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**City of Dallas**

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

**Public Notice**

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**POSTED** CITY SECRETARY  
DALLAS, TX



**Workforce, Education, and Equity Committee**

**December 9, 2024**

**9:00 AM**

## 2023 CITY COUNCIL APPOINTMENTS

COUNCIL COMMITTEE	
<b>ECONOMIC DEVELOPMENT</b> Atkins (C), Narvaez (VC), Arnold, Bazaldua, Ridley, Stewart, West	<b>GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT</b> West (C), Blackmon (VC), Mendelsohn, Moreno, Resendez
<b>HOUSING AND HOMELESSNESS SOLUTIONS</b> Moreno (C), Mendelsohn (VC), Gracey, West, Willis	<b>PARKS, TRAILS, AND THE ENVIRONMENT</b> Stewart (C), Moreno (VC), Arnold, Bazaldua, Blackmon, Narvaez, West
<b>PUBLIC SAFETY</b> Mendelsohn (C), Stewart (VC), Atkins, Moreno, Willis	<b>QUALITY OF LIFE, ARTS, AND CULTURE</b> *Ridley (C), Resendez (VC), Bazaldua, Blackmon, Gracey, Schultz, Willis
<b>TRANSPORTATION AND INFRASTRUCTURE</b> Narvaez (C), Gracey (VC), Atkins, Mendelsohn, Resendez, Schultz, Stewart	<b>WORKFORCE, EDUCATION, AND EQUITY</b> *Arnold (C), *Schultz (VC), Bazaldua, Blackmon, Resendez, Ridley, Willis
<b>AD HOC COMMITTEE ON ADMINISTRATIVE AFFAIRS</b> Atkins (C), Mendelsohn, Moreno, Ridley, Stewart	<b>AD HOC COMMITTEE ON GENERAL INVESTIGATING AND ETHICS</b> Mendelsohn (C), Gracey, Johnson, Schultz, Stewart
<b>AD HOC COMMITTEE ON JUDICIAL NOMINATIONS</b> Ridley (C), Resendez, West	<b>AD HOC COMMITTEE ON LEGISLATIVE AFFAIRS</b> Mendelsohn (C), Atkins, Gracey, Narvaez, Stewart
<b>AD HOC COMMITTEE ON PENSIONS</b> Atkins (C), Blackmon, Mendelsohn, Moreno, Resendez, Stewart, West, Willis	<b>AD HOC COMMITTEE ON PROFESSIONAL SPORTS RECRUITMENT AND RETENTION</b> Gracey (C), Blackmon, Johnson, Moreno, Narvaez, Resendez, Schultz

(C) – Chair, (VC) – Vice Chair

\* Updated:6/28/24

Note: A quorum of the Dallas City Council may attend this Council Committee meeting.

## General Information

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## **Handgun Prohibition Notice for Meetings of Governmental Entities**

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*"De conformidad con la Sección 46.03, Código Penal (coloca armas prohibidas), una persona no puede llevar un arma de fuego u otra arma a ninguna reunión abierta en esta propiedad."*

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<https://dallascityhall.webex.com/dallascityhall/j.php?MTID=ma74107d2b7f663ab15368e15c75d4b5d>

## Call to Order

## MINUTES

1. [24-3826](#) Approval of the November 5, 2024 Workforce, Education, and Equity (WEE) Committee Meeting Minutes

**Attachments:** [Minutes](#)

## BRIEFING ITEMS

- A. [24-3824](#) Closing Disparities: Department Progress Measures Update Livable Portfolio  
[Christopher Christian, Director, Code Compliance; Paul Ramon, Director, Dallas Animal Services; Clifton Gillespie, Director, Department of Sanitation Services; Christine Crossley, Director, Office of Homeless Solutions]

**Attachments:** [Presentation](#)

- B. [24-3823](#) Upskilling Dallas: Update on Career Ladder for Security Officers  
[Nina Arias, Director, Department of Human Resources]

**Attachments:** [Presentation](#)

## BRIEFING MEMOS

- C. [24-3825](#) Office of Equity and Inclusion - Human Rights Workshop Update  
[Christopher Graves, Human Rights Officer, Office of Equity and Inclusion]

**Attachments:** [Memorandum](#)

- D. [24-3838](#) Upcoming Office of Community Care and Empowerment Agenda Item and Response to Questions from the November 5, 2024 WEE Briefing Regarding Early Childhood and Out of School Time Programs  
[Jessica Galleshaw, Director, Office of Community Care and Empowerment; Holly Holt, Assistant Director, Office of Community Care and Empowerment]

**Attachments:** [Memorandum](#)

- E. [24-3836](#) Contract Status Update on the Benefits Navigation Project with Benefits Data Trust  
[Jessica Galleshaw, Director, Office of Community Care and Empowerment; Holly Holt, Assistant Director, Office of Community Care and Empowerment]

**Attachments:** [Memorandum](#)

**FORECAST**

- F. [24-3827](#) Workforce, Education, and Equity Committee Forecast

**Attachments:** [Forecast](#)

**ADJOURNMENT**

**EXECUTIVE SESSION NOTICE**

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1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
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4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]
5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt . Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [ Tex Govt. Code §551.089]



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-3826

**Item #:** 1.

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Approval of the November 5, 2024 Workforce, Education, and Equity (WEE) Committee Meeting Minutes



MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, NOVEMBER 5, 2024

24-0019

WORKFORCE EDUCATION & EQUITY COMMITTEE  
CITY COUNCIL CHAMBER, CITY HALL/VIDEO CONFERENCE  
COUNCILMEMBER CAROLYN KING ARNOLD, PRESIDING

PRESENT: [7] Arnold, Schultz, Resendez, Bazaldua (\*\*9:05 a.m.), \*Blackmon, \*Willis,  
\*Ridley

ABSENT: [0]

The meeting was called to order at 9:00 a.m. with a quorum of the committee present.

The meeting agenda, posted in accordance with Chapter 551, "OPEN MEETINGS," of the Texas Government Code, was presented.

The meeting recessed at 9:09 a.m. and reconvened to open session at 9:25 a.m.

After all business properly brought before the committee had been considered, the meeting adjourned at 10:27 a.m.

\_\_\_\_\_  
Chair

ATTEST:

\_\_\_\_\_  
City Secretary Staff

\_\_\_\_\_  
Date Approved

The agenda is attached to the minutes of this meeting as EXHIBIT A.

The actions taken on each matter considered by the committee are attached to the minutes of this meeting as EXHIBIT B.

The briefing materials for this meeting are filed with the City Secretary's Office as EXHIBIT C.

**\*Note: Members of the Committee participated in this meeting by video conference.**

**\*\* Note: Indicates arrival time after meeting called to order/reconvened.**

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, NOVEMBER 5, 2024

EXHIBIT A

**RECEIVED**

2024 NOV -1 PH 3:31

**CITY SECRETARY  
DALLAS, TEXAS**

**City of Dallas**

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Puf, fic Notice

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**Workforce, Education, and Equity Committee**

**November 5, 2024**

**9:00 AM**

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## Call to Order

### MINUTES

1. 24-3411 Approval of the October 15, 2024 Workforce, Education, and Equity Committee Meeting Minutes

**Attachments:** Minutes

### BRIEFING ITEMS

- A. 24-3410 Overview of Out of School Time Landscape and Early Childhood Care Landscape and Update on Related Projects  
[Jessica Galleshaw, Director, Office of Community Care and Empowerment; Holly Holt, Assistant Director, Office of Community Care and Empowerment; Dannita Williams, Program Administrator, Office of Community Care and Empowerment; Marjorie Murat, Chief Executive Officer, Dallas Afterschool; Kyle Francis Ph.D, Vice President of Development, Dallas Afterschool]

**Attachments:** Presentation

### BRIEFING MEMOS

### FORECAST

- B. 24-3412 Workforce, Education, and Equity Committee Forecast

**Attachments:** Forecast

### ADJOURNMENT

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MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, NOVEMBER 5, 2024

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 5, 2024

Item 1: Approval of the October 15, 2024 Workforce, Education, and Equity Committee Meeting Minutes

Councilmember Schultz moved to adopt the minutes as presented.

Motion seconded by Councilmember Resendez and unanimously adopted. (Bazaldua absent when vote taken)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 5, 2024

BRIEFING ITEMS

Item A: Overview of Out of School Time Landscape and Early Childhood Care Landscape and Update on Related Projects

The following individuals briefed the committee on the item:

- Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office;
- Jessica Galleshaw, Director, Office of Community Care and Empowerment;
- Holly Holt, Assistant Director, Office of Community Care and Empowerment;
- Dannita Williams, Program Administrator, Office of Community Care and Empowerment;
- Marjorie Murat, Chief Executive Officer, Dallas Afterschool; and
- Kyle Francis Ph.D, Vice President of Development, Dallas Afterschool

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 5, 2024

FORECAST

Item B: Workforce, Education, and Equity Committee Forecast

The committee discussed the item.

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, NOVEMBER 5, 2024

EXHIBIT C



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-3824

**Item #:** A.

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Closing Disparities: Department Progress Measures Update Livable Portfolio  
[Christopher Christian, Director, Code Compliance; Paul Ramon, Director, Dallas Animal Services;  
Clifton Gillespie, Director, Department of Sanitation Services; Christine Crossley, Director, Office of  
Homeless Solutions]



**City of Dallas**

# **Closing Disparities: Department Progress Measures Update- Livable Portfolio**

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

Dr. Lindsey Wilson, Director, Office of Equity and Inclusion  
Christopher Christian, Director, Code Compliance  
Paul Ramon, Director, Dallas Animal Services  
Clifton Gillespie, Director, Sanitation Services  
Christine Crossley, Director, Office of Homeless Solutions

# Overview



## Leveraging Data, Engagement and Collaboration

### Livable Portfolio

- Departments in the Livable Portfolio

### Department Updates

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

### Next Steps

- Engagement

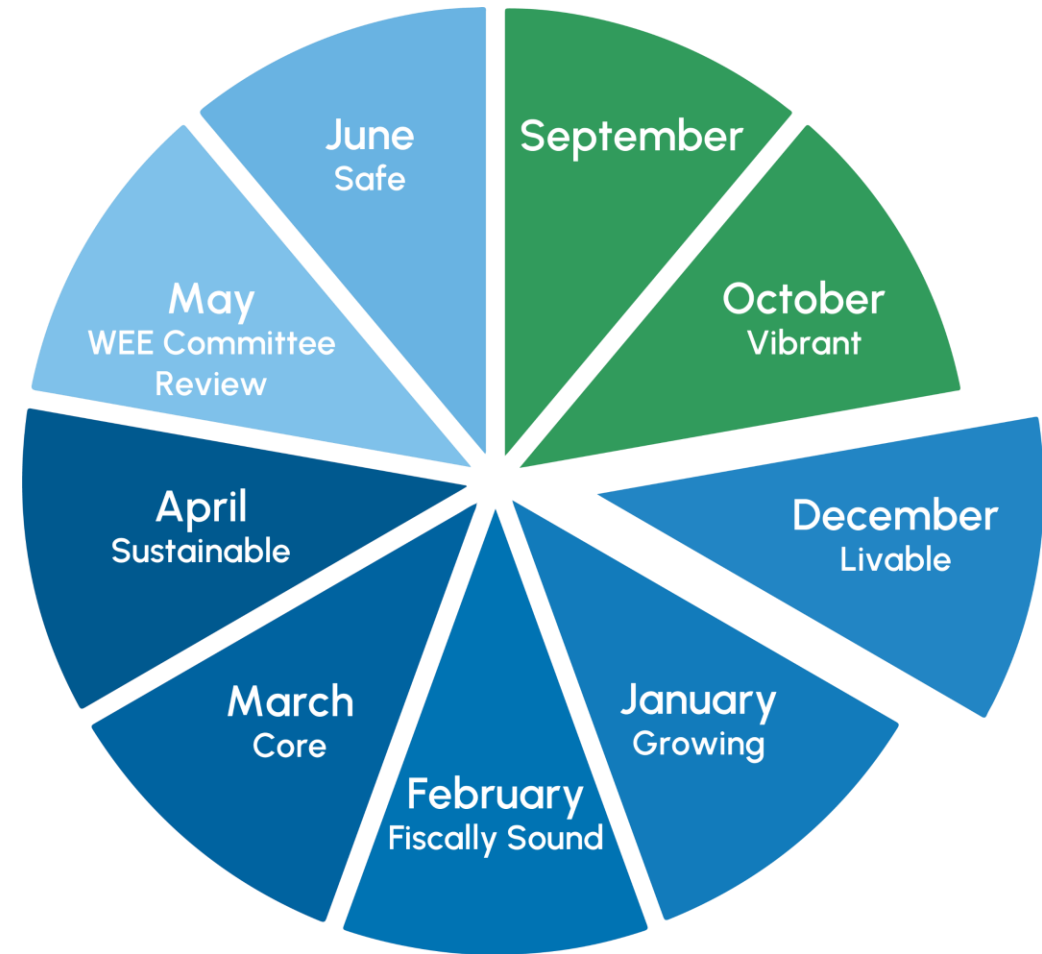




# Livable Portfolio



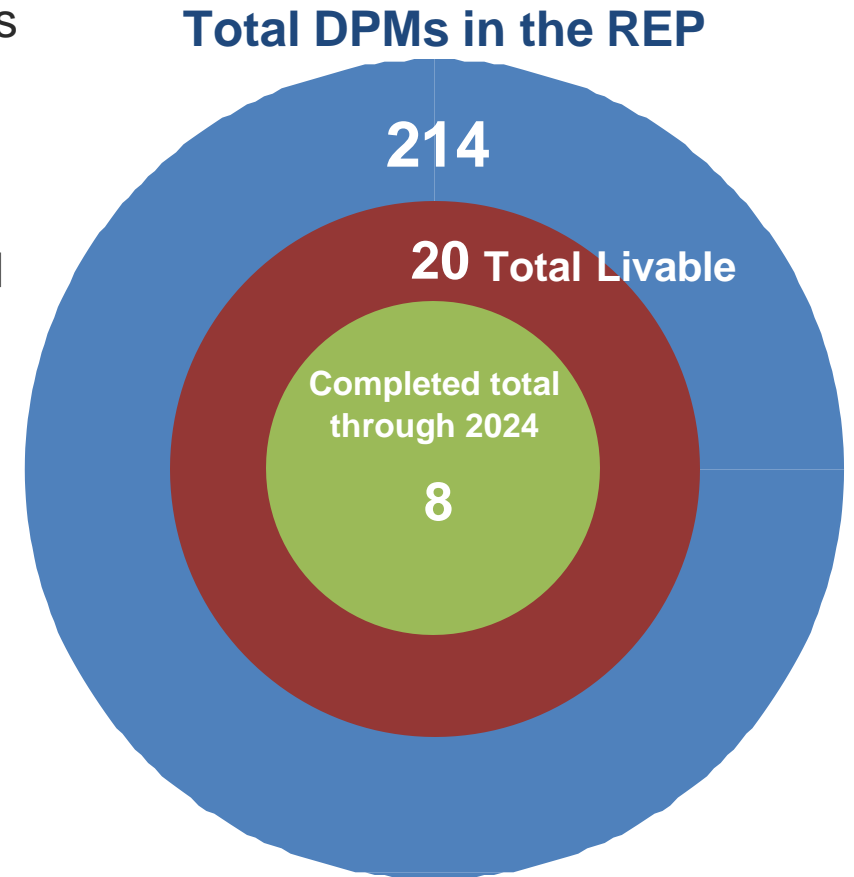
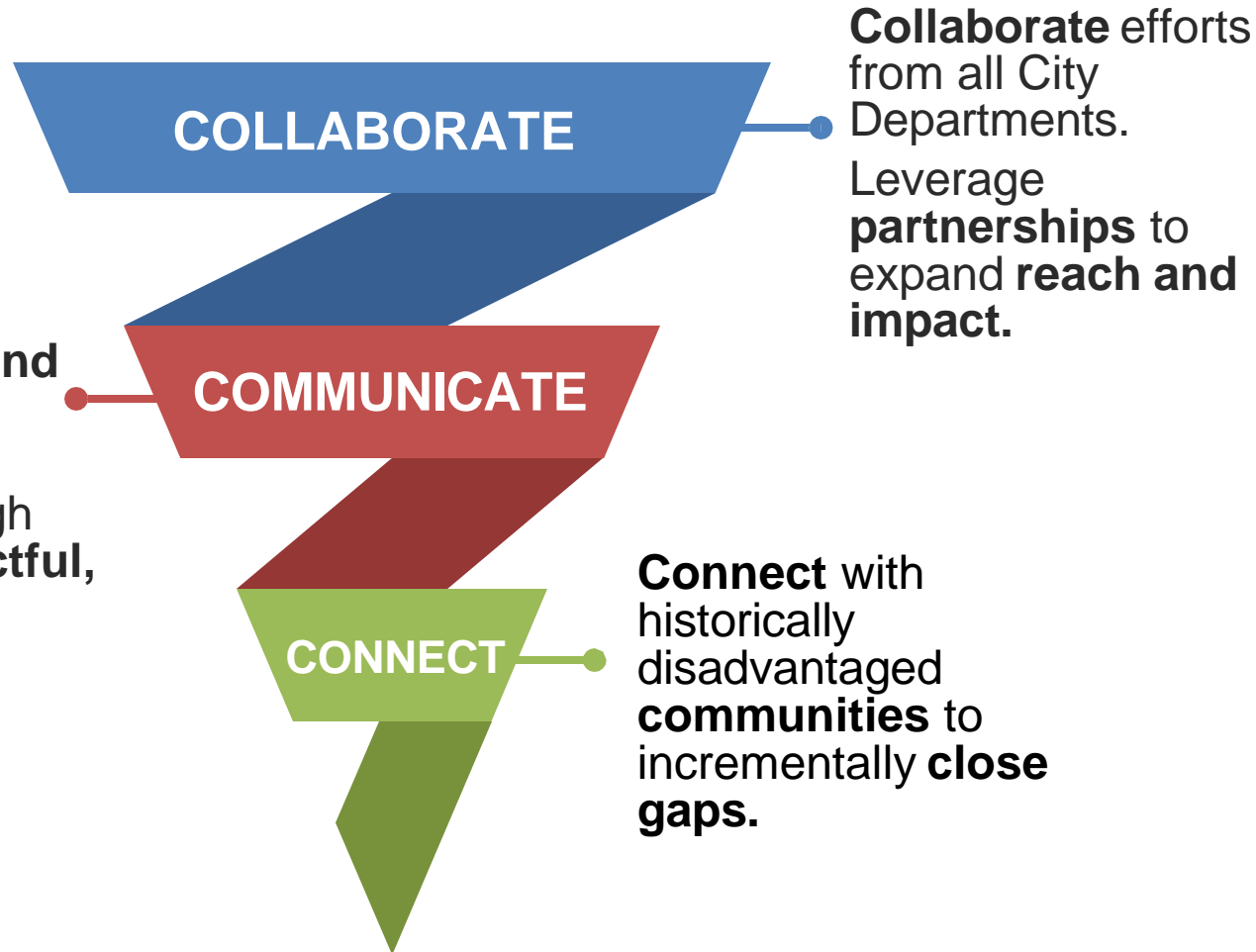
- Code Compliance
- Dallas Animal Services
- Sanitation Services
- Office of Homeless Solutions



# Service First, Now! for Impact & Innovation



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



DPMs Drive Accountability.



# Sanitation Services



**McCommas Bluff Landfill**



**Garbage and  
Recycle Collection**



**Community Outreach and  
Communications**



# Sanitation Services



## EQUITY INDICATOR: 39 GOVERNMENT SATISFACTION

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

Department Progress Measures	Status/ Completion Date	Outcome
Make a recommendation to City Council to propose a Dallas Rate Assistance Program to support income eligible households with utility fees by October 2023. [Ei 12, 30]	October 2023	Sanitation Services recognizes the importance of ensuring that all residents have equitable access to essential services, and we are committed to exploring ways to address this need effectively. We will continue to explore and identify organizations that have the expertise and capacity to manage and administer the program efficiently.
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 equity priority areas by September 2024. [Ei 30]	September 2024 ✓	Sanitation Services partnered and participated in 16 Batteries, Oil, Paint, and Antifreeze (BOPA) events with Code Compliance in FY23-24. These events were attended by more than 1,200 residents.
Increase the number of portable events waste containers at scheduled/known charitable feeding events from 25 to 50 in equity priority areas by September 2024. [Ei 39]	September 2024 ✓	This initiative allows for the support for charitable feeding events by ensuring waste associated with such events are properly and safely discarded. Additionally, Sanitation Services invested in Portable Event Waste Containers (PEWS). These PEWS extend our reach, by making containers available for use for City sponsored public events.





## Improving the Lives of Residents

### Operationalizing Equity

- Providing commercial roll carts at community feeding events helps maintain a standard of cleanliness that benefits our entire community.
- Providing portable event waste containers aim at ensuring at city sponsored events, regardless of size or location, there is equal access to adequate and convenient waste management resources.

### Improving Quality of Life

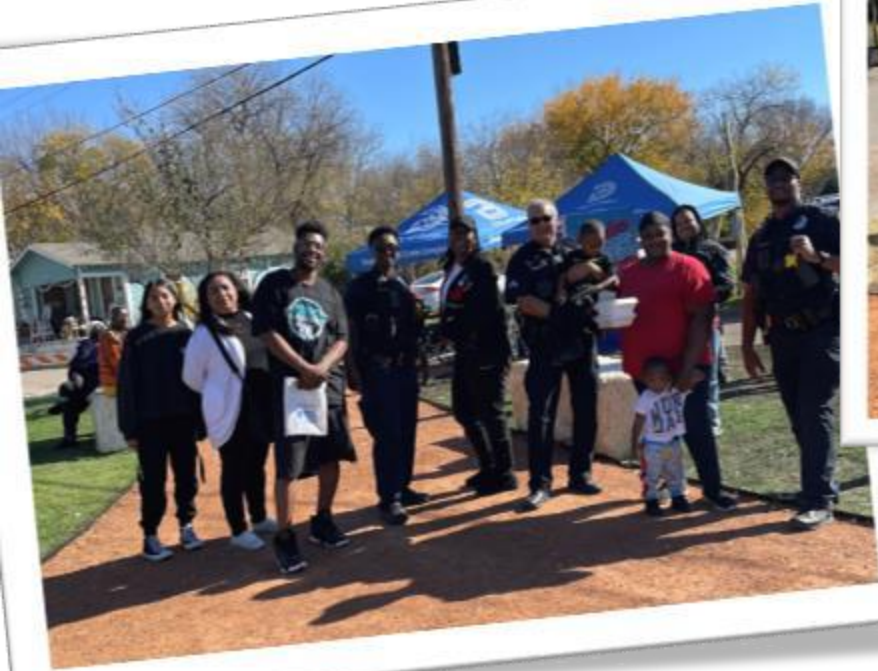
- Education on the proper disposal of hazardous chemicals, we can significantly reduce the risk of environmental contamination, protect our water supply, and prevent potential health hazards.
- BOPA events are more than about proper waste management, they are about protecting our communities and ensuring that everyone has access to a clean and safe environment.

### Economic Impact to the City

- Identifying agencies and organizations that specialize in providing financial assistance for sanitation utility costs.
- Investing in rate assistance programs create a more equitable and economically vibrant City. This initiative supports not only those in need but also strengthens the entire community by fostering economic opportunity.



# Code Compliance



**Lot Beautification Congo St.**



**Street Beautification  
Park Row**



**Community Clean-up Phyllis  
Wheatley Area**



# Code Compliance



## Equity Indicator 31: Long-term Rental Vacancies

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

Department Progress Measures	Status/ Completion Date	Outcome
Recommend <b>Boarding Home</b> ordinance improvements (related to living conditions, repeat violations etc.) to City Council by May 2023. [Ei 31]	May 2023  ✓	Provided a penalty of a Class B misdemeanor for operating a boarding home without a license; and a fine not to exceed \$2,000 and/or up to 180 days in jail. Adopted a 1,000 ft rule that prohibits new boarding homes from being within 1,000 ft of one another; this would not apply to current licensed boarding homes that continuously maintain licensing. A separate license was required for each boarding home facility that a person operates. Required size for minimum for refrigerators and kitchen sinks, require a stove and microwave. Required operator to post information concerning tenants' rights and responsibilities. Included verbiage that states retaliation against residents is prohibited.
Increase the number of proactive <b>Illegal Dumping Pro-TEAMS</b> deployed in equity priority areas from 2 to 4 by May 2024 to reduce blight. [Ei 31]	May 2024  ✓	The increased number of teams has led to increased proactivity in blight remediation and a 225% increase in the number of monthly illegal dumping abatements.





## Improving the Lives of Residents

### Operationalizing Equity

- Allocated \$801,000 to the Keep Dallas Beautiful Program
- 33 Hazardous residential and commercial properties were demolished
- Additional inspectors deployed in areas of highest need, especially in the southern sector

### Improving Quality of Life

- 61 Clean-up events in equity priority areas.
- 13 Trash-off events in equity priority areas.
- Illegal Dumping and Proactive Response (PRO) teams remove illegally dumped waste in disadvantaged neighborhoods

### Economic Impact to the City

- Clean and safe neighborhoods aid in higher property values.
- Clean and safe neighborhoods aid in Economic Development by attracting investment opportunities.
- With a \$1M investment, Code Compliance has removed unsafe structure, enhancing quality of life.
- \$2.6M was allocated in FY24 to support Illegal Dumping and Proactive Response (PRO) teams focusing on removing illegally dumped waste in disadvantaged neighborhoods.





# What's Next?



1

## Increase Demolitions

- CCS received \$500,000 in funding in th FY24 Budget for the demolition of substandard properties in blighted areas improving public safety, property value, and clearing space for future development continuing to make our city more vibrant.

2

## Increased Community Engagement

- CCS has received a \$100,000 Love Your Block grant that will be allocated to community clean-ups and engagement efforts in targeted areas of need.

3

## AI Enhanced Cameras

- CCS has received a budget enhancement for the implementation of Artificial Intelligence enhanced cameras which can detect violations and blight. The implementation of this technology will greatly enhance enforcement and engagement efforts in targeted areas.



# Dallas Animal Services



Subsidized Spay/Neuter Services

**DFW Pets are Family**  
 IMPACT REPORT  
 September 14, 2024

- 11** Organizations
- 1,145** Pets Served
- 1,453** Vaccines Administered
- 399** Microchips Implanted
- 13,000** lbs of Food Handed Out

**What this means to the community:**  
 Jack's, Duke's, and Scrappy's owners woke up at 3:30am so that they could take the bus from Garland to make it to the event. For their owners, this event means that "It's a way that I can provide the best care for my dogs and I'm very thankful it happens."

**Thank you to:**  
 CUDDLY, Dallas Pets Alliance, Spay Fixated Partners, Operation Kindness, Dallas Animal Services, SPCA of Texas, The Love Pit, Humane Society of Dallas County, JP Morgan Chase Volunteers, GoodPup, Petco Love

Community Support





Pet Resources





## EQUITY INDICATOR 37: SENSE OF COMMUNITY

A strong sense of community can improve well-being, feelings of safety, and participation in community and civic responsibilities.

Department Progress Measures	Status/ Completion Date	Outcome
<p>Increase the number of pop-up pet food pantries available in historically disadvantaged communities from 24 to 40 by FY24. [Ei 37]</p>	<p>Completed FY24 </p>	<p>DAS has surpassed its FY24 goal of offering 40 pop-up food pantries by 7%. This achievement is not solely ours but also a testament to the partnerships we are continually fostering. These partnerships are at the core of our mission, and we deeply appreciate the unique role each stakeholder plays in expanding our outreach.</p>
<p>Through partnerships, funding, and community outreach efforts, increase the number of fully-free annual vaccine clinics provided in equity priority areas from 0 to 2 by May 2025 (In addition to maintaining the 12 low-cost annual vaccine clinics offered in 75212). [Ei 37]</p>	<p>Completed FY25 </p>	<p>DAS has surpassed its FY25 goal of offering 2 Fully Free vaccine clinics in Southern Dallas' equity priority areas by completing a total of 12 fully-free clinics with the goal of increasing those numbers annually.</p>



# Dallas Animal Services Impact



## Removing Barriers to Pet Ownership

### Operationalizing Equity

- Improving pet food and resource access through donations and in collaboration with outside partners for those in need
  - 43 Total Pet Food Pantry Events
  - 12.7K pounds of pet food donated and distributed
- Working closely with vendors to provide mobile and community-based pet care needs
  - 2660 Subsidized spay/neuter and pet care services
  - 12 Free Vaccine clinics provided in the southern sector
  - Provide diversion counseling and alternatives to securing pets on the property (dog runs, harnesses, trolley lines)

### Improving Quality of Life

- Eliminating and or reducing financial barriers to food security and resources
- Enhancing food and resource distribution at the shelter and in the community
- Ensuring that vulnerable groups have access to these resources and other opportunities to better care for their pets
- Reducing the need for travel to gain access to opportunities

### Economic Impact to the City

- Reducing the likelihood of pet owner surrenders
  - Minimizing shelter capacity
  - Keeping that human-animal bond intact
- Reducing budget impacts for the community and the City of Dallas (DAS/Courts)
- Reducing loose-owned dog calls
  - Reducing the potential for loose-owned dog bites
- Improving quality of life for pets and people
  - Public Safety
  - Animal welfare



# What's Next?



1

## Engagement Opportunities:

- While exploring other options for removing barriers to food security and subsidized or free services, DAS implemented/developed an engagement team that utilizes data to target communications regarding opportunities in a walk-and-talk format. Since May 2024, over 400 contacts have been made, and 974 pieces of information have been provided.

2

## Fines, Fees and Equity

- A recent project with the National League of Cities DAS studied the effects of fines and fees relative to pet ownership and compliance. In partnership with Spay Neuter Network, OEI, FEC, and DAS, we were able to remedy 14 citations for noncompliance through grant NLC grants and counseling.

3

## Resources and Diversions

- DAS has increased its partnerships with pet food and pet resources (dog runs, harnesses, leads, etc.) to remove barriers and insecurities while improving pet health and public safety.





**Dallas R.E.A.L Time Rapid Rehousing (DRTRR) Initiative**



**Family Reunion**



**Winter Warmth Coat Drive**



## EQUITY INDICATOR 28: HOUSING COST BURDEN

Households paying more than 30% of income on rent or mortgage payments have less disposable income for other necessities.

Department Progress Measures	Status/ Completion Date	Outcome
By December 2022, formalize a partnership between HOU, OCC, Housing Forward (formerly MDHA), and Dallas County to address permanent supportive housing for residents with no to lower-income. [Ei 28]	2022-2023  ✓	A partnership was formulized and has met regularly since to discuss the expansion of PSH.
In partnership with OGA and OEI, recommend a source of income discrimination legislation by December 2023. [Ei 39]	2023  ✓	OHS, OGA, and OEI collectively developed legislative language for the last legislative session which was not utilized
By July 2024, in partnership with HOU, OCC, (formerly MDHA), and Dallas County create a citywide plan for permanent supportive housing for residents with no – to lower-income. [Ei 28]	Ongoing	<ul style="list-style-type: none"> <li>• OHS continues to lead monthly meetings with internal and external partners, resulting in the securing of a \$22.8M award from HUD. As of December 2023, 2,949 individuals were rehoused, exceeding the goal of 2,700 by the end of 2023, with a new goal of reducing unsheltered homelessness by 50% by the end of 2026. In total over 12,000 individuals rehoused.</li> <li>• A NOFA process specifically for PSH was developed in collaboration with HCD, this template is the first of its kind and will be utilized for all future NOFA projects. The first PSH NOFA was awarded in July 2024.</li> </ul>





## Improving the Lives of Residents

### Operationalizing Equity

- A cross-departmental partnership has been formed with external partners resulting in a brain-trust that collaborates on PSH needs
- This allows us to collaborate with external partners to elevate public outreach and communication around the approach to tackling homelessness via the pathway of Permanent Supportive Housing (PSH), to continue adding permanent supportive housing stock via the PSH NOFA and existing properties
- Decades of research shows that 80 to 90% of tenants in PSH remain stably housed over the long term by combining affordable housing with wrap around supportive services  
According to the 2024 PIT Count, 57% of the local unsheltered population are of black / African American heritage. Low barrier options to enter PSH programs provides the accessibility that the population is needing to be successfully re-housed.

### Improving Quality of Life

- The partnership has worked towards the goal of bringing on additional units of PSH via online City and external partners resources
- Ensures that City-funded services to address homelessness are modeled on best practices, driven by data, and promote collective impact
- Systemic oppression and racism have contributed to an overrepresentation of Black households in the homeless response system nationally and locally, and expansion of PSH allows for the population to elevate their quality of life.

### Economic Impact to the City

- External partnerships allow for units to come online with little to no economic cost to the City via private investments and State and Federal grants
- Leverages localized and targeted resources, partnerships, and strategic advancement, to maximize the growth of PSH
- PSH improves health outcomes and reduces utilization of costly systems like emergency hospitalizations





# What's Next?



1

Continue growing PSH stock by leveraging City seed funding for larger, partner projects through the PSH NOFA.

2

Continue to lead and grow a multi-city stakeholder group focused on lifting up and working through the issues in our region.



# BIG AUDACIOUS GOALS (BAGs)



## How the Livable Team Drives Key Big Audacious Goals



### Economic, Workforce, Community Development

Improve development and social support in HDCs with food insecurity and predatory lending.  
Support alternative community-based retail like community gardens and co-op food stores.



### Environmental Justice

Quantify environmental impacts in disadvantaged communities.  
Collaborate to ensure communities have access to healthy food.  
Support relationship-building in EPAs to address illegal dumping site cleanups.  
Reduce illegal commercial truck parking and idling in HDCs.  
Address persistent apartment sanitary overflows.



### Housing

Improve and build stable housing communities for unhoused populations.  
Revitalize and renovate existing housing stock not meeting code requirements.  
Provide resources to purchase and maintain homes.  
Provide construction financing and other incentives for affordable housing projects.



### Public Safety and Wellness

Uphold community wellness in a holistic manner with public safety  
Address food insecurity and predatory lending in marginalized communities.  
Promote community wellness through access to food and hygiene items.  
Pilot meal opportunities for families in need.  
Invest in community gardens and urban agriculture.  
Support local urban agriculture ecosystems.



### Infrastructure

Support alternative retail like farmers' markets and co-ops.  
Improve engagement with historically disadvantaged communities in city decisions.





## WEE Committee Feedback for the Livable Portfolio



**INSIGHT**



**OBSERVATION**



**QUESTIONS**



**City of Dallas**

# **Closing Disparities: Department Progress Measures Update- Livable Portfolio**

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

Dr. Lindsey Wilson, Director, Office of Equity and Inclusion  
Christopher Christian, Director, Code Compliance  
Paul Ramon, Director, Dallas Animal Services  
Clifton Gillespie, Director, Sanitation Services  
Christine Crossley, Director, Office of Homeless Solution 41

# Appendix: Department Progress Measures



Department	Department Progress Measures	Status/ Completion Date	Outcome
Code Compliance	Increase community engagement to build relationships between Code Inspectors and community members in equity priority areas by December 2025. Baseline to be established by end of year (EOY) 2022. [Ei 28]	December 2025	
Code Compliance	Through outreach, increase the number of independent, M/WBE mobile food vending companies registered in equity priority areas from 0 to 75 by June 2027. Baseline to be established by EOY 2023. [\$] [Ei 2,5]	June 2027	
Dallas Animal Services	Through partnerships, funding, and community outreach efforts, increase the number of fully-free annual vaccine clinics provided in equity priority areas from 0 to 2 by May 2025 (In addition to maintaining the 12 low-cost annual vaccine clinics offered in 75212). [\$] [Ei 37]	May 2025	
Dallas Animal Services	Increase average monthly proactive Service Request (SR) rate by Animal Services Officers in equity priority areas from 306 to 328 (by 7%) by October 2026. [Ei 39]	October 2026	
Dallas Animal Services	Increase the number of dog and cat adoptions and owner reunions in equity priority areas from 4,533 (FY21) to 4851 (by 7%) by the end of FY27. [Ei 37]	End of FY27	



# Appendix: Department Progress Measures



Department	Department Progress Measures	Status/ Completion Date	Outcome
Dallas Animal Services	Increase the number of pet-owning households in historically disadvantaged communities served through the fence-building program (through direct service or community partnerships) from 0 to 250 by December 2027 [new program to be established]. [\$] [Ei 40]	December 2027	
Dallas Animal Services	Increase allocation of the Animal Welfare Fund annually going to support struggling pet owners in attaining compliance in historically disadvantaged communities from \$0 to \$10,000 by May 2027. [\$] [Ei 40]	May 2027	
Office of Homeless Solutions	Decrease the number of unsheltered among those populations that exhibit the greatest need by 2025. [Ei 39]	2025	
Office of Homeless Solutions	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] [Ei 28]	December 2027	
Office of Homeless Solutions	Decrease the average placement time for program enrollment to housing placement for historically disadvantaged residents in Dallas REAL Time Rapid Rehousing from an average of 77 days to an average of 59 days by December 2027. [Ei 39]	December 2027	
Sanitation Services	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). [\$] [Ei 12, 39]	May 2027	



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-3823

**Item #:** B.

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Upskilling Dallas: Update on Career Ladder for Security Officers  
[Nina Arias, Director, Department of Human Resources]



**City of Dallas**

# Upskilling Pilot Program Update and Next Steps

**Workforce, Education and Equity committee  
December 9, 2024**

Nina Arias, HR Director  
Sonya Batts, Sr. HR Manager  
Heather Wood, Training Manager  
Laura Dizen, Sr. Training Specialist  
Human Resources  
City of Dallas<sup>45</sup>



# Presentation Overview



- Security Officers Career Ladder Update
- Next Steps





# WEE Committee Meeting Updates

The following slides provide responses to questions to the development and implementation of the Security Officers Career Ladder.



# Update on Security Officers Career Ladder



**Q.** Recent activities related to **development, upskilling, and compensation** for security officers.

**A.** The HR Upskilling Team, Dallas Police Department, and Marshal's Office are hosting a Dallas Police Officer recruiting session to make police recruiting accessible to Security Officers. The Dallas Police Department recruiting team will discuss the Dallas Police Academy application process and hiring qualifications. This session will be held on December 18, 2024, at 9 a.m.

The location will be at the City Hall Auditorium, L1FN. The Marshal's Office has adjusted the schedules of interested Security Officers to be able to attend. The session will be streamed live via TEAMS and recorded for Security Officers unable to attend the session.



# Update on Security Officers Career Ladder



## INTERESTED IN BECOMING A POLICE OFFICER? LEARN ABOUT CAREER PATHWAY OPPORTUNITIES

Did you know that **Dallas Security Officers** can be recruited into the **Dallas Police Department**?

Join us on **Wednesday, December 18, 2024 at 9 a.m. City Hall Auditorium L1FN for a DPD Recruiting Session.**

Streaming and recording of the session is available for any Security Officers who are unable to attend.

**You can join the live stream [here!](#)**

Recruiting sessions are being offered to make police recruiting accessible to the Marshal's Office. Applicants from the Marshal's office are subject to higher priority of consideration during the recruitment process.

The Dallas Police Department will assist the Marshal's office with practice round opportunities for both physical assessments and practice sessions.

**The 45 hours of college credit requirement is waived for military personnel who served at least 3 years on active duty and conferred an honorable discharge or for those who already possess an active TCOLE Peace Office License.**

For questions, please contact Laura Dizen at [laura.dizen@dallas.gov](mailto:laura.dizen@dallas.gov).



# Update on Security Officers Career Ladder



**Q.** Recent activities related to **development, upskilling, and compensation** for security officers.

**A.** The HR Compensation Team has received the draft outlines from Marshal's Office defining each position to be included in the career Pathway/Career Series for the Detention, Security Officers, and Marshal's. On December 20, 2024, there is a meeting scheduled to review all the job descriptions and minimums (20 positions). Estimated date of completion for job description edits, the vertical and horizontal structure, and additional Workday edits to create the Career Pathways/Career Series is mid to late January. The employee mapping process will follow this completion step.

Market data has been collected and will be reviewed in concert with the final descriptions and mapping to develop recommendations related to any grade changes and potential adjustments.



# Update on Security Officers Career Ladder



Q. The licensing criteria required for the security team.

A.

Security Officers	Deputy Marshals	Police Officers
Security Officers must obtain a Level 2 and Level 3 Commissioned GLOA license from the State of Texas, Department of Public Safety. The City of Dallas pays license fees. Applicant must pass a Declaration of Psychological and Emotional evaluation, Drug Test, and Criminal Background Check per State Requirements.	To promote to a Deputy City Marshal, a candidate must possess a Texas Commission on Law Enforcement (TCOLE) license. The City of Dallas tuition reimbursement program can be applied to the TCOLE training program.	The TCOLE training is also one component of the Dallas Police Academy. Once in the Dallas Police Academy, the TCOLE training is funded by the department. The Dallas Police Basic Training Academy consists of 40 weeks of training and 1,400 hours of instruction. Upon completion of the training academy new officers will receive field training for an additional 24 weeks.



# Update on Security Officers Career Ladder



**Q.** A clear explanation of the differences between Marshal's and Dallas Police career ladders, as well as the pathways for upskilling within each group given our focus on public safety.

**A.** Currently, there are no career progression ladders in place, the HR Compensation Team is currently working on establishing this progression.

The HR Upskilling team will continue to collaborate with the Dallas Police Department and City Marshal's Office to hold Dallas Police Department recruitment sessions for Security Officers and Deputy Marshals.



# Update on Security Officers Career Ladder



**Q.** A clear explanation of the differences between marshals and police career ladders, as well as the pathways for upskilling within each group given our focus on public safety.

**A.** Below are the differences in roles within the Marshal's Office and Dallas Police Officers.

Security Officers	Deputy Marshals	Police Officers
City of Dallas Security Officers are authorized to issue parking and non-traffic citations, arrest for misdemeanor breaches of the peace and for felonies committed in their presence while on City of Dallas property.	Deputy City Marshals provide law enforcement and protective services for Municipal Courts and other City Departments to ensure the public is protected and to foster public compliance with State laws and City ordinances while on City of Dallas property.	Dallas Police Officers are responsible for maintaining public safety, enforcing laws, and preventing and investigating crimes within Dallas, Texas. Dallas Police Officers receive specialized training through the Dallas Police Academy.





# Next Steps



- The Dallas Police Department recruitment session will be held on December 18, 2024, at City Hall.
- A meeting between the HR Compensation Team and City Marshal's Office will be held on December 20, 2024, to review job descriptions and minimum requirements.





# Appendix



# Proposed Promotional Pathways



The proposed Dallas Marshal's Office career pathway is designed to attract qualified entry level applicants who desire a career in law enforcement. The designed career path is being proposed as follows:

## **Entry Level City Detention Center**

Step 1: Detention Officer

*Requirement: (High school diploma/GED and 1 year of work experience)*

Step 2: Detention Officer II

## **City Security**

Step 3: Security Officer

*Requirement: (High School Diploma, GED and 1 year of security experience or law enforcement)*

City security officers have a level III security license from the state and have authority to carry a weapon on city owned property only.

Step 4: Senior Security Officer

## **Dallas Marshal's**

Step 5: Deputy City Marshal

*Requirement: (Must complete 720 hours of training and be certified as a law enforcement officer from the Texas Commission on Law Enforcement Officers Standards and Education.*

## **Dallas Police Department**

*Dallas Police officers complete 1400 hours of training and are certified as a law enforcement officer from the Texas Commission on Law Enforcement Officers Standards and Education. \*Deputy City Marshal's qualify for a lateral transfer to DPD*





**City of Dallas**

# Upskilling Pilot Program Update and Next Steps

**Workforce, Education and Equity committee  
December 9, 2024**

Nina Arias, HR Director  
Sonya Batts, Sr. HR Manager  
Heather Wood, Training Manager  
Laura Dizen, Sr. Training Specialist  
Human Resources  
City of Dallas



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-3825

**Item #:** C.

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Office of Equity and Inclusion - Human Rights Workshop Update  
[Christopher Graves, Human Rights Officer, Office of Equity and Inclusion]

# Memorandum



CITY OF DALLAS

DATE December 6, 2024

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

SUBJECT **Office of Equity and Inclusion – Human Rights Workshop Update**

## Background

This memo provides an update on the two-part Human Rights Workshop that was held on October 31, 2024. The Office of Equity and Inclusion (OEI) supported the North Texas FIFA World Cup Organizing Committee in engaging stakeholders across North Texas to prioritize human rights opportunities as part of the region's legacy in hosting the 2026 World Cup, for the first part of the workshop. The second part of the Human Rights Workshop specifically focused on the City's role, where OEI led efforts to engage **84 stakeholders** in understanding the human rights issues faced by residents in their daily lives and when interacting with City services. This memo will focus on the second part of the Human Rights Workshop pertaining specifically to the City of Dallas.

The Workforce, Education, and Equity Committee provided the impetus to hosting the Human Rights Workshop during OEI's presentation during the June 10, 2024, meeting when WEE called on the office to leverage a workshop to identify relevant issues and strategies whose implementation would be supported by a community-based task force.

## Designing the Human Rights Workshop

Key focus areas leading up to hosting the Workshop included:

- I. **Research Brief on Human Rights Issues:** The office first took stock of recently publicly reported human rights issues identified by the consultant across **7 human rights areas** to inform the issues stakeholders would be engaged on before developing mitigating strategies. Based on the research brief and in alignment with WEE priority areas, the 7 areas included: **1) Safeguarding and Inclusion (Vulnerable Populations), 2) Housing and Homelessness, 3) Re-Entry, 4) Worker's Rights, 5) Migrants, 6) Veterans, and 7) Safety and Security/ Policing**
- II. **Landscape Assessment by City Colleagues:** To avoid duplication of existing City strategies and to inform a successful engagement, we reached out to City of Dallas contacts whose work overlapped with these 7 human rights areas. Information collected focused on a high-level overview of existing programs, services, and activities and identification of any issues beyond those already identified. OEI also leveraged this engagement to build out an external stakeholder list sourced from City colleagues.

- III. **Axes Activity with Subject-Matter Expert Facilitators:** Based on the 7 human rights areas identified, OEI recruited **5 City colleagues**, **1 Commissioner** from the Veteran Affairs Commission, **2 non-profit partners**, and **1 law enforcement professional** to lead or co-lead an axes exercise the day of the Workshop whose scales included Minimal Risk to Significant Risk and then Limited Impact to Significant Impact. The facilitator’s goal was to help drive consensus where a particular issue should be placed in light of its priority.
- IV. **Pre-Activity:** Invited stakeholders were given the opportunity to prioritize human rights issues and submit additional issues for consideration using a pre-activity.

**Hosting the Human Rights Workshop**

OEI held the Human Rights Workshop on October 31, 2024, at Fair Park. Following the morning World Cup session, where Interim City Manager Kimberly Bizer Tolbert and Assistant City Manager Liz Cedillo-Pereira spoke, Deputy Mayor Pro Tem Adam Bazaldua spoke to set the stage for the City of Dallas session with highlights including:

- **Stakeholders: 84 stakeholders** registered to attend from a wide spectrum of local government, non-profit, business, and civil society organizations.
- **Human Rights Topics:** Based on a wide research survey of identified human rights issues, stakeholders prioritized **42 topics across the full 7 areas**. Stakeholders were given the opportunity to submit and prioritize additional topics, and an additional **46 topics** were discussed and prioritized (**88 total topics**).

DATE December 6, 2024  
SUBJECT **Office of Equity and Inclusion – Human Rights Workshop Update**  
PAGE **Page 3 of 3**

### Next Steps

Fully brief WEE by presentation in January 2025 on **proposed strategies resulting from the most highly prioritized topics agreed on by stakeholders**. If you have any questions, please contact, Dr. Lindsey Wilson, Director of Equity and Inclusion at [lindsey.wilson@dallas.gov](mailto:lindsey.wilson@dallas.gov) or Christopher Graves, Human Rights Officer at [christopher.graves@dallas.gov](mailto:christopher.graves@dallas.gov)

Sincerely,



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

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Jack Ireland, Chief Financial Officer  
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)  
Directors and Assistant Directors





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-3838

**Item #:**

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Upcoming Office of Community Care and Empowerment Agenda Item and Response to Questions from the November 5, 2024 WEE Briefing Regarding Early Childhood and Out of School Time Programs

[Jessica Galleshaw, Director, Office of Community Care and Empowerment; Holly Holt, Assistant Director, Office of Community Care and Empowerment]

# Memorandum



CITY OF DALLAS

DATE December 6, 2024

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

SUBJECT **Upcoming Office of Community Care and Empowerment Agenda Item and Response to Questions from WEE Briefing Regarding Early Childhood and Out of School Time Programs**

This memo provides information on an upcoming Office of Community Care and Empowerment agenda item, and a response to questions posed by Committee members during a November 2024 briefing. On December 11, 2024, the following Office of Community Care and Empowerment item will be considered by City Council:

**Item #50:** Authorize (1) the implementation of the Drivers of Poverty Program (Childcare) that targets residents of the City of Dallas who are low-to-moderate income needing childcare assistance and meets two of the nine Drivers of Poverty, as outlined in the Mayor's Taskforce on Poverty, approved in the City's FY2024-FY2029 Five-Year Consolidated Plan Budget, and as described in Exhibit A; and (2) the execution of contracts with fully-licensed childcare providers selected by eligible parents (that meet the eligibility criteria outlined in Exhibit A), and any and all documents required by the contract and to provide subsidy payments to these fully-licensed childcare providers; for the period of January 1, 2025 through September 30, 2025 - Not to exceed \$618,565.00 - Financing: 2024-25 Community Development Block Grant Fund

## **Background**

This Agenda Item authorizes a Program Statement for the Drivers of Poverty – Childcare Program, to be funded using FY25 Community Development Block Grant (CDBG) Public Services funding.

On June 12, 2024, City Council authorized the five-year Housing and Urban Development (HUD) Consolidated Plan, inclusive of a Drivers of Poverty program. The Community Development Committee recommended this priority for Council adoption, and in doing so also included "Childcare" in the Drivers of Poverty programming.

On June 12, 2024, City Council adopted the annual Consolidated Plan budget for FY25, including \$1,388,301 (\$738,301 PKR Out-of-School Time Program + \$650,000 OCCE ECOSTS Program) for childcare, and an additional \$618,565 for Drivers of Poverty – Childcare program. In order to advance this Drivers of Poverty – Childcare program, staff developed the recommended program statement to prioritize use of funding from this portion of the budget on clients that meet certain Drivers of Poverty criteria, including (1) high poverty rates for single female headed households and (2) neighborhoods of highly concentrated poverty.

DATE December 6, 2024

SUBJECT **Upcoming Office of Community Care and Empowerment Agenda Item  
and Response to Questions from WEE Briefing Regarding Early  
Childhood and Out of School Time Programs**

PAGE **Page 2 of 6**

In support of this focus, data shows that Dallas has some of the highest poverty rates in the United States, with 48% of single mothers living in poverty. These families face generational cycles of poverty, leading to more children living in poverty. Programs that focus on family support, such as childcare programming and those that provide financial and employment assistance, can be critical for these households. Additionally, neighborhoods with high concentrations of poverty refers to a geographic area where significantly large portion of residents live below the federal poverty line. Specifically, these are defined by the U.S. Census as areas where 40% of the census tract population lives below the federal poverty threshold. The City of Dallas' poverty rate is currently 17.5%. This year's Drivers of Poverty programming will target the City's top 20 zip codes of highest poverty rates.

### **Follow Up to WEE Briefing**

On November 5, 2024, Office of Community Care and Empowerment staff, alongside of staff from Dallas Afterschool, a local nonprofit organization focused on strengthening the local out of school time landscape and supporting providers, [briefed](#) the WEE Committee on the landscape and City programs for early childhood care and out of school time services, collectively referred to as Early Childhood and Out of School Time or ECOST programming. Several questions were posed by members during the meeting and this portion of the memo serves to provide a response to these questions.

- 1) What are the budgets for these organizations [those that received grants through the City's ECOST Provider Support program administered by Dallas Afterschool] that impact kids?
  - a. The annual budget for Out of School Time (OST) grantees ranges from roughly \$400,000.00 to \$4,000,000.00. Based on a sample requested from Educational First Steps (EFS), a partner of Dallas Afterschool, who implemented the City's ARPA ECOSTS program, the annual budget for early childhood care providers for 10 centers within their service area, the average monthly center budget ranges from \$12,000- \$95,000, which is an average of \$49,500 monthly. This makes the annual budget range from \$144,000- \$1,140,000, with an annual average budget of \$594,000. This is comparison data for annual budgets that operate childcare centers who serve similar children and families.
  
- 2) What are the costs associated with early childhood and afterschool programs, particularly, in different locations?
  - a. Dallas Afterschool partners with OST programs that are free or low-cost for students. Tuition at these programs ranges from \$0 per week up to \$65 per week. Based on the national average, tuition for early childhood programs is \$11,582 per child, annually. However, the costs associated with ECE programs depend on the age of the child. i.e., infants, toddlers, and preschoolers, and there are ratio rates, which makes childcare for infants

DATE December 6, 2024

SUBJECT **Upcoming Office of Community Care and Empowerment Agenda Item  
and Response to Questions from WEE Briefing Regarding Early  
Childhood and Out of School Time Programs**

PAGE **Page 3 of 6**

more expensive. In addition, childcare programs vary depending on location, with childcare centers located in the northern sector typically more expensive than those in the southern sector.

- 3) How long will the American Rescue Plan Act (ARPA) money last, and what is the impact of these programs when it goes away?
  - a. The subrecipient agreement between the City and Dallas Afterschool to administer support services and grants to community based ECOSTS providers is in place through May 2025. It is anticipated that all funding will be distributed by then. Like Dallas Afterschool, most OST partner providers rely on grants and donations to exist. When the ARPA funding is no longer available, organizations must find ways to make up the funding.
  
- 4) How many families are impacted by both [early childhood and out of school time] programs and how does that fit into the overall need?
  - a. The 12 OST grantees serve roughly 75 students each, which translates to 900 students and families that have benefited from the ARPA funding (we do not track sibling participation). EFS serves 135 Home-based Care and Childcare centers in 6 counties. Specifically in Dallas proper, there are 28 centers as partners with 2,654 seats. The recipients of the OST grant are 43% of EFS centers and 34% of EFS students are receiving the benefits of OST within Dallas proper. For Dallas County as a whole, EFS partners are in 42 centers, serving a total of 3,963 students, which means the OST grantees make up only 29% of EFS centers and 23% of the students that EFS serves. Other families impacted include the staff at the programs themselves, many of whom were able to retain their jobs due to the extra funding.

Nonprofit Children at Risk published a Child Care Deserts Map, an interactive tool for viewing childcare availability statewide. This tool visualized the ratio available childcare slots for children ages 0-5 with the number of children of working parents. It can be viewed here: <https://childrenatrisk.org/childcaredesertmap>

DATE December 6, 2024

SUBJECT **Upcoming Office of Community Care and Empowerment Agenda Item and Response to Questions from WEE Briefing Regarding Early Childhood and Out of School Time Programs**

PAGE **Page 4 of 6**

### Summary for **Dallas**

View metrics for specific provider type

Total  Subsidy  TRS

**15,014**

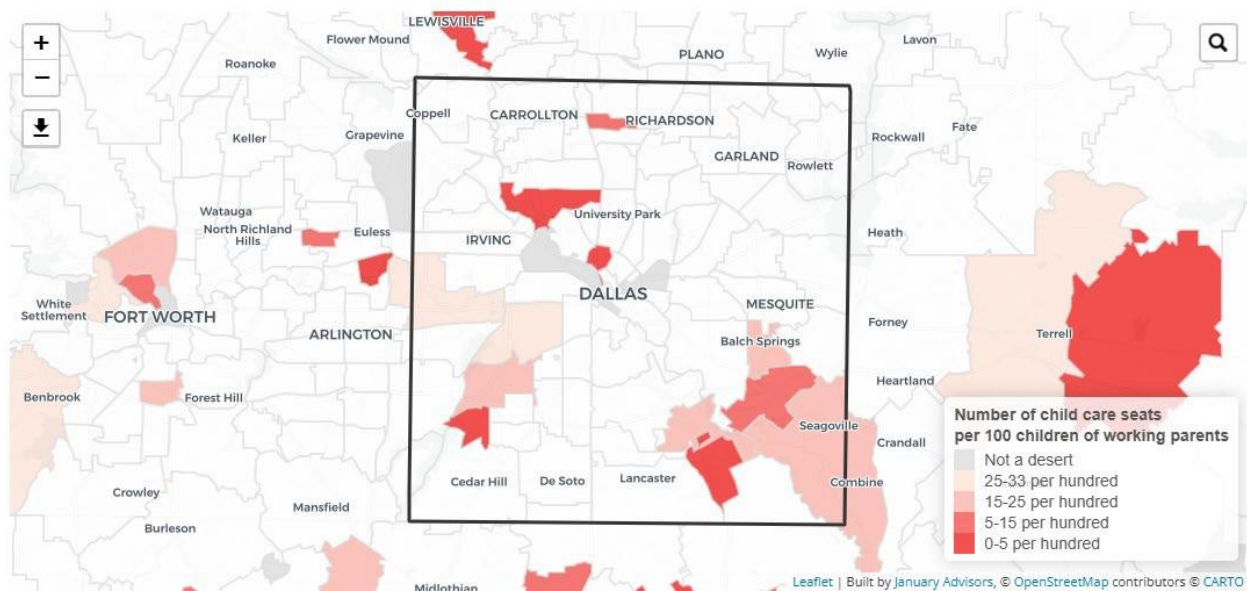
Total Number of Seats

**19.4**

Subsidy Child Care Seats per 100 Children of Working Parents (<200% of Poverty Line)

**58**

Total Number of Desert Zip Codes



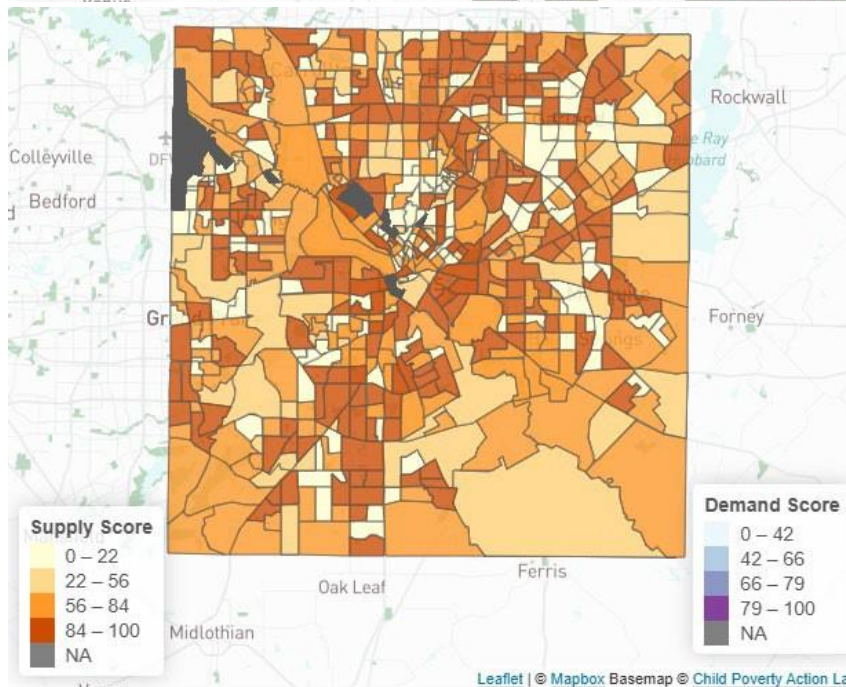
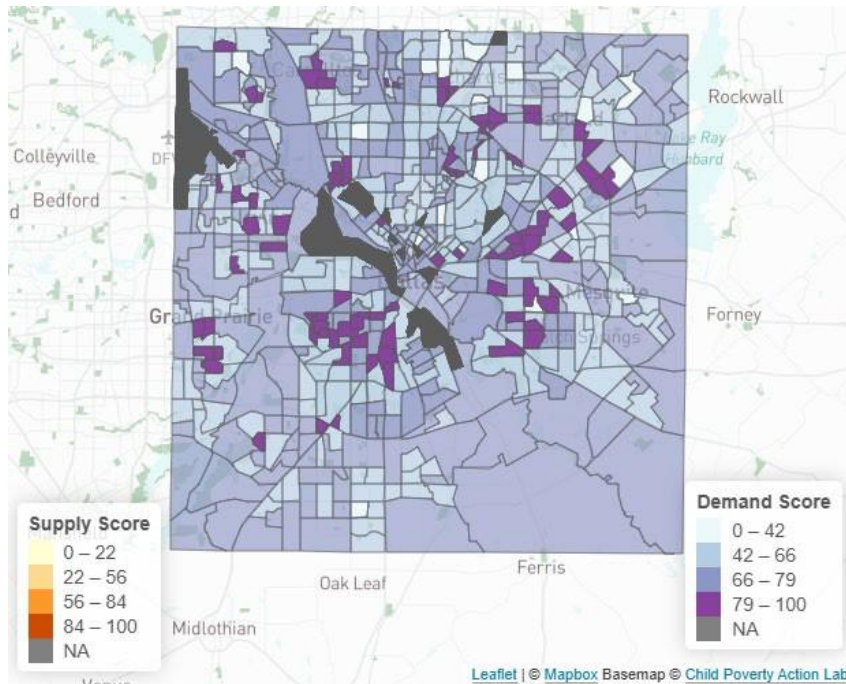
5) What is the universe of after-school programs in the city, and how many kids need after-school care?

- a. There are roughly 100,000 kids in Dallas who would enroll in an afterschool program if one were available. Dallas Afterschool partnered with the Child Poverty Action Lab (CPAL) to create an Afterschool Landscape Map, which maps the city by supply and demand, which can be explored here: <https://childpovertyactionlab.github.io/dallas-afterschool/supply-demand.html>

DATE December 6, 2024

SUBJECT **Upcoming Office of Community Care and Empowerment Agenda Item and Response to Questions from WEE Briefing Regarding Early Childhood and Out of School Time Programs**

PAGE Page 5 of 6



- 6) Is any of the data collected disaggregated by ZIP code, Council District, or race?
- a. All client data collected by the City for most City-funded contracts is reported in this way. Additionally, Dallas Afterschool has created a set of City Council District Profiles which are attached to this memo.

- 7) How are these programs ensuring accessibility for Spanish-speaking families?

DATE December 6, 2024

SUBJECT **Upcoming Office of Community Care and Empowerment Agenda Item  
and Response to Questions from WEE Briefing Regarding Early  
Childhood and Out of School Time Programs**

PAGE **Page 6 of 6**

- a. Dallas Afterschool translates all materials and resources for partners into Spanish. Similarly, the City also translates outreach materials into Spanish and has staffed our ECOSTS program with bilingual staff to work with parents and families.
- 8) What outreach and partnership do we have with Chambers of Commerce and businesses regarding childcare?
- a. The City partners with Dallas Regional Chamber in several initiatives and staff from the City regularly participate in community meetings and coalitions focused on ECOSTS programming. Dallas Afterschool is actively seeking partnerships with the business community, including the Texas Workforce Commission.

Should you have any questions or need any additional information, please contact myself or Jessica Galleshaw, Director of Office of Community Care, at 214-670-5113 or [Jessica.Galleshaw@dallas.gov](mailto:Jessica.Galleshaw@dallas.gov).



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

- c:
- |                                                  |                                                                  |
|--------------------------------------------------|------------------------------------------------------------------|
| Kimberly Bizer Tolbert, Interim City Manager (I) | Alina Ciocan, Assistant City Manager                             |
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| Dominique Artis, Chief of Public Safety (I)      | Directors and Assistant Directors                                |
| Dev Rastogi, Assistant City Manager              |                                                                  |

Attachment below

## **Drivers of Poverty Program (Childcare) Program Statement**

### **Introduction – Statistical Data:**

The Texas Legislative Study Group posted on August 13, 2024, the following statistical data regarding the need for affordable childcare for working families in Texas.

“Child care programs provide children safe, nurturing environments to learn and grow, enabling parents to work to support their families and the state’s economy.

Recent reports show Texas is home to about 2.3 million children under six, with 68% having two parents working.”

“ The shortage of affordable child care is not just a family issue, it’s a statewide economic problem. Working parents who struggle to find quality, affordable care may arrive late, leave early, miss promotions, delay professional development, or even leave the workforce altogether. A U.S. Chamber of Commerce Foundation report estimated that Texas loses \$9.39 billion annually from its economy due to insufficient childcare.”

“For many working parents, the critical need for child care comes with a significant financial burden. Approximately 85% of the child care industry is privately funded, with some federal support available for eligible families. On average, American families with a child under five spends about \$10,000 annually on child care, which is about 13% of their income. In Texas, the average annual cost of infant care is \$9,324, which is higher than the average in-state college tuition, according to the latest data from the Economy Policy Institute. The financial strain is a stark reality for many families, making quality child care a luxury rather than a necessity.”

In conclusion, “Childcare is essential for economic productivity and child development, but the current system fails to meet the needs of families and provides. Public funding and policy changes are crucial to addressing these issues to create a more sustainable childcare system that benefits children, families, and the state.”

### **Program Description – Drivers of Poverty Program (Childcare)**

The Drivers of Poverty Program as approved in the City’s FY2024-2029 Five-Year Consolidated Plan Budget, under childcare targets residents of the City of Dallas who are low income needing childcare assistance and meet two of the nine Drivers of Poverty, as outlined in the Mayor’s Taskforce on Poverty.

#### **Nine Drivers of Poverty:**

1. Sharp decline in median income and the declining share of middle-income households/Increasing Numbers of “Have” and “Have-Nots” Neighborhoods;
2. Lack of affordable transportation;
3. Lack of Home Ownership/High Rental Percentage/Single Family Rentals;



4. Neighborhoods of Concentrated Poverty (which are increasing);
5. High Number of Households with Children Living in Poverty;
6. Lack of educational attainment;
7. High percentage of limited English-proficiency residents;
8. High teen birth rates; and
9. High Poverty Rates for Single Women Heads of Households with Children.

**Two Drivers Chosen for the Childcare Program:**

- High Poverty Rates for Single Women Heads of Households with Children
- Neighborhoods of Concentrated Poverty

**Census Data:**

According to the 2022 U.S. Census Bureau, 5-year-estimate census tables. The total Female Head of Households in the City of Dallas is 84,657. The following 20 zip codes listed in the chart below, represent the top neighborhoods of concentrated poverty and will be the targeted for this program. The chart also shows the number of children living in those zip codes, by age groups.

Targeted Zip Codes	Female Head of Household	Children under 3 years	Children 3 and 4 years old	Children 5 years old	Children 6 to 11 years old
75203	1,768	262	122	80	689
75210	816	110	225	29	264
75211	5,978	592	674	461	1,610
75212	1,068	389	485	463	681
75215	1,967	236	126	73	695
75216	6,758	802	719	341	1,605
75217	7,250	523	747	361	2,904
75220	2,998	505	182	238	1,075
75226	88	0	0	0	20
75228	4,983	946	676	420	1,829
75232	1,877	281	123	167	618
75233	2,142	311	134	75	673
75236	2,582	503	9	170	907
75237	3,572	316	503	265	1,165
75240	2,037	284	324	68	564
75241	3,930	452	145	101	1,659
75243	3,876	725	602	261	1,066
75246	113	46	0	0	67
75247	0	0	0	0	0
75253	2,154	202	209	132	991

This program will provide subsidy payments to childcare providers chosen by the eligible parents for childcare assistance. The above two Drivers of Poverty were chosen based on community feedback and the need to bridge disparities among the most vulnerable residents and advancing equity. The goal is to reducing/eliminating barriers to work and provide access to affordable childcare.

**Eligible Participants:**

- 1.) Residents of the City of Dallas;
- 2.) Parents who choose a childcare provider in the City of Dallas;
- 3.) Proof of guardianship of enrolled child;
- 4.) High Poverty Rates for Single Women Heads of Households with Children or lives in Neighborhoods of Concentrated Poverty (see Attachment A for list of qualifying zip codes);
- 5.) 80% or below Area Median Family Income (AMFI), as defined by HUD (see Attachment B); and
- 6.) Active on the Child Care Group/CCMS waiting list.

Subsidy assistance provided to an eligible enrolled child should not be duplicative of any other federally funded childcare assistance program, for the same time period.

Participants must complete an application for assistance, including household composition, and provide proof of income per the HUD's AMFI Guidelines. Participants must reside in the City of Dallas (proof of residency must be provided).

**Ineligible Participants:**

1. Families who are receiving assistance from other federally funded subsidy program
2. Non-City of Dallas residents
3. Do not meet one of the two drivers of poverty, as outlined in the Mayor Taskforce on Poverty
4. Unemployed

**Eligible Uses:**

Assistance must be used for subsidy payments, salary and benefits for one FTE, and can be used for marketing materials for the program.

The Drivers of Poverty Program will continue to focus, address, and support the demands and contributing factors of poverty.

**Funding:**

The program will utilize Community Development Block Grant (CDBG) funds.

Each individual contract with a fully-licensed childcare provider (Drivers of Poverty-Childcare) may exceed \$50,000.00, but at no point shall the total amount of the contracts in aggregate exceed \$618,565.00.

This program statement may be amended by the City Manager or designee to include amendments as appropriate to meet funding requirements or guidance from HUD. When necessary, the City Manager or designee is authorized to execute change orders or amendments to the subrecipient agreements, in excess of 25% and/or \$50,000.00 (subject to compliance), to commit and expend funds timely to meet federal and/or state requirements.





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-3836

**Item #:** E.

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Contract Status Update on the Benefits Navigation Project with Benefits Data Trust  
[Jessica Galleshaw, Director, Office of Community Care and Empowerment; Holly Holt, Assistant Director, Office of Community Care and Empowerment]

# Memorandum



CITY OF DALLAS

DATE December 6, 2024

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

SUBJECT **Contract Status Update on the Benefits Navigation Project with Benefits Data Trust**

This memo provides an update on the Benefits Navigation project partnership with Benefits Data Trust.

On April 12, 2023, City Council authorized a one-year service contract with a one-year renewal with Benefits Data Trust to develop and design a benefits navigation program implementation plan. The project was established to be administered in 2 phases, with Phase 1 focused on research, landscape analysis, and partner engagement.

## **Background**

On September 6, 2024, the City issued a Termination Letter to Benefits Data Trust related to the benefits navigation contract. This Termination Letter was issued in response to a notification from the organization of their planned closure. While initially advised of this closure in late June, the organization had spent time exploring potential mergers and other solutions to avoid closure. In the meantime, OCCE staff worked to ensure that all deliverables and materials were received.

The timing of the closure roughly aligns with the end of Phase 1 of programming. In order to properly close the project, staff met with the organization several times, as well as with various subcontractors that completed various project components. Staff collected all required reports and supporting data, as well as other critical information to ensure that the information learned through the project would be accessible and usable to the City for future program design.

This work was completed in collaboration with Child Poverty Action Lab, along with consultants and contractors including Steady State Impact Strategies, Third Horizon Strategies, and Advocatia Solutions. A summary report of the work demonstrates that an estimated \$410M in public benefits were left unclaimed annually in Dallas. Insight from participant interviews shows inconsistent experiences across different programs, with WIC being considered relatively easy to access compared with SNAP and Medicaid. Lack of communication and clarity related to application status, rules and denials, combined with long wait times and household barriers, like transportation, documentation difficulties and difficulty finding employment in alignment with SNAP workforce requirements, also contribute to difficulties in access benefits for clients. The report further recommends in person assistance from trusted sources, utilization of AI to speed up document review, and clarity around rules and program requirements.

A gap analysis report showed varied support in benefits access for residents in need, highlighting available navigation for health and nutrition benefits, insufficient support for utility benefits and scarce support for other benefits. The report summarizes the local benefits access landscape as reactive rather than proactive, with insufficient follow up and a lack of streamlined services. The report also notes the current state of service is mostly in person application support, with few organizations offering troubleshooting services and staffing limitations across organizations leading to incomplete assistance.

Additionally, a report of insights gleaned from health care organizations highlights significant health and well-being challenges for Dallas residents, particularly lower income residents. The report highlights that screening and some resource navigation tends to be available in healthcare settings, but is incomplete, and recommends centralized (or virtually federated) resources to better connect residents with public benefits.

The below is a summary of the deliverables received.

**Phase 1 Deliverables: (All Completed)**

1. Updated benefits crosswalk
2. Benefits Access Gap Analysis
3. Report that summarizes its research and provides preliminary recommendations on key partners with whom to engage on pilots/proofs of concepts, prioritized populations, pilot design concepts, and metrics to track impact

**Phase 1 Performance Measures: (Met or exceeded)**

1. 20 potential partners identified (exceeded goal of 10)
2. 52 interviews held (exceeded goal of 40)
  - a. BDT Client Interview Report
3. 2 user experience workshops held (Met goal of 2)

**Additional Deliverable (Phase 2 Deliverable completed early during Phase 1)**

1. 1 pilot program partially completed serving 156 Dallas ISD students served through telephonic-benefits navigation and application support pilot – this was to be part of 4 pilots planned for Phase 2 that would have collectively informed the final

**Follow Up**

Since the termination of the agreement, staff has had conversations with several entities engaged or interested in the work. Additionally, OCCE staff is coordinating with City Manager’s Office and Budget Management Services (BMS) to develop recommendations for reallocation of unspent funding tied to this contract as a part of a future briefing by BMS.

DATE December 6, 2024  
SUBJECT **Contract Status Update on the Benefits Navigation Project with Benefits Data Trust**  
PAGE **3 of 3**

Though the City is disappointed by the closure of the organization, staff believes that we have received valuable information and data. The department's intention is to bring forward a recommendation on how to advance benefits navigation work in the coming months.

Should you have any questions or need any additional information, please contact myself or Jessica Galleshaw, Director of Office of Community Care, at 214-670-5113 or [Jessica.Galleshaw@dallas.gov](mailto:Jessica.Galleshaw@dallas.gov).



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Directors and Assistant Directors



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 24-3827

**Item #:** F.

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Workforce, Education, and Equity Committee Forecast



# Workforce, Education, and Equity

## COMMITTEE 2 MONTH FORECAST

	TITLE	DEPARTMENT
<b>Monday, January 13, 2025, 9:00 A.M.</b>		
<b>BRIEFING ITEMS</b>	Closing Disparities: Department Progress Measures Update: Growing Portfolio	Convention and Event Services, Planning and Development, Economic Development, Housing and Neighborhood Revitalization, Procurement Services
	CCX/311 Reaching our Diverse Communities	Communications & Customer Experience/311
<b>BRIEFINGS BY MEMORANDUM</b>		
	WEE 2 Month Committee Forecast	City Manager's Office
<b>Monday, February 10, 2025, 9:00 A.M.</b>		
<b>BRIEFING ITEMS</b>	Closing Disparities: Department Progress Measures Update: Fiscally Sound Portfolio	Budget and Mangement Services, City Controller's Office, Data Analytics & Business Intelligence, Human Resources, Risk Mangement
<b>BRIEFINGS BY MEMORANDUM</b>		
	WEE 2 Month Committee Forecast	City Manager's Office