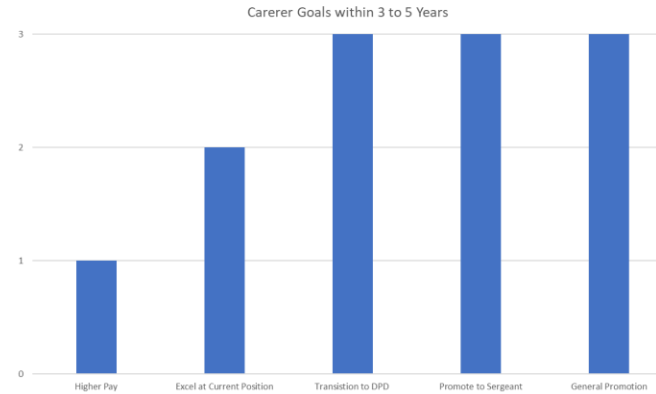
- Workforce Dallas and the City of Dallas teamed up with the common goal to upskill low-wage workers for higher-paying jobs. This work aims to meet immediate employment needs while fostering long-term career growth, reducing poverty, and improving quality of life in Dallas.
- Partnerships with local and national educational institutions to provide the city's employees with opportunities to further their education by earning a GED, certification, or associate's, bachelor's or master's degree in-class or on-line where available - <https://dallascityhall.com/departments/humanresources/Pages/Educational-Partners.aspx>



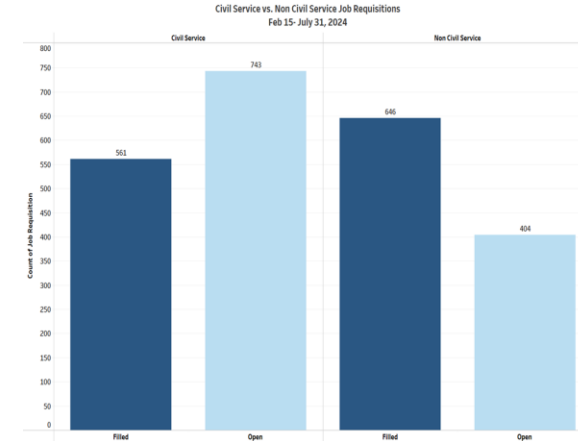
Human Resources – Workforce Data



Security Officers took an in-person survey on July 24, 2024, to discuss career goals, growth, and upskilling opportunities.



• Filled and open requisitions in Civil Service versus Non-Civil Service from February 15 to May 31, 2024.



We leverage various data types to address workforce needs and inform decision-making:

- **Demographic Data:** Age, gender, ethnicity, and tenure.
- **Performance and Engagement Data:** Performance reviews, engagement surveys, absenteeism, and turnover rates.
- **Economic and Industry Data:** Labor market trends, industry trends, and economic indicators.
- **Technological Data:** Insights on automation, AI, and digital transformation.

Targeted Data: Specific to departments or roles, addressing skill gaps or diversity initiatives.

Survey Data: Collected via questionnaires, offering insights into employee needs and areas for improvement.

Organizational Data: Internal records (HR, performance, payroll) used to analyze trends and support data-driven decisions.





Strengthening Our Partnership: Addressing Workforce Gaps

- **Building on Success:** Leveraging our existing partnership with the Workforce Czar to address critical workforce gaps in Dallas.
- **Collaborative Approach:** Develop a joint comprehensive plan that meets the needs of our city and its residents with a focus on filling City vacancies.
- **Shared Goals:** Aligning our efforts to create a more robust, inclusive, and competitive workforce.



Office of Procurement Services (OPS)



The Office of Procurement Services (OPS), responsible for purchasing the City's purchasing of all goods and services. OPS is also composed of the Business Enterprise Hub, Contract Compliance, the Express Business Center, and City Store.

The 2019 Dallas Equity Indicators provided data showing White residents had the greatest rate of business ownership of all racial/ethnic groups in the baseline year (12.06%), followed closely by residents of other races/ethnicities (10.07%). Asian (8.90%) and Hispanic residents (8.03%) had similar business ownership rates. Black residents had the lowest business ownership rate (3.79%). This data, in addition to the Availability and Disparity Study provided the foundational statistics and research to develop the Office of Procurement Services (OPS) new services and initiatives specifically for black and brown businesses.



City of Dallas

Procurement Services



Express
Business Center



City
Store



Business
Enterprise Hub



Office of Procurement Services (OPS)



Sustainable and strategic programs and policies to increase Minority and Women-owned business opportunities, access, education, and resources with the implementation of the following vendor services and initiatives:

- **Procurement Quarterly Report**– Procurement Quarterly will provide advance notice of bidding opportunities, increasing vendor submissions, encouraging M/WBE participation, providing ample time for planning and preparing competitive bids and proposals and increasing accountability.
- **Vendor Debriefs**– OPS facilitated meeting, where the evaluators and vendors meet to review and discuss the proposals strengths and the areas to be developed. Providing a forum to learn the factors that hindered the successful awarding of the solicitation is invaluable to businesses that are systematically disenfranchised, discriminated against, and historically discouraged from participation in City contracts.
- **Meet and Greet Sessions** – Introductory meetings where firms can share and even demonstrate their products and services. Staff explains how to do business with City, reviews the procurement quarterly report to identify specific opportunities for that company while also familiarizing them with procurement processes and City resources available to them.
- **Master Class Series** – The six-month series was created to strengthen effective working relationships, education, and intensive departmental technical assistance by City of Dallas subject matter experts and executives.
- **Local Preference Program** -The City of Dallas aims to maximize economic return in the procurement of goods and service with the Local Preference Program. The City's Local Preference Program values the participation of companies who have their principal place of business in the City of Dallas and who hire City of Dallas residents.
- **Living Wage** -The City of Dallas implemented a living wage policy for general services contracts on November 10, 2015, by Resolution No. 15-2141. OPS adjusts the living wage for its general services contracts each year on October 1, to align with the City's fiscal year.



Office of Procurement Services

"NEW" Business Enterprise Hub



The reimagined Business Enterprise Hub (BEH) represents the City of Dallas full investment to building a robust, streamlined ecosystem for under championed communities and businesses who contribute to Dallas' continued prosperity.

- **Mission** - Provide a sustainable ecosystem of equitable access, contract compliance and resources to empower and grow disadvantaged businesses through strategic partnerships, educational development, and meaningful transparency.
- **Service Description** - Provides resources and support for disadvantaged, local, minority, small and women-owned businesses with MWBE contract compliance, educational training, and access to growth opportunities.



Business Enterprise Hub and WEE



Inclusive Services for historically disadvantaged communities (HDC)

OPS

Educate through project participation outreach

Provide subcontractor vendor lists for upcoming projects

Advance community and partner engagement

BEH

Establish M/WBE and DBE contract goals

Investigate the validity and determine the approval/reject Good Faith Efforts (GFEs)

Educate through the Dallas Accelerator Program (DAP)

OPS & BEH

Enforce contract compliance

Provide M/WBE and DBE utilization reporting

Research new opportunities to support HDCs such as Veterans.



WEE Work Plan: Connect, Collaborate & Communicate



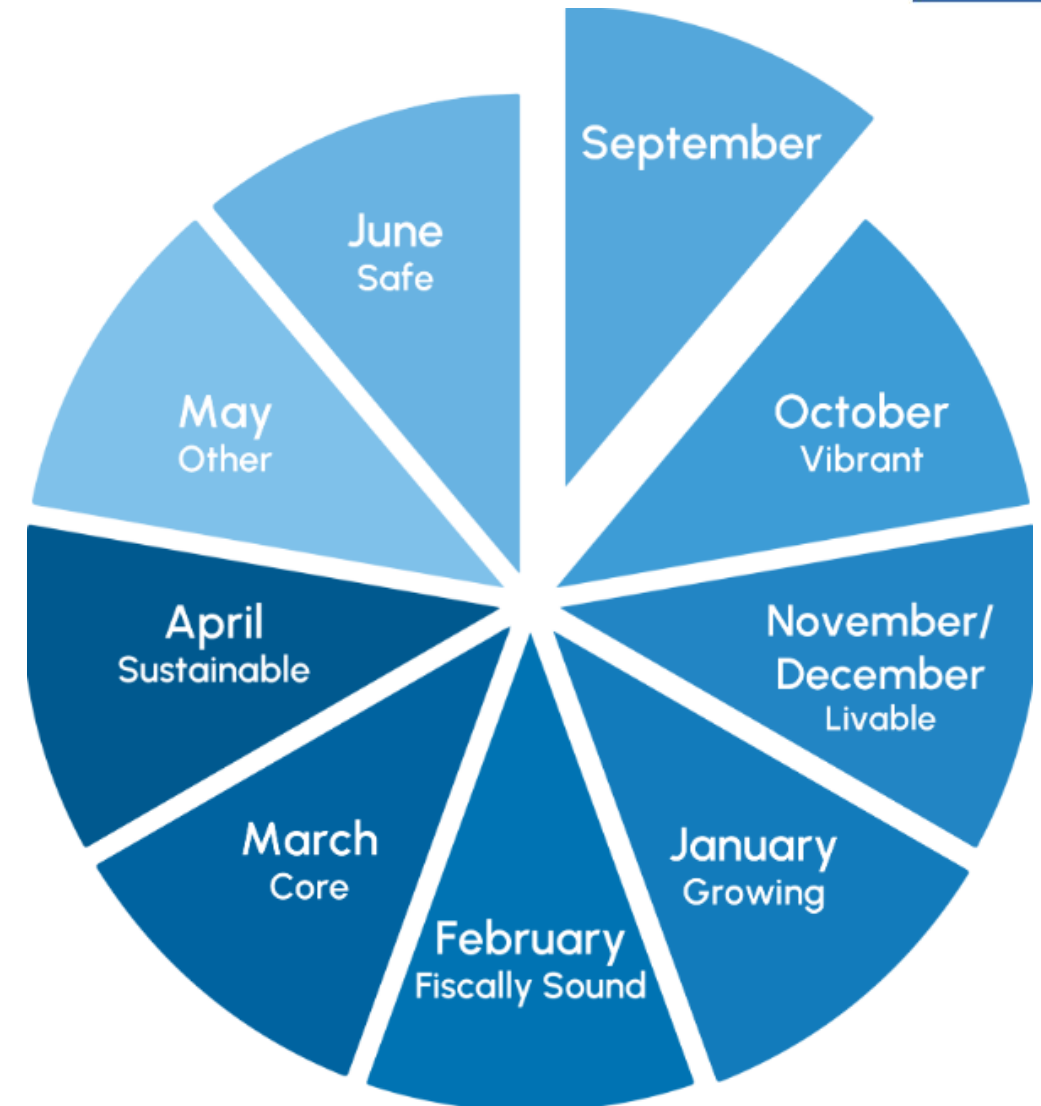
Workforce – Key depts: HR, OPS, OCC	Education - OCC +	Equity - OEI + City Portfolios	External Collaborators
<ul style="list-style-type: none"> • Collaborate with Workforce Czar convene Workforce Dallas partners to assess workforce ecosystem needs • Internal focus on upskilling across multiple departments • Advance opportunities HDCs/establish MWBE and DBE contract goals • Advance the work of DAP • Advance workforce re-entry efforts internally and externally • Advance day labor efforts 	<ul style="list-style-type: none"> • Convene multiple departments and education partners to assess education needs in the Youth Services division • Advance alignment of human and social services in all stages of life for greater impact • Support and advance Youth and College Advisory Commissions • Advance Financial Empowerment, Digital Equity & Education efforts across multiple departments and with community partners 	<ul style="list-style-type: none"> • Collaborate across City departments to continue operationalizing REP and provide TA to various portfolios • Partner with philanthropy and business community to develop Corporate Equity Council based on Economic Case for Equity Report • Support and Advance Veterans, Disability Commissions, Welcoming and Human Rights Task Forces 	<ul style="list-style-type: none"> • Community Engagement • Anchor Institutions • Non-Profit Agencies • Philanthropy • Private Sector



WEE Work Plan: Connect, Collaborate & Communicate



- Starting in October, WEE Committee will be briefed by each Portfolio starting with the Vibrant Portfolio
- Each department will report on respective Department Progress Measures
- Senior Leaders and Dept leaders will report on cross-departmental Big Audacious Goals
- WEE Committee will provide feedback for department measures
- Intended outcome: Measuring impact and updating REP as needed



Next Steps



- Seek WEE Committee feedback and input related to the WEE work plan
- Seek input on external stakeholders/collaborators WEE Committee would like to invite
- WEE supporting departments to draft measurable goals for this year's Committee work based on Committee feedback





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