23-0019

WORKFORCE EDUCATION & EQUITY COMMITTEE
CITY COUNCIL CHAMBER, CITY HALL/VIDEO CONFERENCE
COUNCILMEMBER JAYNIE SCHULTZ, PRESIDING

PRESENT: [7]   Schultz, Thomas, Moreno, *Resendez, Narvaez (**9:05 a.m.), Blackmon, *McGough

ABSENT: [0]

The meeting was called to order at 9:04 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.

After all business properly brought before the committee had been considered, the meeting adjourned at 10:14 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 are attached to the minutes of this meeting 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.

E X H I B I T   A

City of Dallas

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

Workforce, Education, and Equity Committee

May 8, 2023

9:00 AM

(For General Information and Rules of Courtesy, Please See Opposite Side.)
(La Información General Y Reglas De Cortesía Que Deben Observarse
Durante Las Asambleas Del Consejo Municipal Aparecen En El Lado Opuesto, Favor De Leerlas.)

2022 CITY COUNCIL APPOINTMENTS

COUNCIL COMMITTEE	
ECONOMIC DEVELOPMENT Atkins (C), Arnold (VC), McGough, Narvaez, Resendez, West, Willis	**ENVIRONMENT AND SUSTAINABILITY** Blackmon(C), Ridley (VC), Arnold, Bazaldua, Resendez, Schultz, West
GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT Mendelsohn (C), Willis (VC), Atkins, Bazaldua, McGough, Ridley, West	**HOUSING AND HOMELESSNESS SOLUTIONS** Thomas (C), Moreno (VC), Arnold, Blackmon, Mendelsohn, Ridley, Schultz
PUBLIC SAFETY McGough (C), Mendelsohn (VC), Atkins, Moreno, Resendez, Thomas, Willis	**QUALITY OF LIFE, ARTS, AND CULTURE** Bazaldua (C), West (VC), Arnold, Blackmon, Narvaez, Ridley, Thomas
TRANSPORTATION AND INFRASTRUCTURE Narvaez (C), Atkins (VC), Bazaldua, Mendelsohn, Moreno, Schultz, Willis	**WORKFORCE, EDUCATION, AND EQUITY** Schultz (C), Thomas (VC), Blackmon, McGough, Moreno, Narvaez, Resendez
AD HOC JUDICIAL NOMINATING COMMITTEE Resendez (C), Arnold, Bazaldua, Ridley, Thomas,West, Willis	**AD HOC LEGISLATIVE AFFAIRS** Atkins (C), McGough, Mendelsohn, Narvaez, Willis
AD HOC COMMITTEE ON PROFESSIONAL SPORTS RECRUITMENT AND RETENTION Johnson (C), Atkins, Bazaldua, Blackmon, Thomas	**AD HOC COMMITTEE ON GENERAL INVESTIGATING & ETHICS** Mendelsohn (C), Atkins, Blackmon, McGough, Schultz
AD HOC COMMITTEE ON ADMINISTRATIVE AFFAIRS Willis (C), McGough, Moreno, Schultz, West	

(C) – Chair, (VC) – Vice Chair

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

Handgun Prohibition Notice for Meetings
of Governmental Entities

"Pursuant to Section 30.06, Penal Code (trespass by license holder with a concealed handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun."

"De acuerdo con la sección 30.06 del código penal (ingreso sin autorización de un titular de una licencia con una pistol oculta), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola oculta."

"Pursuant to Section 30.07, Penal Code (trespass by license holder with an openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a handgun that is carried openly."

"De acuerdo con la sección 30.07 del código penal (ingreso sin autorización de un titular de una licencia con una pistola a la vista), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola a la vista."

"Pursuant to Section 46.03, Penal Code (places weapons prohibited), a person may not carry a firearm or other weapon into any open meeting on this property."

"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 propriedad."

The City Council Workforce, Education, and Equity Committee meeting will be held by videoconference and in the Council Chambers, 6th Floor at City Hall.

The public is encouraged to attend the meeting virtually; however, City Hall is available for those wishing to attend the meeting in person following all current pandemic-related public health protocols.

The following videoconference link is available to the public to listen to the meeting and Public Affairs and Outreach will also stream the City Council Workforce, Education, and Equity Committee on Spectrum Cable Channels 16 (English) and 95 (Spanish) and at bit.ly/cityofdallastv:

https://dallascityhall.webex.com/dallascityhall/j.php?MTID=m8c450f0a128cd25ba2825dcb8a634223

Call to Order

MINUTES

1.   23-1278   Approval of the April 10, 2023 Workforce, Education, and Equity Committee Meeting Minutes

   Attachments: Minutes

ACTION ITEM

2.   23-955   College Advisory Commission Overview and Recommendation
Action Requested: Recommendation for adoption of College Advisory Commission by the City Council
[Kimberly Bizor Tolbert, Deputy City Manager, City Manager's Office; Channler K. Hill, City Manager's Office]

   Attachments: Presentation

BRIEFING ITEMS

A.   23-1274   Equity (Internal): Welcoming 2.0: A Proposed Update to Welcoming Dallas Strategic Plan
[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Christina da Silva, Welcoming Communities and Immigrant Affairs Officer, Office of Equity and Inclusion]

   Attachments: Presentation

B.   23-1275   Workforce (Internal): Best Place to Work: Employee Retention Strategies
[Kimberly Bizor Tolbert, Deputy City Manager; Nina Arias, Human Resource
Director]

Attachments: Presentation

BRIEFING MEMORANDUMS

C.   23-1276   Equity (Internal): Upcoming Office of Community Care and Office of
Procurement Services Agenda Item Related to ARPA-Funded Community
Mental Health, ARPA-Funded Family Violence Prevention and Intervention,
ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth
Development - May 2023
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's
Office]

Attachments: Memorandum

D.   23-1277   Equity (Internal): Memo Regarding Dallas' Business Case for Equity
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's
Office]

Attachments: Memorandum

ADJOURNMENT

EXECUTIVE SESSION NOTICE

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

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]

3. deliberating a negotiated contract for a prospective gift or donation to the city 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 §551.073]

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]

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 8, 2023

Item 1:   Approval of the April 10, 2023 Workforce, Education, and Equity Committee
               Meeting Minutes

Councilmember Thomas moved to adopt the minutes as presented.

Motion seconded by Councilmember Blackmon and unanimously adopted. (Narvaez absent when vote taken)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 8, 2023

ACTION ITEM

Item 2:   College Advisory Commission Overview and Recommendation Action Requested: Recommendation for adoption of College Advisory Commission by the City Council

The following individuals briefed the committee on the item:

- Kimberly Bizor Tolbert, Deputy City Manager, City Manager's Office; and
- Channler K. Hill, City Manager's Office

Councilmember Moreno moved to forward the item to adopt the creation of College Advisory Commission by city council.

Motion seconded by Councilmember Narvaez and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 8, 2023

BRIEFING ITEMS

Item A: Equity (Internal): Welcoming 2.0: A Proposed Update to Welcoming Dallas
                 Strategic Plan

The following individuals briefed the committee on the item:

- Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office;
- Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; and
- Christina da Silva, Welcoming Communities and Immigrant Affairs Officer, Office of
  Equity and Inclusion;

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 8, 2023

BRIEFING ITEMS

Item B: Workforce (Internal): Best Place to Work: Employee Retention Strategies

The following individual briefed the committee on the item:

- Kimberly Bizor Tolbert, Deputy City Manager, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 8, 2023

BRIEFING MEMORANDUMS

Item C: Equity (Internal): Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to ARPA-Funded Community Mental Health, ARPA-Funded Family Violence Prevention and Intervention, ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth Development - May 2023

Item D: Equity (Internal): Memo Regarding Dallas' Business Case for Equity

The committee discussed the items.

E X H I B I T   C

File #: 23-955

Item #: 2.

College Advisory Commission Overview and Recommendation
Action Requested: Recommendation for adoption of College Advisory Commission by the City
Council
[Kimberly Bizor Tolbert, Deputy City Manager, City Manager's Office; Channler K. Hill, City Manager's
Office]

College Advisory Commission Overview and Recommendation

Workforce, Education and Equity
May 8, 2023

Kimberly Bizor Tolbert, Deputy City Manager
Channler K. Hill, City Manager's Office

City of Dallas

Presentation Overview

- Overview of Youth Commission
- College Advisory Commission
  - Mission Statement
  - Purpose
- Dallas County Higher Education External Stakeholders
- Proposed Governance
  - Duties and Responsibilities
  - Membership
  - Meeting Requirements
- Staff Recommendations
- Next Steps

Overview of Youth Commission

- The **Youth Commission** began serving the high school students of Dallas in 1994 with a restart in 2016, allowing them to serve their community while gaining the tools necessary to become effective and dedicated leaders in the future

- Members are appointed by individual Council members to represent their respective districts for two years

College Advisory Commission

Proposed Mission Statement

- The **College Advisory Commission** will serve the collegiate youth of Dallas County, allowing them to apply their collegiate experience to real-world challenges with aspirations of political or policy related careers

Purpose

- Represent the interests of students attending colleges and universities in Dallas County
- Serve as an advisory board to the Dallas City Council and City Manager's Office regarding issues impacting collegiate residents

Dallas County Higher Education Stakeholders
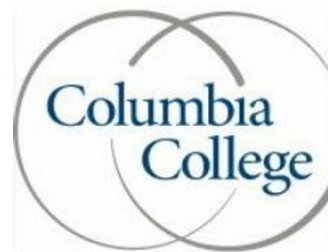
Proposed Governance

- Each college and university in Dallas County will select one member for the College Advisory Commission
- Appointments are made in October of each year for a one-year term beginning on October 2
- The Advisory will choose its own chair and vice-chair at the start of a new term
- Must be a full-time student
- Must be at least 18 years old and no older than 24 at time of appointment
- Must be a resident of Dallas County for at least six months prior to the date of appointment
- Must not be in arrears on any obligations owed to City

Proposed Governance Continued

- The CAC will be composed of 17 members, including a chair and vice-chair
- At least 13 of 17 members must be present to maintain quorum
- The commission must meet at least once a quarter
- Additional monthly meetings may be held at the request of the chair

Duties and Responsibilities

The Commission shall:

- Advise the City Council and City Manager's Office on topics that impact college students in Dallas, such as, transportation, housing, affordability, immigration and public safety

- Review and propose programs, policies and practices that could enhance the quality of life of college students in Dallas County

- Provide opportunities for college students to contribute to the City's culture, economy and character

Staff Recommendation

- City Council support for the creation of the College Advisory Commission to provide collegiate youth an opportunity to engage with the City of Dallas and to provide insight and leadership among college students in Dallas County

- Begin inaugural class effective October 2, 2023

Next Steps

- Receive WEE Committee feedback and comments

- City Council action on June 28, 2023

- Develop implementation plan to include informational sessions and formal application process for October 2, 2023 kickoff

College Advisory Commission Overview and Recommendation

Workforce, Education and Equity
May 8, 2023

City of Dallas

Kimberly Bizor Tolbert, Deputy City Manager
Channler K. Hill, City Manager's Office

File #: 23-1274   **Item #:** A.

Equity (Internal): Welcoming 2.0: A Proposed Update to Welcoming Dallas Strategic Plan

[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Christina da Silva, Welcoming
Communities and Immigrant Affairs Officer, Office of Equity and Inclusion]

Welcoming 2.0:
A Proposed Update to Welcoming Dallas Strategic Plan

Workforce Education Equity Committee
May 8, 2023

Lindsey Wilson Ph.D, Director
Christina da Silva, Welcoming Communities and Immigrant Affairs Officer
Office of Equity and Inclusion

City of Dallas

Presentation Overview

- Background
- Foundation for Welcoming Efforts In Dallas
- Welcoming Dallas Strategic Plan
- Areas of Opportunity
- Welcoming Plan 2.0
- Next Steps

Racial Equity Plan Alignment

Department	Progress Measure
OFFICE OF EQUITY AND INCLUSION	Increase the number of immigrant leaders on WCIA Taskforce from 25% to 40% by December 2023. [Ei 38]
	By December 2023, all City of Dallas departments will adopt language access protocols to ensure a process for residents to effectively communicate with city staff and receive information in their preferred language

All 16 DPMs and BAGs that align with the Welcoming Dallas Strategic Plan can be found in the REP or Appendix

Dallas' History with Intersectional Equity Initiatives

In conjunction with the implementation of the Welcoming Dallas Strategic Plan, the City of Dallas also developed the following initiatives:

2018
Resilient Dallas Strategic Plan

2019
Dallas Equity Indicators Report

2020
Equity Assessment Tool

2021
Broadband and Digital Equity Strategic Plan
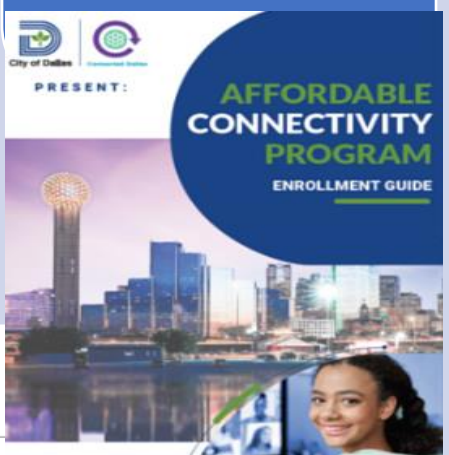
2022
Dallas Racial Equity Plan
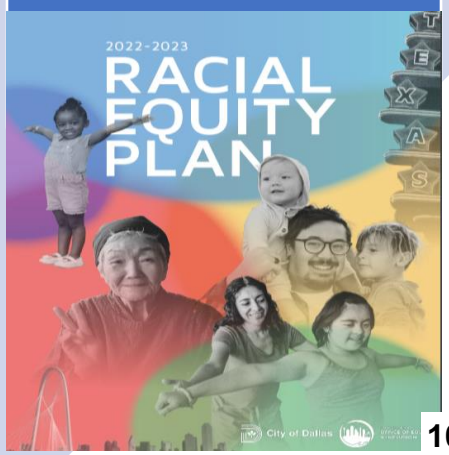
Dallas' Immigrant Population Data

Total Resident Population
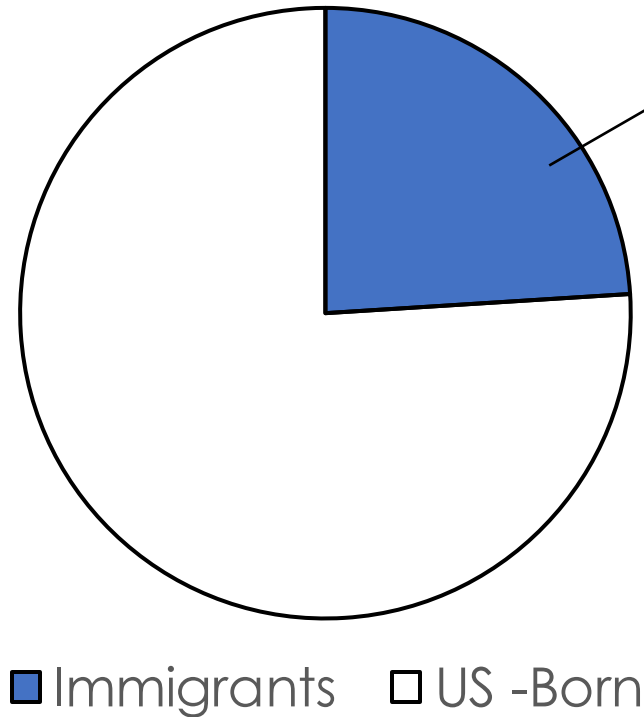
Immigrants make up approx. 24% of Dallas' resident population*

- ■ Immigrants □ US -Born

An Immigrant is person living in a country other than that of their birth**

Approximately 26% of immigrants living in Dallas are naturalized citizens.*

Dallas' Immigrant Population Data

- Immigrants make up **30% of Dallas' workforce**
- **30% of Small business** owners are immigrants
- **42% of Dallas households** speak another language other than English at home
- There are **over 90 languages spoken in Dallas**
- **Top 6 Languages** Spoken: English, Spanish, Amharic, Vietnamese, Korean, Chinese

Search

The Dallas Morning News

OPINION

Welcoming cities for immigrants are reaping the benefits

Immigrants are filling out essential jobs in many communities. They are also overrepresented among America's inventors and entrepreneurs.

Why is Welcoming important?

Immigrants are key to Dallas's growth.

- As an economically inclusive city
- As a world class international city that is vibrant and diverse
- As a city where everyone can thrive

Immigrant Heritage Month Proclamation, June 2019

The Foundation for a Welcoming Dallas

In establishing Welcoming Communities and Immigrant Affairs, the City of Dallas was able to:
1. Recognize its role in promoting immigrant inclusion
2. Mobilize and convene a core group of community leaders

Identifying Community Needs

WELCOMING DALLAS STRATEGIC PLAN

PLAN FOR CIVIC, ECONOMIC, LINGUISTIC AND SOCIAL INTEGRATION & INCLUSION

Survey results from service providers, educators and listening sessions with residents, identified the following:

1. Fear of Immigration Enforcement
2. Lack of English language skills
3. Poverty/lack of resources
4. Transportation
5. Affordable housing

2018 Welcoming Strategy - Short, mid, and long term

SHORT TERM 1-2 YEARS

WELCOME, NEIGHBOR

- Launch community awareness campaign and actively seek out opportunities for media coverage for immigrant related stories
- Host naturalization ceremonies
- Enhance understanding and trust between long-term residents of Dallas and immigrant communities by creating shared experiences
- Maintain comprehensive directory
- Increase the number of Dallas immigrants who become naturalized U.S. citizens
- Promote participation in the 2020 Census
- Ensure that English language learning opportunities are available throughout the City in convenient and safe locations

CONNECTING DALLAS

- Establish a city office to house immigrant integration efforts
- Establish a welcoming city employee resource group
- Expand Dallas civic engagement and leadership opportunities
- Establish and maintain ongoing dialogue with first responders and public safety officials
- Increase knowledge of local government for immigrant communities in Dallas

FORWARD TOGETHER

- Engage local, governmental, business, and civic leaders to elevate the myriad benefits of being a welcoming and diverse city
- Create partnerships to address changing needs related to evolving immigration policy
- Participate in partnership opportunities to support the financial literacy needs of immigrants

MID TERM 2-3 YEARS

WELCOME, NEIGHBOR

- Establish welcoming hubs
- Revitalize sister city relationships
- Create youth taskforce on welcoming & promote next-gen leadership
- Promote higher education and workforce opportunities
- Enhance levels of civic participation and leadership among immigrants

CONNECTING DALLAS

- Raise awareness throughout the community of the federally-designated sensitive locations
- Develop and oversee a language access plan
- Support endeavors to research & launch a City ID program
- Identify & revise policies that may exclude or discriminate
- Partner with philanthropy & service providers regarding civil immigration services and rights information programs
- Raise awareness of the unauthorized practice of immigration law and other predatory practices
- Utilize data-driven approaches to conduct equity analyses with other relevant offices
- Implement and increase access to justice for immigrants and refugees

FORWARD TOGETHER

- Promote voter education and registration among new U.S. citizens
- Raise awareness of and improve immigrant integration in workforce systems and improve U.S. professional licensing processes
- Promote growth for immigrant and minority businesses
- Engage local, governmental, business, and civic leaders to elevate the myriad benefits of being a welcoming and diverse city
- Create partnerships to address changing needs related to evolving immigration policy
- Create partnership opportunities to support the financial literacy needs of immigrants

LONG TERM 3+ YEARS

WELCOME, NEIGHBOR

- Remove barriers to immigrant and refugee families to ensure full access in all educational opportunities that exist in the City of Dallas

CONNECTING DALLAS

- Improve housing accessibility
- Improve transportation accessibility
- Collect data to conduct an equity analysis for decision making processes
- Improve health care accessibility
- Collect and utilize data-driven approaches to conduct equity analyses for decision-making processes with other relevant offices

FORWARD TOGETHER

- Review and revise as needed

Timeframe |

Snapshot of WCIA's Efforts

Leadership & Communications
- Annual Welcoming Week celebration
- Welcoming Resources Hub

Healthy Safe & Connected Communities
- Dallas Safe Program
- Esperanza Community Outreach Initiative

Civic Engagement
- #MyDallas Citizenship Grant
- Naturalization Ceremonies

Equitable Access
- Emma Lazarus Resilience Fund
- Language Access

Economic Opportunity & Education
- Supporting Internationally Trained Immigrants
- Refugee Youth Enrichment

More information about WCIA's initiatives has been published on the Welcoming Dallas Strategic Plan Dashboard

City of Dallas Youth Commission sharing multi-lingual welcoming messages during Welcoming Week 2022

Areas of Opportunity

- Equitable Access
- Civic Engagement
- Education and Economic Opportunity

Naturalization Ceremony with residents from over 30 different countries at Dallas City Hall June 2022

Dallas to Host 2024 Welcoming Interactive

Welcoming Interactive is an annual conference that attracts worldwide **leaders** to share practices and inspiring stories about **immigrant inclusion, programs, policies, and partnerships.**

Begin working with Welcoming Taskforce to develop strategic planning process for Welcoming Plan 2.0

Dist. 11 Día del Niño/Children's Day Celebration
April 2023

Welcoming Dallas Plan 2.0

Citizenship Workshop at
Vickery Park Branch Library September 2022

- **Update** the Council and community on progress that has been made and **assess current needs**

- **Engage** immigrant community leaders in developing efforts

- **Review** citywide equity efforts with a lens towards immigrant inclusion, including language access etc.

Welcoming Dallas Strategic Plan 2.0 Timeline

The following is a draft timeline for planning, engagement, and process to pass the Welcoming Dallas Plan 2.0

- **Phase 1 February – July 2023:** Reflection with community partners, research, and increasing immigrant leadership
- **Phase 2 July – October 2023:** Development of steering committee, community engagement framework, and confirming resources
- **Phase 3 November – December 2023:** Confirming priority areas and formation of working groups
- **Phase 4 January – February 2024:** Drafting strategies and coordinating logistics for community engagement
- **Phase 5 March – June 2024:** Deploying community engagement
- **Phase 6 July – August 2024 :** Incorporating feedback
- **Phase 7 September 2024:** Sharing a final draft for community review
- **Phase 8 October 2024:** City Council approval and publication

Welcoming 2.0: A Proposed Update to Welcoming Dallas Strategic Plan

Workforce Education Equity Committee
May 8, 2023

Lindsey Wilson PhD, Director
Christina da Silva, Welcoming Communities and Immigrant Affairs Officer
Office of Equity and Inclusion

City of Dallas

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Appendix

Links

- [Welcoming Communities and Immigrant Affairs Division Website](#)

- [American Community Survey 2021 5-Year Estimates](#)

- Migration Policy Institute, [Explainer: Who is an Immigrant](#)

File #: 23-1275

Item #: B.

Workforce (Internal): Best Place to Work: Employee Retention Strategies

[Kimberly Bizor Tolbert, Deputy City Manager; Nina Arias, Human Resource Director]

Best Place to Work Employee Retention Strategies

Workforce, Education and Equity Committee

May 8, 2023

Kimberly Bizor Tolbert, Deputy City Manager
Nina Arias, Human Resources Director

Presentation Overview

Overview of Best Places to Work and Employee Retention

Review of National 2022 Employment Market

Highlight of COD Current State

2023 Priorities and Initiatives

Next Steps
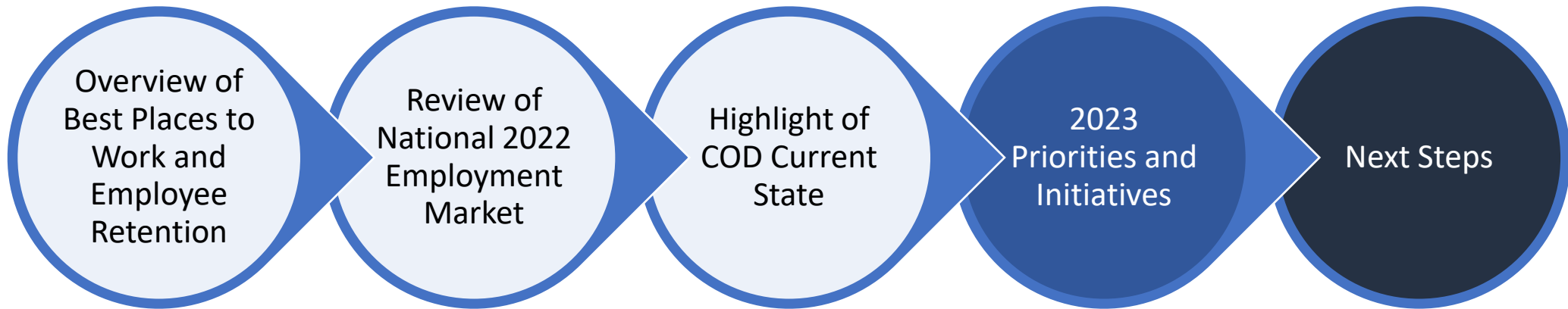
Driving Success through a Positive Workplace Culture

Employee Engagement, Productivity & Loyalty

Best Place to Work

Public Trust, Support & Satisfaction

Top Talent Attraction and Retention

Best Practices – Best Place to Work Experience

Meaningful Work	Strong Management	Positive Workplace	Health & Wellbeing	Growth Opportunity	Trust in the Organization
Job and values fit	Clear goals with stretch opportunity	Tools, processes and systems to get work done productively	Safety and security in all aspects of work	Open, facilitated job and role mobility	Mission and purpose beyond financial goals
Autonomy and agency	Regular coaching and feedback	Appreciation, recognition, and rewards	Personal fitness, health, and physical wellbeing support	Career growth in multiple paths	Transparency, empathy, and integrity of leadership
Agile teams, supportive coworkers	A focus on management development	Flexible hours and workspace	Psychological and emotional wellbeing and support	Many forms of learning as needed	Continuous investment in people
Time to focus, innovate, and recover	Transparent, simple performance management	Inclusive, diverse, and sense of belonging and community	Family and financial support	A culture that supports learning	Focus on society, environment, and community

Strength of impact: Moderate | Medium | High | Very High

Source: Employee Experience: The Definitive Guide, © Josh Bersin Research, April 2021

Turnover Costs and Incentives

Entry-level employees cost **30 to 50%** of their annual salary to replace

Mid-level employees cost **150%** of their annual salary to replace

Specialized or high-level employees cost up to **400%** of their annual salary to replace

Source: Society for Human Resource Management - SHRM

3% is the average raise an employee can expect...

Up to **20%** is the potential salary increase for an employee that leaves...

Source: Forbes

Review
National
2022
Employment
Market State

Retention Changes and Challenges in the Job Market

About 55% of job seekers on ZipRecruiter are seeking jobs that allow them to work from home (ZipRecruiter)

Last year, almost 48 million workers quit their jobs, an annual record (Bureau of Labor Statics)

93% of US companies are concerned about employee retention (LinkedIn)

Voluntary turnover is now over 20% and could reach 24% or more in the coming years (Gartner)

Tenure for employees 25-34 years is 2.8 years, on average. (Bureau of Labor Statics)

48% of workers leaving their jobs change industries (McKinsey)

Nearly 1 in 5 workers quit in their first year (BambooHR)

73% of remote workers would look for a new job if their company mandates a return to the office (Harris Poll)

Government Talent Exodus and Labor Turnover

Job Openings and Labor Turnover Survey (JOLTS)

U.S. Bureau of Labor Statistics Vs. COD

2022
JOLTS: 20.2%
COD 2022: 13.59%

December 2022
JOLTS: 2.0%
COD 0.9%

Google — empoyee turnover texas 2022

This study was conducted in accordance with Texas Government Code, Section 651.007. The statewide turnover rate for classified, regular full- and part-time employees for fiscal year 2022 was 22.7 percent. That is the highest turnover rate in at least 10 years.

Texas.gov
https://sao.texas.gov › reports › main PDF
Classified Employee Turnover for Fiscal Year 2022

A mass exodus from government work
By McKenna Moore, Editor at LinkedIn News

People have been leaving government administration jobs in the U.S. en masse since the beginning of the pandemic — many in search of better pay, more flexibility or more exciting positions. In the last two years alone, there has been a 15.6% decrease in the pace at which workers are starting public sector jobs relative to the level of talent flow in the opposite direction, according to new LinkedIn data.
The trend is most prominent in Sunbelt metros such as Tampa, Fla., Charlotte, N.C. and Dallas-Fort Worth.

City of Dallas Current State

City of Dallas Data Points – 2022 Turnover

Start Headcount	End Headcount	Average Headcount	Total Terminations	Voluntary Terminations	Involuntary Terminations	Total Turnover Percentage	Voluntary Percentage	Involuntary Percentage
12,284	12,569	12,426.5	1,689	1,429	260	13.59%	11.50%	2.09%

Regular Employees - Workday Source Data
Start Date: 1/1/2022 | **End Date:** 12/31/2022

2022 Combined Employee Engagement Survey Summary

Scale / Items	2020 Average (Raw Score)	2022 Average (Raw Score)	
Purpose and Direction	3.9	3.9	
Execution	3.8	3.8	Top 3 Items 2022
Valuing Diversity (New 2022)	-	3.8	
Ethical Items	3.8	3.7	
Respect for Employees	3.7	3.7	
Leadership and Motivation	3.6	3.5	
Overall Engagement	3.4	3.5	
Accountability	3.4	3.4	
Values	3.4	3.4	
Workplace and Resources	3.4	3.4	
Communication	3.2	3.3	
Empowerment/ Autonomy	3.3	3.2	
Personal Expression	3.2	3.2	
Respect for Management	3.1	3.2	
Teamwork	3.2	3.2	
Compensation	3.0	3.0	
Trust	2.9	2.9	
Fairness	2.7	2.8	Bottom 3 Items 2022
Stress and Workload	3.5	2.7	

2022/2023 Successes, Priorities and Initiatives

To Boost Retention Requires A Paradigm Shift

2023 Job Market → ← Public Service Perception

Employee Value Proposition and Branding in Retention

Employee Value Proposition (EVP)
The value we offer to employees and the experience they can expect from a career at the City

Employer Brand
How we brand and market the City's EVP to attract and retain top talent
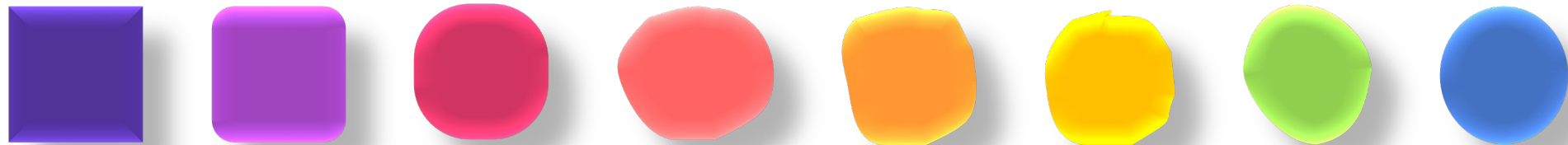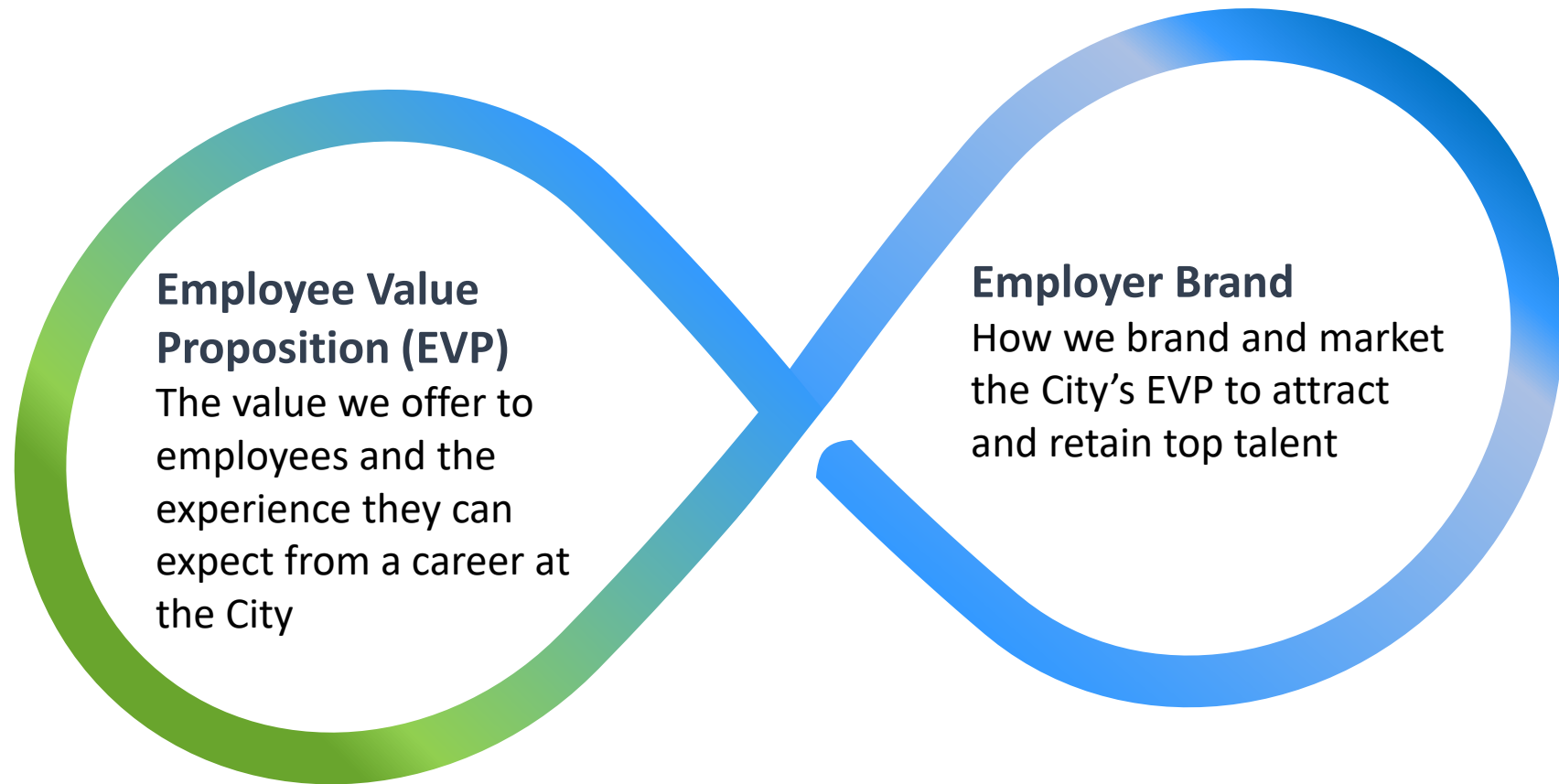
2022/23 Retention Strategies and Highlights

Compensation & Benefits

- Implemented Phased Comp Study - Adjusted 3,614 employees' salaries, using $3.4M from the General Fund and $2.72 from Enterprise and other funds
- Aligned Min Wage to match MIT Living Wage
- Performance and Wellness Incentives
- COD Pension and 457 provide retirement security and options ahead of market
- Tiered premium benefits pricing
- PNC - City of Dallas Workplace Banking

Balance & Flexibility

- City Council approved paid parental leave
- Implemented Mental Health Platform Navigate
- Attendance Incentive Leave (AIL)
- Compassionate Leave
- Quarantine Leave
- Implemented Telework Program
- City Council approved mental health leave put the COD on par with market and ahead of government organizations
- Total Wellbeing Portal

Upskilling & Development

- Career Series Structure
- Added dedicated resource in 2023 to develop and manage formal upskilling program
- Education Partnerships and Discounts
- Tuition reimbursement
- College level internship program
- Linked-In online training on demand available to all employees
- SERVE Leadership Training Program

23/24 Program Continuation and Go Forward

Compensation & Benefits

- Implement pay-for-performance program for executives (approved for 2023)
- Use whole market comparables for competitive and hard-to-fill positions and functions

Balance & Flexibility

- Increase vacation allowance based on position level to match market
- Invest in change management and programs to help managers move to a culture that values work-life balance
- Provide COD managers training and resources to help them move to an employee-centric operations model
- Invest in spaces and systems that support a distributed workforce

Upskilling & Development

- Implement Workday Learning (approved for 2023)
- Expand Educational partnerships (Underway in 2023)
- Implement formal upskilling process (Underway in 2023)
- Increase support for Trade and related certifications

Other 23/24 Goals and Strategies

Strengthen Employer Brand

- Launch employee recruitment campaign
- According to research done by LinkedIn, a strong employer brand can reduce an organization's turnover by 28%.

Continue Biennial Employee Engagement Survey

- Compare results to previous years' results to identify and recognize progress, trends, and areas for improvement.

Continue to Invest in Supervisor Training and Resources

- Allocate resources, such as time and money, towards developing and improving the skills and knowledge of supervisors and managers.

Leverage Data and Technology

- Implement Workday Phase II for Performance and Development.
- Utilize dashboards and reports to drive decision making.

Embed Internships into Departmental Organizational Structures

- Fund Internship positions through 2023-24 Budget Process.

Develop a Formal Mentoring Program

- Conduct a pilot program to use mentoring to drive professional development and employee retention.

Next Steps

- Receive Committee input and feedback.
- Continue the implementation of 2023 priorities and initiatives using existing resources or by including them in the 2023-24 budget.
- Serve as strategic partner with and other external stakeholders.
- Continue to update the compensation study for hard-to-fill and hard-to-retain positions to align with the job market.
- Complete the branding strategy and marketing campaign and present to the Workforce Education and Equity committee in June 2023.

Best Place to Work Employee Retention Strategies

Workforce, Education and Equity Committee

May 8, 2023

Kimberly Bizor Tolbert, Deputy City Manager
Nina Arias, Human Resources Director

City of Dallas

Appendix

What Is Employee Retention and Why it Matters?

Benefits of Employee Retention*

Cost Savings	Customer Satisfaction	Improved Productivity	Talent Retention
Replacing employees is expensive, in particular for management and specialized skilled employees	Established employees are more likely to build strong relationships with customers, leading to improved customer satisfaction	Established employees are generally more productive as they have a better understanding of the organization's culture and processes	When an employee leaves, others follow

*Employee retention refers to an organization's ability to keep its employees for an extended period.

Tenured Employees

- **Institutional Knowledge**
- **Niche Skills**
- **Organizational Experience**
- **Relationships**
- **Continuity**

Turnover and Retention
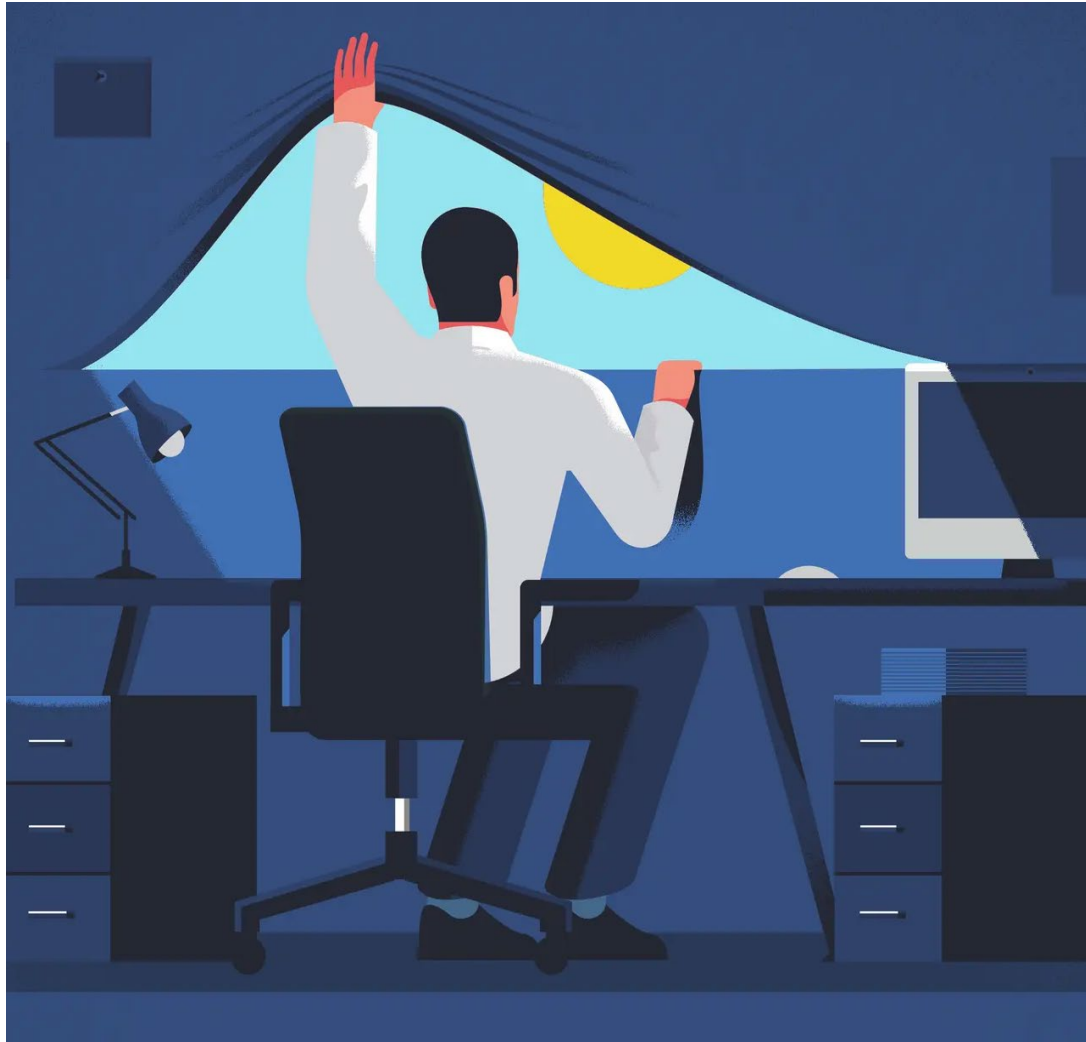
Employee Turnover VS **Employee Retention**

Employee Turnover	Employee Retention
Measures movement. Includes new hires.	Measures workforce stability. Does not include new hires.
Can be broken down to calculate voluntary and involuntary turnover, but overall turnover includes both types.	May exclude involuntary turnover – people who are terminated for performance reasons or behavioral reasons, as part of a seasonal layoff or RIF.
Generally calculated on a monthly basis.	Generally calculated on an annual basis.

City of Data Points – 2022 Turnover by Department*

Department	Turnover
Office of Police Oversight	68.6%
Human Resources	63.6%
Parks & Recreation	60.7%
Office of Historic Preservation	58.2%
City Auditor's Office	52.5%
Resiliency Office	50.0%
Public Affairs and Outreach	44.9%
Office of Strategic Partnership	38.2%
Dallas Animal Services	37.6%
Procurement Services	36.2%
311 Customer Services	35.1%
Office of Homeless Solutions	34.5%
Office Of Emergency Management	33.8%
Sanitation Services	30.4%
Office of the Bond Program	30.2%
Fair Housing	28.7%
Office of Equity	28.6%
Transportation	27.4%
Civil Service	27.4%
City Attorney's Office	26.6%
City Manager's Office	24.7%
Office of Cultural Arts	24.7%
Office of Budget	23.7%
Aviation Department	22.5%
Equipment & Fleet Services	21.7%

Department	Turnover
Planning & Urban Design	21.5%
Code Compliance	21.4%
Court & Detention Services	19.5%
Housing & Neighborhood Revitalization	18.7%
Office of Data Analytics and Business Intelligence	18.0%
Small Business Center	17.8%
Sustainable Development Services	17.7%
Library	17.5%
Office of Risk Management	16.9%
Office of Community Care	16.5%
Convention & Event Services	15.2%
Economic Development	14.9%
Dallas Water Utilities	14.6%
City Secretary's Office	14.4%
Judiciary	14.3%
Office Of Environmental Quality	14.1%
Mayor & Council Office	12.5%
Building Services	11.6%
Public Works	10.6%
City Controller's Office	9.0%
Dallas Police Dept	8.6%
Dallas Fire Dept	8.0%
Communication & Information Services	7.8%
Office of Integrated Public Safety Solutions	7.1%
Employees' Retirement Fund	3.0%
Welcoming Communities	0.0%

Data Source: Workday

* Note: Some factors may significantly affect Turnover percentages including department size (*Office of Police Oversight and Office of Historic Preservation*) and seasonal/temp employees (*Human Resources Interns and Parks & Recreation Summer Staff*)

Engagement and Retention: The Power of Managers

Managers and supervisors **have the power** to unlock employee potential and **drive engagement and retention**

Employees rated managerial support as the most important aspect of company culture.

tandym

Employees are 5 times more likely to stay with the organization if their manager regularly acknowledges their good work.

qualtrics^{XM}

76% employees say their managers create the culture at work.

SHRM

70% variance in team engagement can be accorded to the quality of the manager.

GALLUP

Happy employees are 91% more likely to describe their relation with the manager as good.

wrike

83% experienced their work environment as positive when they could trust their manager.

IBM

City of Data Points – Vacancy Rates*

Dept Name	Filled	Open	Grand Total	Vacancy Rate
311 Customer Services	96	21	117	18%
City Attorney's Office	173	16	189	8%
City Auditor's Office	16	4	20	20%
Aviation Department	259	101	360	28%
Office of Budget	47	12	59	20%
Building Services	159	38	197	19%
City Controller's Office	68	11	79	14%
Code Compliance	380	80	460	17%
Convention & Event Services	18	14	32	44%
City Manager's Office	60	7	67	10%
Judiciary	23	13	36	36%
Court & Detention Services	176	80	256	31%
Civil Service	18	6	24	25%
Dallas Animal Services	152	35	187	19%
Office of Data Analytics and BI	23	13	36	36%
Sustainable Development Services	271	74	345	21%
Dallas Fire Dept	2,107	581	2,688	22%
Dallas Police Dept	3,716	856	4,572	19%
Communication & Information Services	193	61	254	24%
Dallas Water Utilities	1,433	409	1,842	22%
Economic Development	32	12	44	27%
Equipment & Fleet Services	224	49	273	18%
Office of Equity	9	4	13	31%
Employees' Retirement Fund	35	16	51	31%
Fair Housing	7	4	11	36%
Housing & Neighborhood Revitalization	45	29	74	39%
Office of Int. Public Safety Solutions	27	12	39	31%

	Filled	Open	Grand Total	Vacancy Rate
Library	374	31	405	8%
Mayor & Council Office	43	14	57	25%
Office of the Bond Program	9	6	15	40%
Office of Cultural Arts	47	46	93	49%
Office of Community Care	205	72	277	26%
Office Of Emergency Management	11	5	16	31%
Office Of Environmental Quality	86	20	106	19%
Office of Historic Preservation	5	2	7	29%
Office of Homeless Solutions	39	8	47	17%
Office of Police Oversight	2	3	5	60%
Office of Risk Management	42	12	54	22%
Office of Strategic Partnership	5	2	7	29%
Public Affairs and Outreach	19	9	28	32%
Public Works	506	101	607	17%
Human Resources	61	69	130	53%
Parks & Recreation	668	904	1,572	58%
Planning & Urban Design	42	20	62	32%
Procurement Services	27	13	40	33%
Resiliency Office	6		6	0%
Sanitation Services	504	115	619	19%
Small Business Center	12	9	21	43%
City Secretary's Office	21	5	26	19%
Transportation	147	62	209	30%
Welcoming Communities	2	1	3	33%
	12,650	4,087	16,737	24%

* Data from Workday system as of January 12, 2023 – Department data may include seasonal vacancies

City of Data Points – Vacancies by Department*

Department	Vacancies
Resiliency Office	-
Welcoming Communities	1
Office of Strategic Partnership	2
Office of Historic Preservation	2
Office of Police Oversight	3
Fair Housing	4
Office of Equity	4
City Auditor's Office	4
City Secretary's Office	5
Office Of Emergency Management	5
Office of the Bond Program	6
Civil Service	6
City Manager's Office	7
Office of Homeless Solutions	8
Small Business Center	9
Public Affairs and Outreach	9
City Controller's Office	11
Office of Risk Management	12
Office of Int. Public Safety Solutions	12
Economic Development	12
Office of Budget	12
Procurement Services	13
Office of Data Analytics and BI	13
Judiciary	13
Mayor & Council Office	14
Convention & Event Services	14

Department	Vacancies
Employees' Retirement Fund	16
City Attorney's Office	16
Planning & Urban Design	20
Office Of Environmental Quality	20
311 Customer Services	21
Housing & Neighborhood Revitalization	29
Library	31
Dallas Animal Services	35
Building Services	38
Office of Cultural Arts	46
Equipment & Fleet Services	49
Communication & Information Services	61
Transportation	62
Human Resources	69
Office of Community Care	72
Sustainable Development Services	74
Court & Detention Services	80
Code Compliance	80
Public Works	101
Aviation Department	101
Sanitation Services	115
Dallas Water Utilities	409
Dallas Fire Dept	581
Dallas Police Dept	856
Parks & Recreation	904

Other City Data Points

Attrition Data

Retirement Rate
– 3.2% (2021)
– 2.4% (2022)

Turnover Rate
– 13.59% (2022)

Employee Feedback

Employee Engagement Survey
– Compensation

Exit Interviews
– Salary
– Flexibility
– Balanced Culture

System Reports

Workday Vacancy Rate - 94% Posted*

Survey Feedback

- Hiring Manager Survey
- New Hire Survey
- Applicant Survey (Q3 2023)

* May be due to seasonal work or funding

Retirement Prospects

Years of Service
Años de Servicio

Years	Percentage
0-5	36.32%
5-10	20.41%
10-15	13.34%
15-20	12.70%
20-25	8.94%
25-30	4.88%
30+	3.41%

Employees by Generations
Empleados Según la Generación

- 12.65% — Baby Boomers
- 40.13% — Gen X
- Gen Z
- 46.05% — Millennial/Gen Y
- Traditionalist
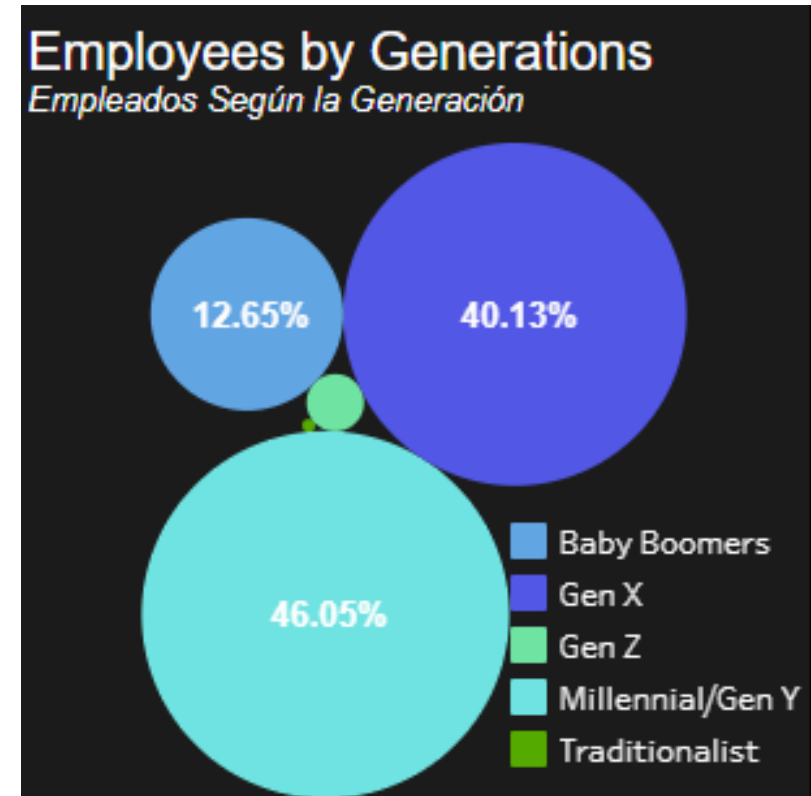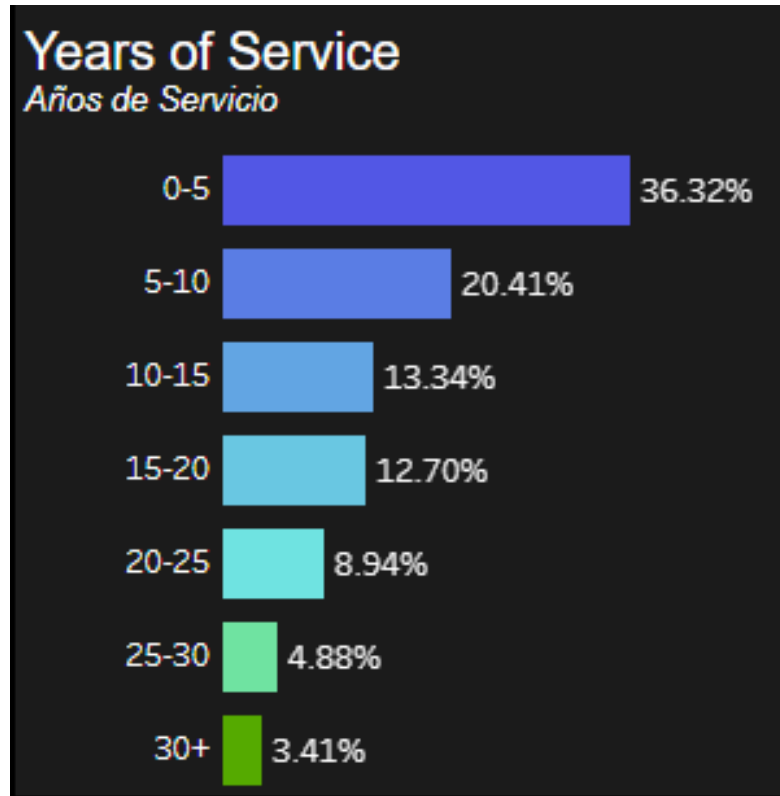
Baby Boomers and Traditionalists (born before 1964) could retire at anytime and account for 12.66% of COD employee population.

A company's reputation plays a vital role in attracting and retaining top talent

HR TRENDS 2023

1. A focus on total wellbeing
2. Managing workforce ecosystems
3. The evolving role of the CHRO
4. HR enters the metaverse
5. Redefining remote & hybrid work strategies
6. Creating purpose-driven organizations
7. Inclusion across the employee life cycle
8. Upskilling leaders & managers
9. The rise of algorithmic HR
10. Increased investments in deskless workers
11. Reshaping workplace learning

AIHR | ACADEMY TO INNOVATE HR

Summary:

Employee Retention Metrics

Which benefits attract and retain good employees?

PeopleKeep
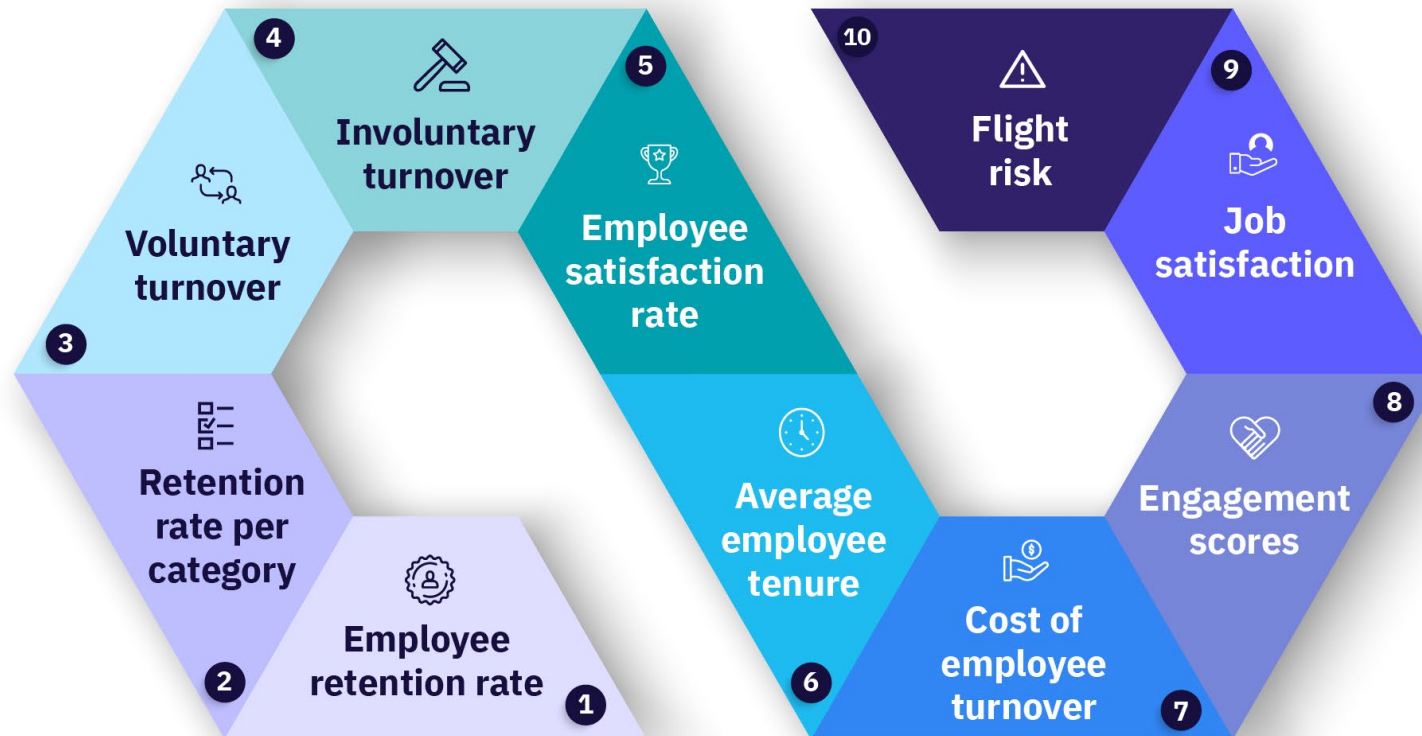
Benefits Enhancements for Retention

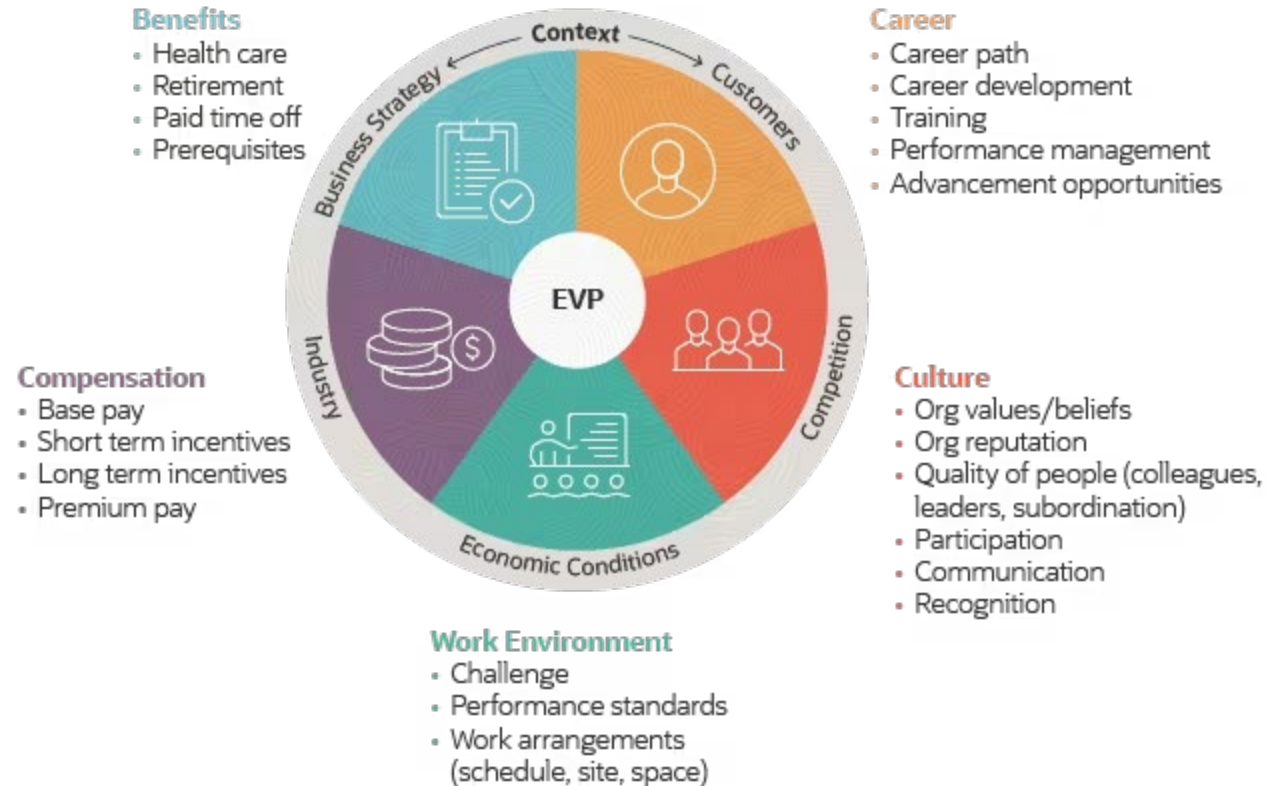|				
Moved to BC/BS saved approximately $10M in PY 2021	**Offered enhanced dental network with change to Delta Dental**	**Added compassionate leave**	**Offered enhanced vision plan option with Davis Optical**	**Simplified wellness incentive activities 2021 - 3,107 EEs**
Added Catapult for virtual biometric option	**Enhanced Basic life Benefit from $50,000 to $75,000 in 2020**	**Offered $2000 childcare subsidy for FT active employees earning less than $66,000 annually**	**Implemented City paid long term disability plan in 2022**	**Added mental health leave for uniform and civilian**
Preventive Medications Free Reduced Cost Diabetic/HBP Med	**Increased enrollment in Kannact diabetes Program by 8% to 1,461**	**Rolled out Comeback provision for retirees**	**Implemented 6 weeks Paid Parental Leave policy**	**Moved to BC/BS Medicare Advantage Plans**
Offered narrow and broad network options	**Expanded Virtual Health Access in response to COVID-19**	**2021 Virtual Health Fair and 2022 Health Expo**	**Critical Incident Onsite Counseling**	**Procurement of additional voluntary benefits (Pet Insurance)**

Summary:

Employee Value Proposition

Summary:

How to Reduce
New Hire Turnover

1 Improve your job postings

2 Manage expectations right from the start

3 Assess relevant skills and competencies

4 Look for cultural fit

5 Be transparent about career opportunities

6 Pre-board your new employees

7 Build an effective onboarding process

8 Provide continuous support

9 Build a healthy workplace

10 Ask new hires for feedback

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Summary:

THE STRATEGY GROUP
EVP VALUE ELEMENTS

Support for Wellbeing

Career Development

Engagement with Work

Pride in Affiliation and Reputation

Rewards and Benefits

Sense of Belonging

Reasons employees are leaving and what to do

For the most part, executives have a good grasp on why employees are leaving

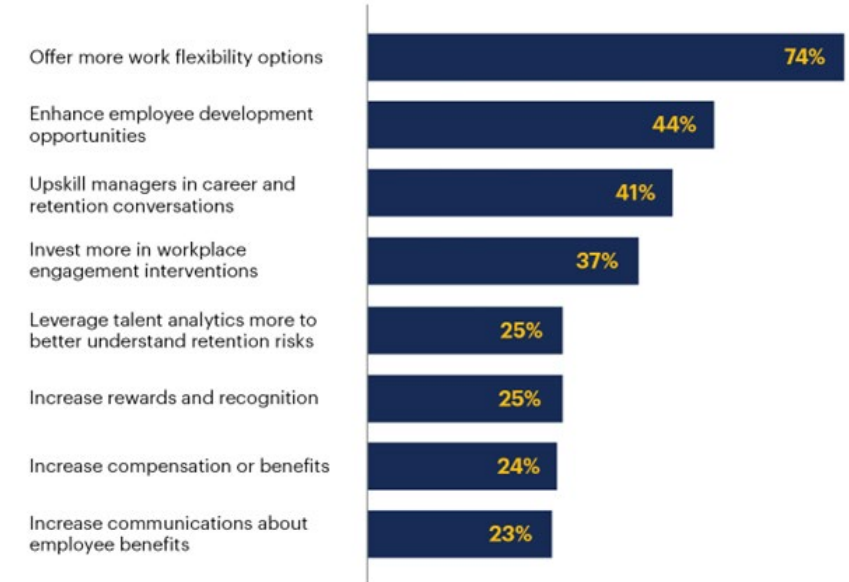| Employees	Employers
(Rank of reason for looking for new job)	(Percentage of executives saying this is a reason employees are leaving)

#1 Wages/salaries — 41

#2 Benefits — 23

#3 Career advancements — 33

#4 Flexibility — 34

Note: Graphic omits 12 answer options that were picked by less than 20% of employees as a top-3 reason. Employee Q: Which of the following are the top reasons why you are looking for a new job? (Please select up to three.) Employer Q: Data shows that turnover has increased in many industries. Why do you think more employees are leaving your company right now? (Select all that apply.) Source: PwC US Pulse Survey, August 19, 2021: base of 651 full-time and part-time employees looking for a new job and 661 business executives that report higher-than-normal turnover at their company.

Source: PwC US Pulse Survey - 2021

What Is Your Organization Doing, or Planning to Do, to Address Employee Turnover?

Percentage of HR leaders, selecting all that apply

Offer more work flexibility options	74%
Enhance employee development opportunities	44%
Upskill managers in career and retention conversations	41%
Invest more in workplace engagement interventions	37%
Leverage talent analytics more to better understand retention risks	25%
Increase rewards and recognition	25%
Increase compensation or benefits	24%
Increase communications about employee benefits	23%

gartner.com

n = 156 HR leaders
Source: Gartner Attraction and Retention Strategies in a Hybrid World Webinar Poll (30 June 2021)
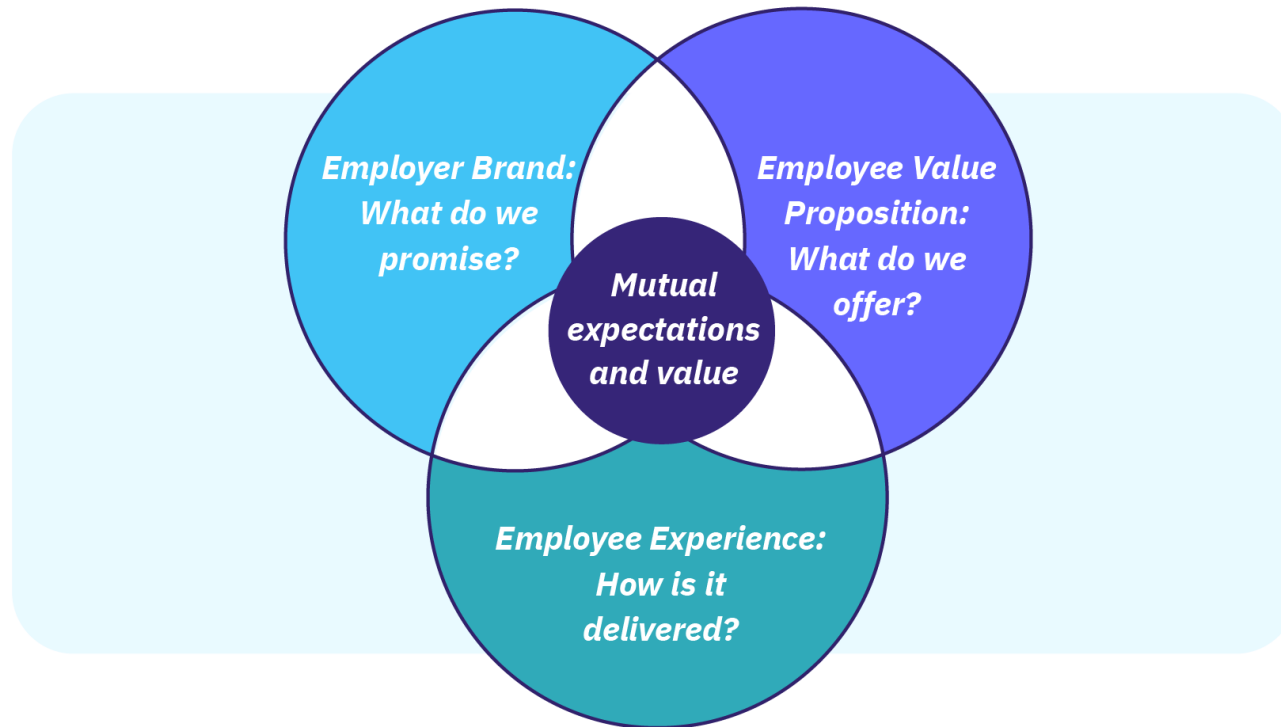© 2021 Gartner, Inc. and/or its affiliates. All rights reserved. CTMKT_1576769

Gartner

Summary:

The 3 Es of the
Employee-Employer Relationship

- **Employer Brand: What do we promise?**
- **Employee Value Proposition: What do we offer?**
- **Employee Experience: How is it delivered?**
- **Mutual expectations and value**

Summary:

Figure 4. Factors that contribute to a positive employee experience

Simply Irresistible Organization™ model				
Meaningful work	Supportive management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration
Cross-organization collaboration and communication				

Deloitte University Press | dupress.deloitte.com

Summary:

File #: 23-1276   **Item #:** C.

Equity (Internal): Upcoming Office of Community Care and Office of Procurement Services Agenda
Item Related to ARPA-Funded Community Mental Health, ARPA-Funded Family Violence Prevention
and Intervention, ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth
Development - May 2023
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Memorandum

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

SUBJECT **Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to ARPA-Funded Community Mental Health, ARPA-Funded Family Violence Prevention and Intervention, ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth Development – May 2023**

During May 2023, the following Office of Procurement Services items will be considered by City Council:

ARPA-Funded - Community Mental Health

File ID: 23-750: Authorize the City Manager to execute, for mental health support programs to eligible residents of the City of Dallas, (1) a one-year contract with a one-year renewal option with Harmony Community Development Corporation in an amount not to exceed $1,000,000 per year; (2) a one-year interlocal agreement with a one-year renewal option with Dallas County Mental Health and Mental Retardation Center dba Metrocare Services in an amount not to exceed $200,000 per year; (3) a one-year contract with a one-year renewal option with Big Thought in a total amount not to exceed $120,000 per year; and (4) a one-year contract with a one-year renewal option with Senior Citizens of Greater Dallas, Inc. in an amount not to exceed $55,000; for a total of three service contracts and one interlocal agreement in a total amount not to exceed $2,750,000 - Financing: Coronavirus State and Local Fiscal Recovery Fund ($2,750,000) (subject to annual appropriations)

ARPA-Funded – Family Violence Prevention and Intervention

File ID: 23-402: Authorize the City Manager to execute, for family violence intervention programs to eligible residents of the City of Dallas, a one-year subrecipient contract with a one-year renewal option in a total amount not to exceed $1,200,000, with Jewish Family Service dba Jewish Family Service, the most advantageous proposer of four - Total not to exceed $1,200,000 - Financing: Coronavirus State and Local Fiscal Recovery Fund (subject to annual appropriations)

ARPA-Funded – Making Food Accessible

File ID: TBA: Note: The agenda item is still being finalized. The item will authorize a one-year service contract in the amount of $1,150,000, with a one year renewal option in the amount of $1,150,000 with Services of Hope & Financial Hope CCS, a one-year service contract in the amount of $600,000, with a one year renewal option in the amount of

May 8, 2023

Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to ARPA-Funded Community Mental Health, ARPA-Funded Family Violence Prevention and Intervention, ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth Development – May 2023

$600,000 with Catholic Charities of Dallas, Inc, and a one-year service contract in the amount of $150,000, with a one year renewal option in the amount of $150,000 with Dallas Leadership Foundation, for the administration of food distribution and delivery programs

ARPA-Funded – Positive Youth Development

File ID: 23-535: Authorize the City Manager to execute, for positive youth development services, including built-in academic support, to eligible residents of the City of Dallas, three one-year subrecipient contracts with one-year renewal options with: (1) The K16 Ready Society, Inc. dba Texas Initiative Programs, Inc. in the amount of $450,000 per year; (2) Big Thought in the amount of $225,000 per year; and (3) After-School All-Stars in the amount of $155,000 per year, the most advantageous proposers of seven, for a total amount not to exceed of $1,660,000 - Total not to exceed $1,660,000 - Financing: Coronavirus State and Local Fiscal Recovery Fund (subject to annual appropriations)

Background

Each of these projects is supported by American Rescue Plan Act – State and Federal Fiscal Recovery Funds, which includes a requirement that services be delivered to highly impacted populations and with equity in mind. ARPA established that funds can be used to deliver services in Qualifying Census Tracts (QCTs) and/or to deliver services to low- and moderate-income individuals. These projects will primarily target QCTs, particularly outreach or education services in which it is not possible to target only to low- and moderate-income populations. Services may be delivered in other locations, but all clients served must be low- and moderate-income and should generally target those in the lower income categories. For ARPA, low-income is defined as having a household income at or below 185% of Federal Poverty Guidelines, per the U.S. Department of Health and Human Services (HHS), or at or below 40% of Area Median Income as defined by HUD. Moderate-income is defined as having a household income at or below 300% of Federal Poverty Guidelines, per the U.S. Department of Health and Human Services, or at or below 65% of Area Median Income as defined by HUD.

Beyond targeting QCTs, programs can also meet the requirements to target populations that are highly or disproportionately impacted by the pandemic with service delivery in locations that are accessible or within communities in which poverty is concentrated, in communities heavily impacted by the COVID-19 pandemic, in communities in which there are concentrations of populations identified in the Drivers of Poverty report, and/or historically underserved communities.

May 8, 2023

Upcoming Office of Community Care and Office of Procurement
Services Agenda Item Related to ARPA-Funded Community Mental
Health, ARPA-Funded Family Violence Prevention and Intervention,
ARPA-Funded Making Food Accessible and ARPA-Funded Positive
Youth Development – May 2023

Additionally, programs may target populations identified by the Treasury as among those eligible to be considered disproportionately impacted by the pandemic. This includes low- and moderate-income households and communities, households residing in QCTs, and households that qualify for certain federal benefits, including:

- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)
- Free and Reduced-Price Lunch (NSLP) and/or School Breakfast (SBP) programs
- Medicare Part D Low-income Subsidies
- Supplemental Security Income (SSI)
- Head Start and/or Early Head Start
- Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)
- Section 8 Vouchers
- Low-Income Home Energy Assistance Program (LIHEAP)
- Pell Grants

ARPA-Funded - Community Mental Health

These agreements will provide for the administration of city-wide mental health support programs to residents of Dallas as mental health needs in the city have been impacted and/or exacerbated by the COVID-19 pandemic. This support includes direct services such as individual and group counseling, educational programming, awareness campaigns, program outreach, and lay person trainings. Harmony Community Development Corporation, Dallas County Mental Health and Mental Retardation Center, and Big Thought were selected as subrecipients for these services. Additionally, the Senior Source was selected to administer a portion of this program that will specifically support mental health services and counseling for older adults and isolated seniors in the city of Dallas. Target populations include low- and moderate-income residents and/or Dallas residents living Qualified Census Tracts. The Office of Community Care has sought nonprofit organizations through an open application process.

The COVID-19 pandemic and resulting economic downturn have negatively impacted the mental health of local communities and has created new and exacerbated existing barriers to accessing care and support. Studies have found that 45% of adults in the United States have reported that their mental health has been negatively impacted from stress caused by the COVID-19 virus and pandemic. Research shows that social isolation and loneliness are linked to poor mental health. Additionally, for the many Dallas residents who have lost their jobs, job loss can be associated with anxiety, depression, distress and low self-esteem. Among the most impacted and highest risk include seniors, households with children and adolescents, and individuals who have lost their jobs or are otherwise income insecure.

May 8, 2023

Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to ARPA-Funded Community Mental Health, ARPA-Funded Family Violence Prevention and Intervention, ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth Development – May 2023

ARPA-Funded – Making Food Accessible

This agreement will provide for the administration of city-wide food distribution and delivery programs to residents of Dallas that have been impacted and/or had their needs exacerbated by the COVID-19 pandemic. These programs will enable access to food for target populations through contactless grocery pickup, distribution programs, and home delivery for vulnerable populations. Target populations include low- and moderate-income residents and/or Dallas residents living Qualified Census Tracts. The Office of Community Care has sought nonprofit organizations through an open application process. Services of Hope CCS was selected to provide food distribution and delivery programs, while Catholic Charities Dallas, Inc. and Dallas Leadership Foundation will each provide food distribution services.

Approximately 20% of Dallas County faces food insecurity and nearly 38% of the population in the city of Dallas live in a food desert. The COVID-19 pandemic and resulting economic downturn have exacerbated these disparities, creating increased demand for local food pantry distribution sites among Dallas residents impacted financially by and during the pandemic. Many residents of Dallas are experiencing or have experienced job loss, reduced or lost pay, added expenses and other issues making it difficult to afford healthy and nutritious foods. Additionally, individuals who may be diagnosed with COVID-19 or quarantined due to exposure, may find themselves too sick or otherwise unable to travel purchase food.

ARPA-Funded – Family Violence Prevention and Intervention

This agreement will provide family violence intervention services, including counseling, legal assistance, therapy and crisis counseling for adults and children rooted in empowerment for survivors to begin the process towards improving short and long-term stability and self-sufficiency. Jewish Family Services was selected as subrecipient for these services.

Family violence refers to threatening or other violent behaviors within families and households that may be physical, sexual, psychological, or economic, and includes child abuse and intimate partner violence. Various international studies and reports in 2020 found that family violence during a pandemic is associated with a range of factors including economic stress, disaster-related instability, increased exposure to exploitative relationships, and reduced options for support. Due to the social isolation measures implemented across the globe to help reduce the spread of COVID-19, people living in volatile situations of family violence were restricted to their homes, which could exacerbate personal and collective vulnerabilities while limiting accessible and familiar

May 8, 2023

Upcoming Office of Community Care and Office of Procurement
Services Agenda Item Related to ARPA-Funded Community Mental
Health, ARPA-Funded Family Violence Prevention and Intervention,
ARPA-Funded Making Food Accessible and ARPA-Funded Positive
Youth Development – May 2023

support options. Reports of domestic abuse and family violence increased around the world since social isolation and quarantine measures came into force.

ARPA-Funded – Positive Youth Development

These agreements will support youth development programs targeting either youth and teens or school-aged children. Youth and teen programming will have embedded positive development and pro-social engagement that facilitates connections for youth with their communities, schools, organizations, peer groups and families and that focuses on connecting youth with opportunities, fostering positive relationships and supporting youth in building on their leadership strengths. School-aged children programming will be holistic and focused on the individual youth, while also helping youth who may have fallen behind to catch up and/or reduce achievement gaps. The K16 Ready Society, Inc. dba Texas Initiative Programs, Inc, Big Thought, and After-School All-Stars were selected as subrecipients for this work.

The COVID-19 pandemic has had a significant impact on youth in multiple environments. The pandemic has also been associated with risk factors for adolescent substance use, such as boredom, isolations, stress, grief and trauma. The Adolescent Behaviors and Experiences Survey conducted in 2021 looked at youth behaviors during the pandemic, finding that overall daily life was disrupted, racism is a public health issue for adolescents, and adolescents are experience a crisis of public health (ABES 2022). Beyond impacting the behaviors and mental health of youth in America (HHS, 2021), the pandemic has had a substantial impact on the daily lives of youth and how students learn. A 2021 analysis of the impacts of COVID-19 on student assessment scores conducted by the Texas Education Agency showed that scores decreased. STAAR results showed a decrease in academic performance, particularly in math, that erased years of gains. Economically disadvantaged students were more highly impacted, seeing higher rates of learning loss in both reading and math at nearly three times the rate of non-economically disadvantaged students. Overall, the analysis cited an effect size equivalent to an estimated 6 months of learning loss on average, and closer to 9 months for economically disadvantaged youth (Impacts of COVID-19 and Accountability Updates for 2022 and Beyond, TEA, 2021).

SUBJECT

Upcoming Office of Community Care and Office of Procurement Services Agenda Item Related to ARPA-Funded Community Mental Health, ARPA-Funded Family Violence Prevention and Intervention, ARPA-Funded Making Food Accessible and ARPA-Funded Positive Youth Development – May 2023

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.

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

c: T.C. Broadnax, City Manager   Majed A. Al-Ghafry, Assistant City Manager
       Tammy Palomino, City Attorney (I)   Robert Perez, Assistant City Manager
       Mark Swann, City Auditor   Carl Simpson, Assistant City Manager
       Bilierae Johnson, City Secretary   Jack Ireland, Chief Financial Officer
       Preston Robinson, Administrative Judge   Genesis D. Gavino, Chief of Staff to the City Manager
       Kimberly Bizor Tolbert, Deputy City Manager Directors and Assistant Directors
       Jon Fortune, Deputy City Manager

File #: 23-1277

Item #: D.

Equity (Internal): Memo Regarding Dallas' Business Case for Equity
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Memorandum

DATE May 8, 2023

TO Honorable members of the Workforce, Education and Equity Committee: Jaynie Schultz (Chair) Casey Thomas II (Vice Chair), Jesse Moreno, Paula Blackmon, Adam McGough, Omar Narvaez, Jaime Resendez

SUBJECT **Memo Regarding Dallas' Business Case for Equity**

On March 8, 2022, the W.K. Kellogg Foundation and Altarum provided the City of Dallas' Workforce, Education and Equity Committee a briefing on The Business Case for Racial Equity- A Strategy for Growth. This briefing addressed the business or economic case for racial equity in the United States by assessing current policies and practices, human capital constraints, untapped markets, and lost revenues. The report highlights how a sustainable commitment to racial equity would boost the nation's economy, noting that addressing the racial equity gap our country stands to realize an $8 trillion gain in GDP by 2050.

Since the August adoption of the City of Dallas' Racial Equity Plan (REP), the Office of Equity and Inclusion (OEI) has been working on the advancement of the Big Audacious Goals (BAGs), developing key partnerships with external stakeholders inclusive of the philanthropic community. Starting in the Fall of 2022, City staff and Flying High Consultant began efforts to engage Dallas' philanthropic community, holding several meetings and correspondences to advance equity through the goals and measures included in the City's Racial Equity Plan (REP).

Additionally, in an effort to advance the City's vision for Dallas to become the most equitable city in the nation, the City of Dallas and the philanthropic community are in the intentional stages of developing a local business case for the Racial Equity Report. Current data from trusted sources such as United Way of Metropolitan Dallas and Policy through Advancing Workforce Equity in Dallas and Collin Counties: A Blueprint for Action, has noted that eliminating racial inequities in income could boost the combined economy of Dallas and Collin counties by $115 billion a year.

The work with Dallas' philanthropic community is ongoing. Specifically, we are looking to fund a local report modeled after the Kellogg Foundation's Business Case for Racial Equity that is focused on Dallas and can be used to continue to advance equity by various stakeholders. In addition to the report serving as a measurement tool, the report will:

- A. Broaden the Racial Equity Conversation
  - o Advancing racial equity is both a social justice goal and a driver of business and economic growth.
- B. Highlight Historically Disadvantaged Communities and Challenges Faced
  - o Legacy effects of racist laws and practices and ongoing structural racism and unconscious bias create gaps in opportunity.

- C. Quantify the Economic Impacts of Inequities
  - ○ Measuring and analyzing economic impacts of closing specific types of current gaps in life outcomes.
- D. Demonstrate the Economic Potential of Achieving Racial Equity
  - ○ U.S. Earnings, Consumer Spending, etc.
- E. Identify the Call to Action to Advance Racial Equity in Alignment with the REP
  - ○ From influence to evaluation to support.

The estimated timeline for report completion is October 2023.

Should you have any questions or concerns, please do not hesitate to contact me or Dr. Lindsey Wilson, Director of the Office of Equity and Inclusion, at lindsey.wilson@dallas.gov

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