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2022 JUN -9 PM 8: 41

**CITY SECRETARY
DALLAS, TEXAS**

City of Dallas

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

Public Notice

220599

POSTED CITY SECRETARY
DALLAS, TX



Workforce, Education, and Equity Committee

June 13, 2022

9:00 AM

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.

General Information

The Dallas City Council regularly meets on Wednesdays beginning at 9:00 a.m. in the Council Chambers, 6th floor, City Hall, 1500 Marilla. Council agenda meetings are broadcast live on WRR-FM radio (101.1 FM) and on Time Warner City Cable Channel 16. Briefing meetings are held the first and third Wednesdays of each month. Council agenda (voting) meetings are held on the second and fourth Wednesdays. Anyone wishing to speak at a meeting should sign up with the City Secretary's Office by calling (214) 670-3738 by 5:00 p.m. of the last regular business day preceding the meeting. Citizens can find out the name of their representative and their voting district by calling the City Secretary's Office.

Sign interpreters are available upon request with a 48-hour advance notice by calling (214) 670-5208 V/TDD. The City of Dallas is committed to compliance with the Americans with Disabilities Act. **The Council agenda is available in alternative formats upon request.**

If you have any questions about this agenda or comments or complaints about city services, call 311.

Rules of Courtesy

City Council meetings bring together citizens of many varied interests and ideas. To insure fairness and orderly meetings, the Council has adopted rules of courtesy which apply to all members of the Council, administrative staff, news media, citizens and visitors. These procedures provide:

- That no one shall delay or interrupt the proceedings, or refuse to obey the orders of the presiding officer.
- All persons should refrain from private conversation, eating, drinking and smoking while in the Council Chamber.
- Posters or placards must remain outside the Council Chamber.
- No cellular phones or audible beepers allowed in Council Chamber while City Council is in session.

"Citizens and other visitors attending City Council meetings shall observe the same rules of propriety, decorum and good conduct applicable to members of the City Council. Any person making personal, impertinent, profane or slanderous remarks or who becomes boisterous while addressing the City Council or while

Información General

El Ayuntamiento de la Ciudad de Dallas se reúne regularmente los miércoles en la Cámara del Ayuntamiento en el sexto piso de la Alcaldía, 1500 Marilla, a las 9 de la mañana. Las reuniones informativas se llevan a cabo el primer y tercer miércoles del mes. Estas audiencias se transmiten en vivo por la estación de radio WRR-FM 101.1 y por cablevisión en la estación *Time Warner City Cable* Canal 16. El Ayuntamiento Municipal se reúne en el segundo y cuarto miércoles del mes para tratar asuntos presentados de manera oficial en la agenda para su aprobación. Toda persona que desee hablar durante la asamblea del Ayuntamiento, debe inscribirse llamando a la Secretaría Municipal al teléfono (214) 670-3738, antes de las 5:00 pm del último día hábil anterior a la reunión. Para enterarse del nombre de su representante en el Ayuntamiento Municipal y el distrito donde usted puede votar, favor de llamar a la Secretaría Municipal.

Intérpretes para personas con impedimentos auditivos están disponibles si lo solicita con 48 horas de anticipación llamando al (214) 670-5208 (aparato auditivo V/TDD). La Ciudad de Dallas se esfuerza por cumplir con el decreto que protege a las personas con impedimentos, *Americans with Disabilities Act*. **La agenda del Ayuntamiento está disponible en formatos alternos si lo solicita.**

Si tiene preguntas sobre esta agenda, o si desea hacer comentarios o presentar quejas con respecto a servicios de la Ciudad, llame al 311.

Reglas de Cortesía

Las asambleas del Ayuntamiento Municipal reúnen a ciudadanos de diversos intereses e ideologías. Para asegurar la imparcialidad y el orden durante las asambleas, el Ayuntamiento ha adoptado ciertas reglas de cortesía que aplican a todos los miembros del Ayuntamiento, al personal administrativo, personal de los medios de comunicación, a los ciudadanos, y a visitantes. Estos reglamentos establecen lo siguiente:

- Ninguna persona retrasará o interrumpirá los procedimientos, o se negará a obedecer las órdenes del oficial que preside la asamblea.
- Todas las personas deben abstenerse de entablar conversaciones, comer, beber y fumar dentro de la cámara del Ayuntamiento.
- Anuncios y pancartas deben permanecer fuera de la cámara del Ayuntamiento.
- No se permite usar teléfonos celulares o enlaces electrónicos (*paggers*) audibles en la cámara del Ayuntamiento durante audiencias del Ayuntamiento Municipal

"Los ciudadanos y visitantes presentes durante las

attending the City Council meeting shall be removed from the room if the sergeant-at-arms is so directed by the presiding officer, and the person shall be barred from further audience before the City Council during that session of the City Council. If the presiding officer fails to act, any member of the City Council may move to require enforcement of the rules, and the affirmative vote of a majority of the City Council shall require the presiding officer to act." Section 3.3(c) of the City Council Rules of Procedure.

asambleas del Ayuntamiento Municipal deben de obedecer las mismas reglas de comportamiento, decoro y buena conducta que se aplican a los miembros del Ayuntamiento Municipal. Cualquier persona que haga comentarios impertinentes, utilice vocabulario obsceno o difamatorio, o que al dirigirse al Ayuntamiento lo haga en forma escandalosa, o si causa disturbio durante la asamblea del Ayuntamiento Municipal, será expulsada de la cámara si el oficial que este presidiendo la asamblea así lo ordena. Además, se le prohibirá continuar participando en la audiencia ante el Ayuntamiento Municipal. Si el oficial que preside la asamblea no toma acción, cualquier otro miembro del Ayuntamiento Municipal puede tomar medidas para hacer cumplir las reglas establecidas, y el voto afirmativo de la mayoría del Ayuntamiento Municipal precisara al oficial que este presidiendo la sesión a tomar acción." Según la sección 3.3 (c) de las reglas de procedimientos del Ayuntamiento.

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 propiedad."

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

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<https://dallascityhall.webex.com/dallascityhall/j.php?MTID=m6a890434cb28d52c64a8b4986093f452>

Call to Order

MINUTES

- A. [22-1415](#) Approval of the May 9, 2022 Minutes

Attachments: [Minutes](#)

BRIEFING ITEMS

- B. [22-1408](#) Racial Equity Plan Update and Draft Progress Measures
[Liz Cedillo-Pereira, Assistant City Manager; Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Harold Hogue, Managing Partner, CoSpero Consulting; Lauren Coppedge, Partner, CoSpero Consulting]

Attachments: [Presentation](#)

- C. [22-1411](#) Fresh Start Employment Program & Workforce Re-Entry Update
[Joyce Williams, Director, Small Business Center]

Attachments: [Presentation](#)

BRIEFING MEMOS

- D. [22-1417](#) Dallas Ready Day Labor Initiative - Feasibility
[Joyce Williams, Director, Small Business Center]

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]

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, MAY 9, 2022

22-0019

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

PRESENT: [7] Schultz, Thomas, *Blackmon, *McGough, *Moreno (**9:13 a.m.),
*Narvaez, *Resendez

ABSENT: [0]

The meeting was called to order at 9:05 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 10:20 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.**

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, MAY 9, 2022

EXHIBIT A

RECEIVED

2022 MAY -6 AM 8: 41

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DALLAS, TEXAS

City of Dallas

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

Public Notice

220472

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Workforce, Education, and Equity Committee

May 9, 2022

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2021 CITY COUNCIL APPOINTMENTS

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AD HOC COMMITTEE ON COVID-19 RECOVERY AND ASSISTANCE Thomas (C), Atkins, Mendelsohn, Moreno, Ridley	AD HOC COMMITTEE ON GENERAL INVESTIGATING & ETHICS Mendelsohn (C), Atkins, Blackmon, McGough, Schultz

(C) – Chair, (VC) – Vice Chair

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<https://dallascityhall.webex.com/dallascityhall/onstage/g.php?MTID=e76eab67cffd44f25d8acebeadaf04e17>

Call to Order

MINUTES

1. [22-1125](#) Approval of the April 11, 2022 Workforce, Education, and Equity Committee Meeting Minutes

Attachments: [Minutes](#)

BRIEFINGS

- A. [22-1127](#) Education (External): Briefing Presentation on Social and Emotional Learning
[Byron Sanders, President and CEO, Big Thought]

Attachments: [Presentation](#)

- B. [22-1126](#) Veteran Affairs Commission Update
[Lindsey Wilson, Interim Director, Office of Equity and Inclusion; LaToya M. Jackson, Human Rights Officer, Office of Equity and Inclusion]

Attachments: [Presentation](#)

MEMORANDUM BRIEFING

- C. [22-1128](#) Equity (Internal/External): Racial Equity Plan Timeline Update
[Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office; Lindsey Wilson, Interim Director, Office of Equity and Inclusion]

Attachments: [Memorandum](#)

ADJOURNMENT

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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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MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, MAY 9, 2022

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 9, 2022

Item 1: Approval of the April 11, 2022 Workforce, Education, and Equity Committee Meeting Minutes

Councilmember Thomas moved to adopt the minutes as presented.

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 9, 2022

BRIEFINGS

Item A: Education (External): Briefing Presentation on Social and Emotional Learning

The following individuals briefed the committee on the item:

- Byron Sanders, President and CEO, Big Thought;
- Greg MacPherson, Chief Big Thought Institute Officer; Big Thought; and
- Erin Offord; Chief Programs and Systems Officer; Big Thought

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 9, 2022

BRIEFINGS

Item B: Veteran Affairs Commission Update

The following individuals briefed the committee on the item:

- Lindsey Wilson, Interim Director, Office of Equity and Inclusion;
- LaToya M. Jackson, Human Rights Officer, Office of Equity and Inclusion

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 9, 2022

MEMORANDUM BRIEFING

Item C: Equity (Internal/External): Racial Equity Plan Timeline Update

The following individuals briefed the committee on the item:

- Lindsey Wilson, Interim Director, Office of Equity and Inclusion

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, MAY 9, 2022

EXHIBIT C



STATE OF SUMMER

WHOLE CHILD, WHOLE YEAR

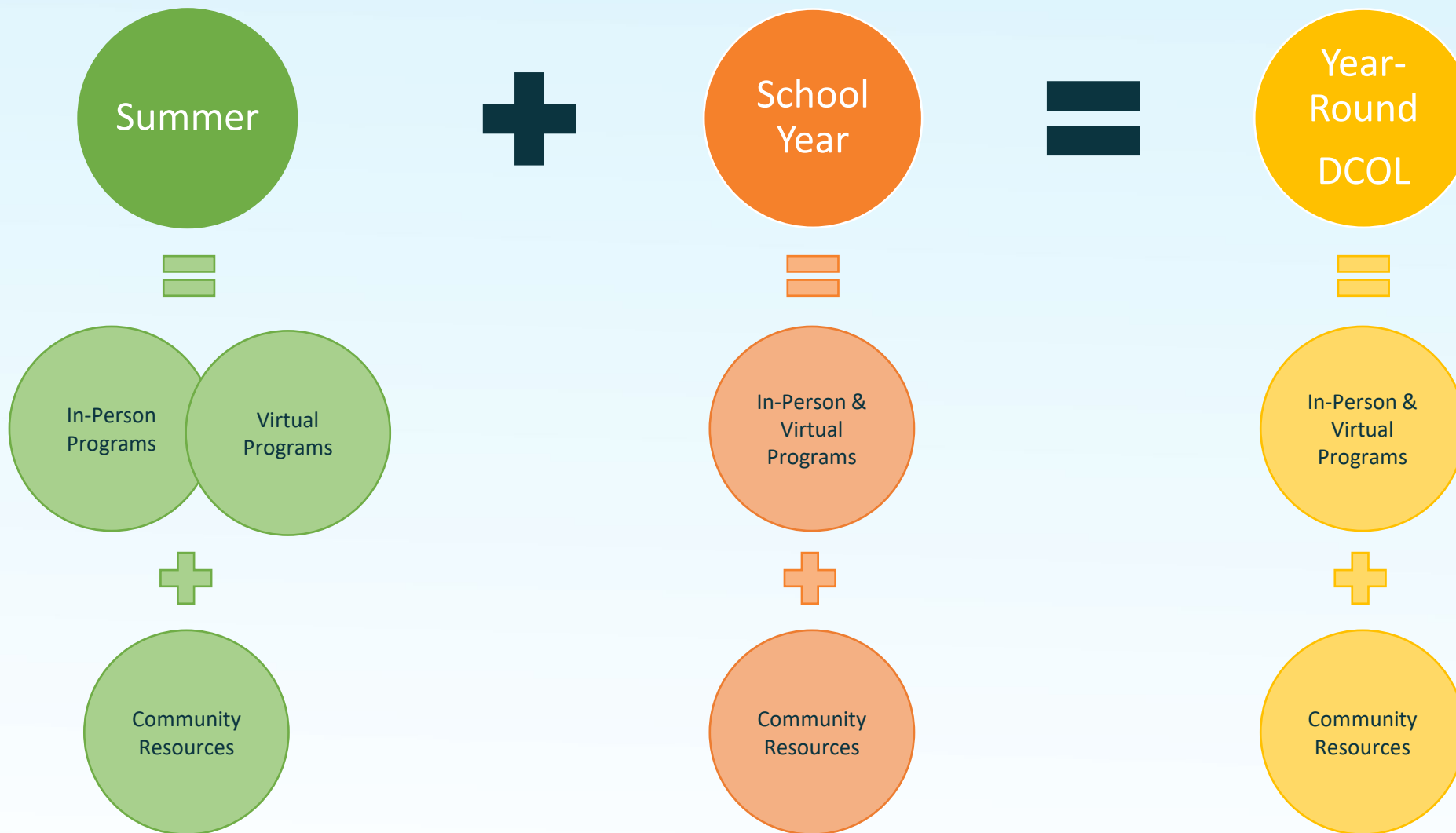
Social and Emotional Learning

A city committed to the whole child thriving

Workforce, Education, and Equity Committee
May 9, 2022



BIG THOUGHT

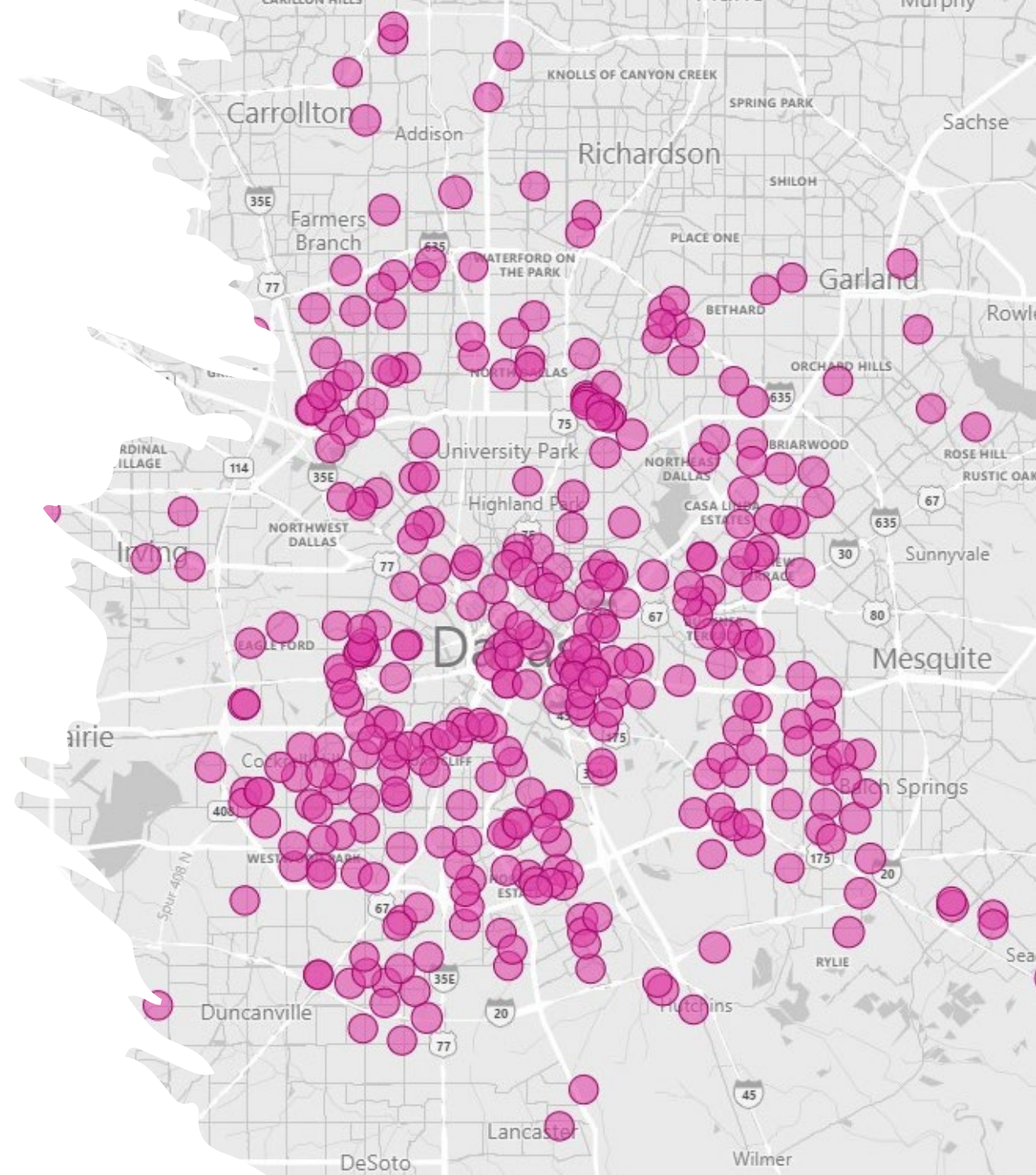


A CITY-WIDE SYSTEM

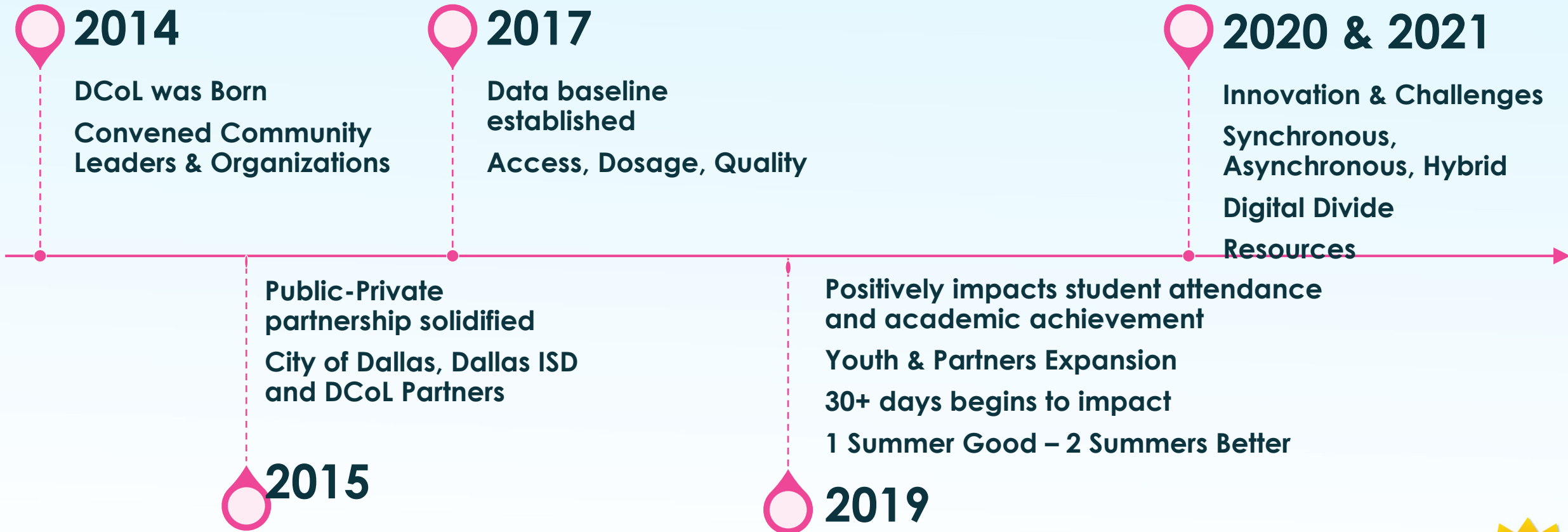
FY19 – FY21

Programs in every district

Targeted toward
communities where
resources needed most



DCoL 2014 - 2021



Dallas City of Learning Impact: **The Ecosystem of Equity Works**



KEY LEARNINGS

1. Attending summer programs positively impacts students' attendance and academic achievement.
2. Impacts really show up after 30 days of programming.
3. One summer is good; two summers is better.
4. Summer programming matters most for kids who need it most.
5. STAAR is only one way of understanding the impact of summer programming.



State of SUMMER



SMU

Center on Research
and Evaluation (CORE)

3-year study on DCoL impact on youth outcomes



1 SUMMER IS GOOD; 2 SUMMERS IS BETTER

WITH EVERY 10 DAYS OF DCOL PROGRAMMING

Elementary School students are

25%

More likely to pass
STAAR Math

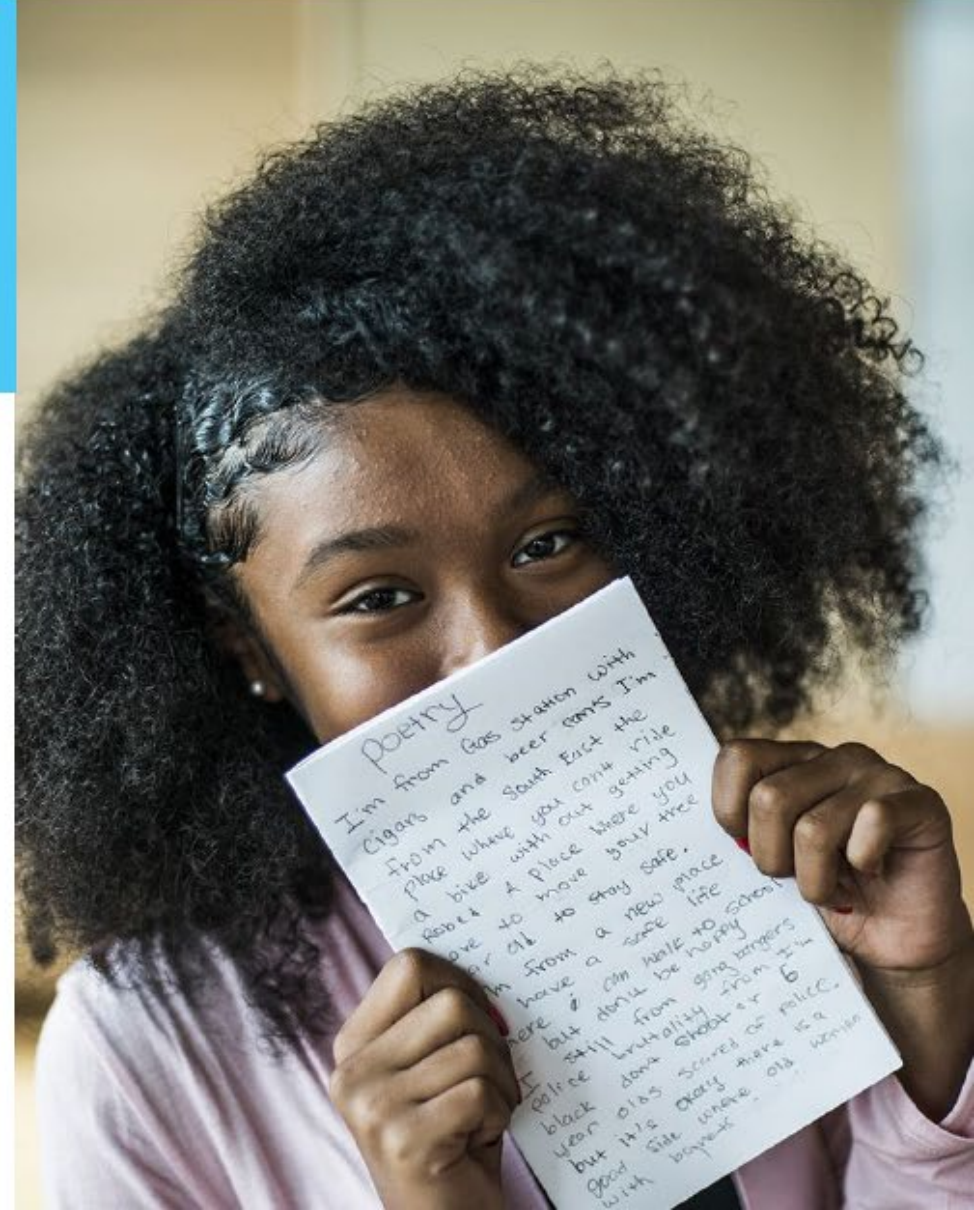
35%

More likely to pass
STAAR Reading

High School students are

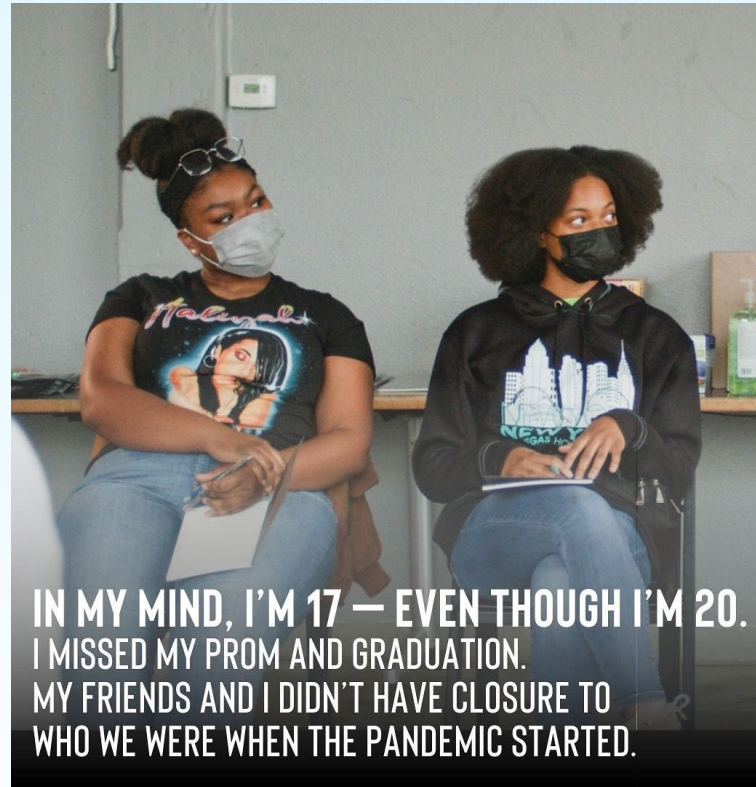
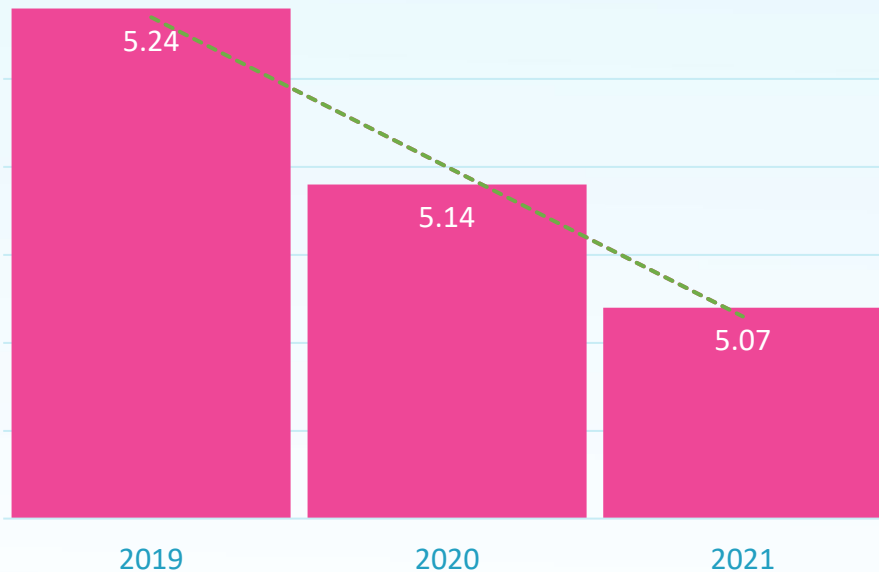
40%

More likely to pass
EOC English 1



THE NEED FOR SEL SUPPORTS

DCoL - Caregiver Perception of Child's SEL



A 2021 systematic review found universal SEL interventions enhance young people's social and emotional skills and reduce symptoms of depression and anxiety in the short term. (CASEL)



SEL WORKS AND THE IMPACT IS FAR-REACHING AND LONG-LASTING

82

programs reviewed
(38 outside U.S.)

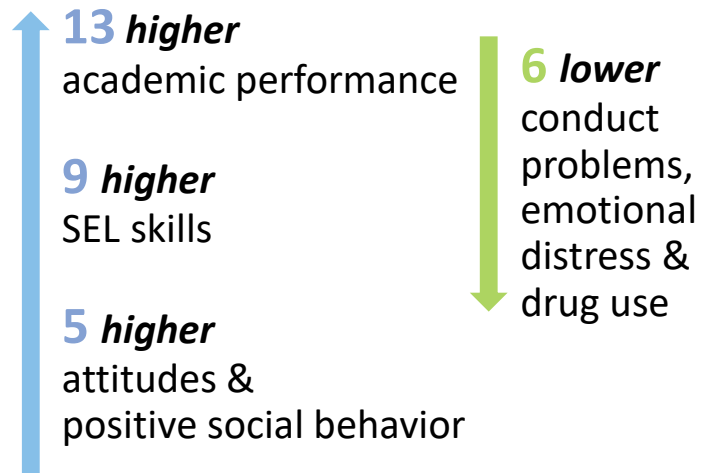
Effects assessed for

6 months to 18 years
after intervention completed

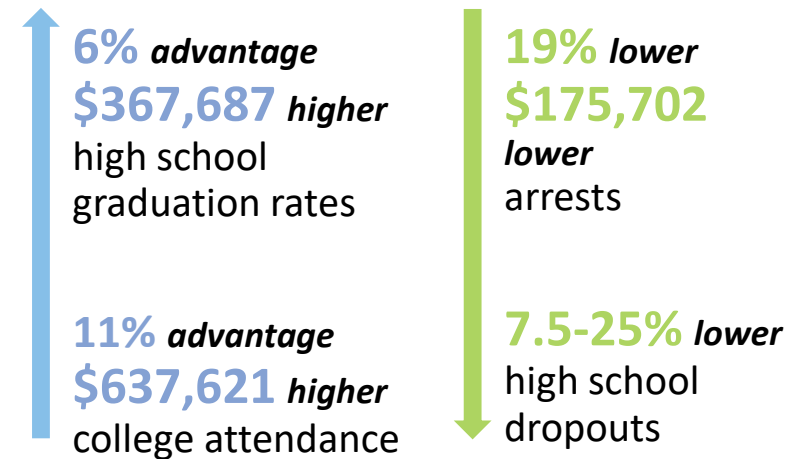
97,000

Students
(K-8)

MEAN advantage for SEL participants vs. control groups across all studies (by percentile points)



MEAN advantage for SEL participants vs. non-SEL students (by percentages & monetary benefit per student)



Additional details at

<http://www.casel.org/2017-meta-analysis/>

Source: Child Development (July 2017). "Promoting Positive Youth Development Through School-Based Social and Emotional Learning Interventions: A Meta-Analysis of Follow-Up Effects"

Summer 2022

“Don’t call it a comeback”



SEL BEST PRACTICES & RESOURCES

*Social and Emotional Learning (SEL) builds the **skills, knowledge, and attitudes** that both students and adults need to be successful in school, work, and life.*

Building Knowledge

Wallace 

Partnerships for Social & Emotional Learning (PSEL)
2017-current

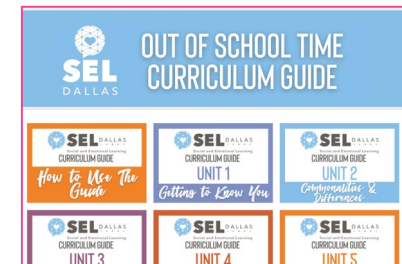


Putting the Knowledge in Action



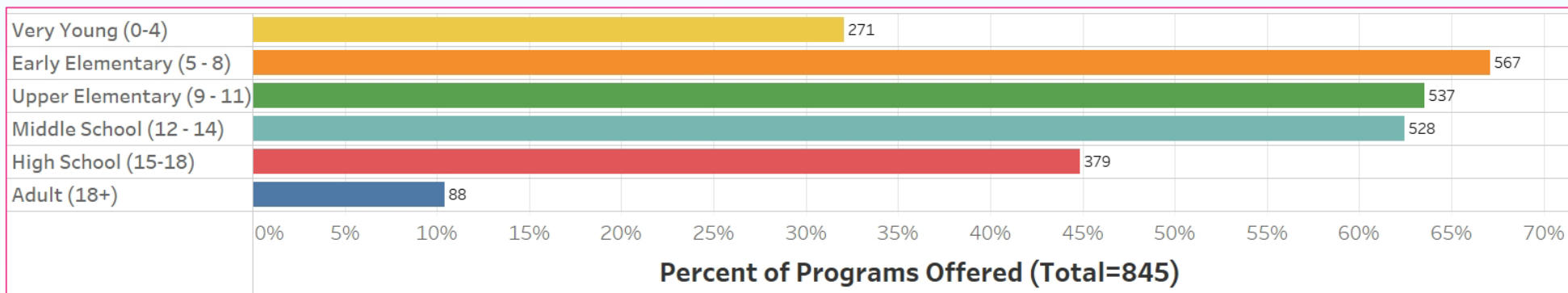
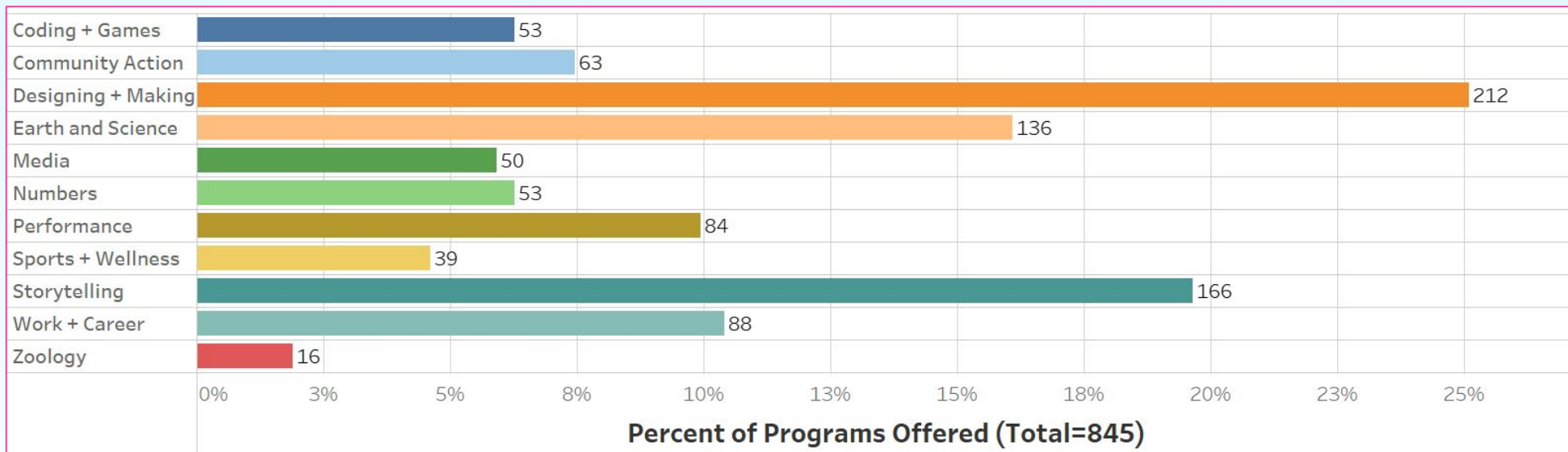
Professional Learning

PK-5 Curricular Resources



seldallas.org/ost-curriculum

DALLAS CITY OF LEARNING PROGRAM OFFERINGS (SUMMER 2021)



HOW CAN THE CITY HELP

1. Connect youth to in-person experiences all year round
2. We need more partners in the ecosystem (what orgs in your districts should also be part of DCoL)
3. Promote the positive merit and significant NEED for SEL
4. Invest in SEL professional development for youth-facing City of Dallas personnel (e.g. Parks and Rec in Wallace Foundation SEL initiative)
 - Library
 - Arts and Culture
 - Police Department





City of Dallas

Veteran Affairs Commission Update

**Workforce, Education, and
Equity Committee
May 9, 2022**

Dr. Lindsey Wilson, Interim Director
LaToya M. Jackson, Human Rights Officer
Office of Equity and Inclusion

Presentation Overview



- Introduction
- Background
- VAC Overview
 - Timeline
 - Commission Members
 - Functions
 - Annual Report Recommendations
- Next Steps



Background



- There are approximately 43,000 veterans that live in Dallas
- Historical the City has offered two Veteran programs that included the Veteran Employee Resource Group and Veterans Treatment Court
- Additionally, the City has Partnerships with North Texas VA Hospital; Texas Veterans Network; and Workforce Solutions of Greater Dallas



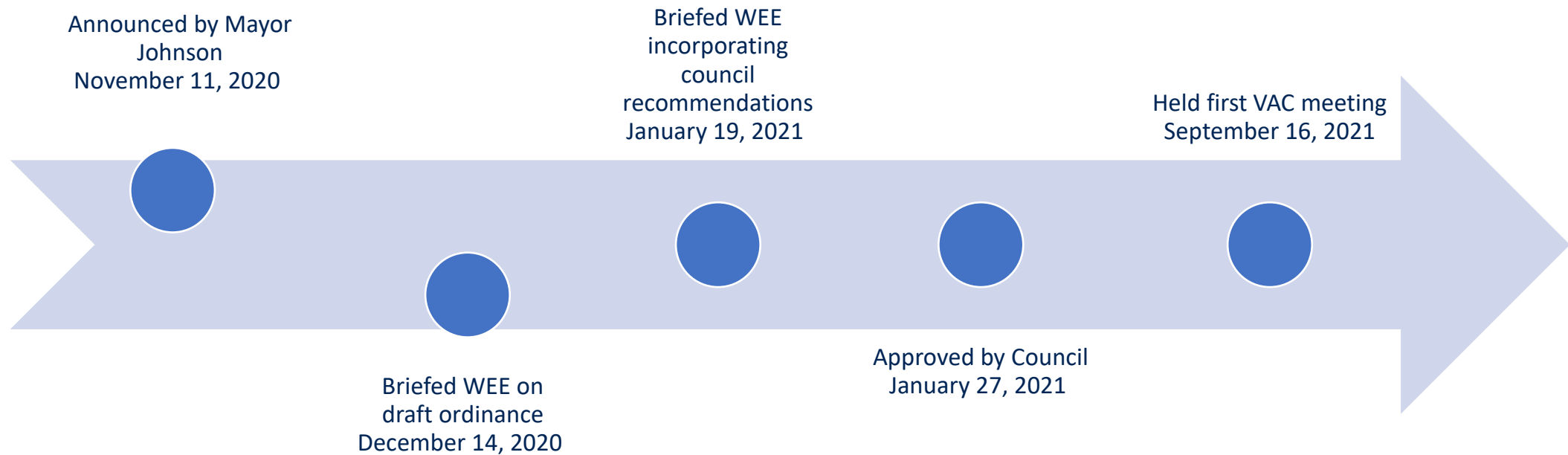
Veteran Affairs Commission Overview



- Announced November 11, 2020, by Mayor Johnson
- Established to address issues facing former service members in the city
- The Commission
 - Represents military veteran community
 - Reflects multiple branches of military service
 - Requires at least two members to be active duty or have served in the U.S. military – all members are veterans



Establishment Timeline



- 15-member advisory body serving two-year terms
- Meet monthly - second Thursday at 11 am



Commission Members



- Chair, Allen R. Vaught
- District 1, Douglas Taylor
- District 2, Juan M. Preciado
- District 3, Dr. Katina Robertson
- District 6, Ronnie Lee Mestas
- District 7, Diane E. Birdwell
- District 10, Anthony A. Wood
- District 12, Fred L. Wells
- District 13, Mary Ellen Viancourt
- District 14. Peter Gray Smith

Three vacancies – Districts 4, 5, & 11



VAC Functions



- Educate the community on the status of veterans rights, needs, and contributions.
- Promote awareness of veterans' full potential and the importance of veterans' contribution to the community.
- Identify wide range of services available to veterans, and recommend ways to:
 - strengthen existing services and pursue new services;
 - promote collaboration between service providers; and
 - expand resources available to veterans.



Veterans Commission FY 22 Focus



Housing



Healthcare



Employment

VAC Activities



Training

- City Attorney's Office

Briefings

- Meadows Mental Health Policy Institute (October 2021)
- VA North Texas Healthcare System (November 2021)
- Dallas County Veteran Services and Veterans Resource Center (December 2021)
- MDHA and City of Dallas Office of Homeless Solutions (Feb 2022)
- Veterans Land Board (April 2022)

Site Visits

- The Bridge (March 2022)
- Operation Tiny House (May 2022)



Annual Report



VAC annual report was submitted to the City Manager's Office January 31, 2022

- Full report in the appendix



Next Steps



- Complete a needs assessment on Veteran population (ARPA funding)
 - \$75,000 for one-year project
- Upcoming activities
 - May 12 Operation Tiny House
 - June 9 General Meeting
 - June 9 Brief Commission on changes





City of Dallas

Veteran Affairs Commission Update

**Workforce, Education,
and Equity Committee
May 9, 2022**

Dr. Lindsey Wilson, Interim Director
LaToya M. Jackson, Human Rights Officer
Office of Equity and Inclusion

Appendix



- See attached PDF of report



RECEIVED

2022 JAN 31 AM 10: 26

CITY SECRETARY
DALLAS, TEXAS



City of Dallas

Dallas Veteran Affairs Commission

2021 Annual Report

MEMORANDUM

Date: January 27, 2022

To: The Honorable Mayor and City Council Members

Subject: 2021 Veteran Affairs Commission (VAC) Annual Report for FYI 2020-2021

In accordance to Dallas City Code, Chapter 8, Section 1.1 (a), which states in part that, “By February 1 of each year, each board shall submit to the City Manager for distribution to the City Council an annual report that has been approved by the board of its activities...” the Veteran Affairs Commission (VAC) has come together in a Monthly Meeting on January 13, 2022 to discuss, finalize, vote and approve the Commission’s goals and all other pertinent information necessary to complete the Annual Report document requested by the City Secretary’s office.

Therefore, I am pleased to present the Annual Report for the Veteran Affairs Commission (VAC) for 2021. One of the biggest accomplishments of the Committee has been for the Veteran Commission to come together and to collect information about resources that will help our accomplishment for the upcoming year and providing continuing advice and counsel to the Mayor and City Council and the City Manager regarding services to Veterans.

The Commission looks forward to another year of service to the

City. Sincerely,



Allen R Vaught, Chair
Veteran Affairs
Commission

Attachment – Veteran Affairs Commission 2021 Annual

Reportc: T.C. Broadnax, City Manager
Mary Cedillo-Pereira, Chief of Equity and Inclusion
Biliera Johnson, City Secretary

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MISSION AND PURPOSE OF THE DALLAS VETERAN AFFAIRS COMMISSION

The veteran affairs commission will represent the city's military veteran community. The veteran affairs commission must have a balanced membership reflecting an outstanding interest in or knowledge of veterans' affairs, including having knowledge about veterans' concerns, or being affiliated with a service provider to veterans, and at least four members must be currently serving or have previously served in the United States military (including the Reserves or National Guard). (City Code § 2-170(c)).

DUTIES AND FUNCTIONS OF THE DALLAS VETERAN AFFAIRS COMMISSION

Pursuant to Section 2-171 of the Dallas City Code, the Dallas Veteran Affairs Commission shall act as an advisory body to the City Manager and the City Council and shall:

- (1) evaluate and recommend programs, policies, and practices designed to alleviate veterans' difficulties in meeting basic needs, obtaining housing, employment, and comprehensive mental health assistance;
- (2) act as a central clearinghouse for information relating to the status of veterans in the Dallas community;
- (3) accumulate information about the needs of veterans in the Dallas community, including available services, and make recommendations to the city council regarding these needs;
- (4) recommend ways to:
 - (A) educate the community on:
 - (i) the status of veterans' rights and needs; and
 - (ii) veterans' contributions to our community; and
 - (B) promote awareness among the public and private sector of veterans' full potential and of the importance of veterans' contributions to the development of the community; and
- (5) identify and review the entire range of services available to veterans, and recommend ways to:
 - (A) strengthen existing services and pursue new services for veterans;
 - (B) promote collaboration between service providers; and
 - (C) expand resources available to veterans.

OVERVIEW OF 2021 DALLAS VETERAN AFFAIRS COMMISSION ACTIVITIES

The Commission was newly created in 2021 and thus was unable to conduct business until late in the calendar year when a sufficient quorum of Commissioners had been appointed by City Council.

The Commission meets on the second Thursday of each month unless such date is a local, state, or nationally recognized holiday. The Commission does not meet in July.

The Commission decided to make its initial focus on veterans' needs, available resources, and missing resources relative to:

- (1) housing, to include homelessness,
- (2) health care, to include mental health, and
- (3) jobs.

At its hybrid meetings held virtually and in-person during the year, the Commission received briefings from the following persons. Time is also allotted for public comment at the beginning of each meeting and at other relevant times during each meeting.

- Dr. Stephen R. Holt, Executive Medical Center Director, Department of Veterans Affairs, Dallas Veterans Affairs Medical Center ("Dallas VAMC"), discussed Dallas VAMC resources, needs, and opportunities for coordination with the City of Dallas to assist with veterans' issues.
- Eric D. Jacobsen, Associate Director, Dallas VAMC, discussed Dallas VAMC medical services.
- Dr. Steven Bender, Chief of Comprehensive Mental Health, Dallas VAMC, discussed Dallas VAMC mental health services.
- Ken Waterson, President, Veterans Resource Center (VRC) discussed VRC services, gaps in service delivery and possible synergies for better coordination of services with the assistance of the City of Dallas
- James Henderson, Interim Director and Lead Case Manager, Dallas County Veteran Services discussed the limitations his organization has in assisting with Veteran benefit claims and coordination with other Veterans Service Organizations.
- Senior Director of Veteran Initiatives, Sean M. Hanna talked to the Commissioners on health care for Veterans. He discussed about Veteran Affairs programs, services, healthcare, and advocacy help to the Veteran Affairs.

- Senior Assistant City Attorney, Bertram Vandenberg trained the Commissioners on Texas Open Meetings Act (TOMA). Chapter 12A Code of Ethics training was presented by Senior Assistant City Attorney, Laura Morrison.
- Senior Assistant City Attorney, Marichelle Samples trained the Commissioners on attendance, quorum, and creation of sub committees.

POTENTIAL ISSUES AND CERTAIN FACTS IDENTIFIED THROUGH INTERVIEWS AND TESTIMONY

- Data cards were provided to the Dallas Police Department by the Department of Veterans Affairs, Dallas Veterans Affairs Medical Center (“Dallas VAMC”) that identified resources available to veterans in distress prior to the COVID-19 pandemic. For unknown reasons, those cards are no longer provided.
 - Data cards identifying resources for veterans in distress should be provided to the Dallas Police Department and expanded to the Dallas Fire Department and other appropriate local law enforcement and first responders.
 - To the maximum extent possible, these data cards should also be provided to the Dallas Office of Homeless Solutions and homeless assistance organizations.
 - Training on the resources available to veterans in distress as needed for law enforcement, first responders, and other relevant City of Dallas departments.
- Dallas VAMC believes the number of homeless veterans in Dallas is significant. While that number is currently unknown, this Commission plans to consult with the Dallas Office of Homeless Solutions, Metro Dallas Homeless Alliance, and other relevant organizations to determine the approximate number of homeless veterans in Dallas.
- Issues relative to veteran homelessness include:
 - Availability of transitional housing for veterans with children. More help possibly needed from the Dallas Housing Authority.
 - Dallas VAMC needs more housing options with Dallas area property owners/landlords to accept vouchers. More help possibly needed from the Dallas Housing Authority.
 - Web presence on the City of Dallas website.
- The Department of Veterans Affairs, North Texas Healthcare System, is the second largest VA Healthcare System in the United States. It covers 38 counties in North Texas, including Dallas County, and two counties in Oklahoma. It has the largest mental healthcare program in the United States.

- Many veterans are unaware of their eligibility for benefits with the Department of Veterans Affairs, some do not even identify themselves as veterans merely as former service members.
- Dallas VAMC lacks approximately 2,000 square feet of space needed to assist local veterans. Such space could be used for Veterans Service Organizations (“VSO”) to work with veterans to apply for benefits with the Department of Veterans Affairs.
- Veterans often are unable to access resources unless they have the ability to prove military service, many have lost discharge papers (DD-214 or equivalent).
- Veterans with mental health and substance abuse issues need extra assistance (case work) to prepare them for, and assist in, transition to stable housing and work.
- The Department of Veterans Affairs makes suicide prevention one of its highest (and possibly the highest) priorities. The veteran suicide rate in this region has declined from the prior year for the first time since 2001.
- Veterans often do not know how to access the resources that are available to assist them and lack a single point of contact to assist them in connecting to those resources.
- Veterans often have difficulty physically accessing resources, getting transportation to various resource providers, internet access, etc. In addition, the VA has moved its benefits resource operations from the Dallas VAMC to less accessible location in Grand Prairie adversely impacting claims assistance in Dallas.
- Veterans benefit claims are often delayed due to missing documentation, incomplete claims or through large caseloads for Veterans Service Officers and the VA claims system. Veterans need assistance in managing their claims and appeals if required.

RECOMMENDATIONS FOR DALLAS CITY MANAGER AND CITY COUNCIL

- **Coordinate** with Dallas Police Department, Dallas Fire Department, and other relevant local law enforcement and first responders, on the one hand, and the Department of Veterans Affairs, Dallas Veterans Affairs Medical Center (“Dallas VAMC”), on the other hand, for law enforcement and first responders to have data cards in their possession for contact resources relative to veterans in distress and training, as needed, on addressing veterans in distress and the capabilities of the local resources that are available to assist them. **Implement** distribution of data cards and training.
- **Coordinate** with the Dallas Office of Homeless Solutions, on the one hand, and Dallas VAMC, on the other hand, to provide the Dallas Office of Homeless Solutions with data cards referenced in the foregoing paragraph. **Implement** distribution of data cards and training.

- Dallas Office of Homeless Solutions coordinates with and provides data cards to homeless assistance organizations in Dallas.
- **Provide resources and coordinate case management** for health, housing, and job assistance among City of Dallas, Dallas County, State of Texas, and U.S. Department of Veterans Affairs.
 - Possible involvement and/or coordination with the Dallas Economic Development Corporation.
- **Coordinate** with Dallas VAMC and the Dallas Housing Authority and **implement** other resources to help reduce homeless veteran rate by:
 - Increasing available transitional housing for veterans with children.
 - Increasing housing availability veterans in general.
 - Possible incentives for Dallas area property owners/landlords to accept vouchers.
- **Outreach** to veterans in particular to establish eligibility, engage them with medical, mental health, housing services, etc.
 - Examples include public service announcements on Dallas Area Rapid Transit vehicles.
 - The City of Dallas employs many veterans, so possible internal advertisement on availability of benefits and who to contact for help in applying for benefits, such as Veterans Service Organizations (“VSOs”).
 - VSO entities that can assist veterans in learning about available benefits and applying for benefits can be found on the Department of Veterans Affairs website here - <https://www.va.gov/vso/>. Examples of VSO entities include the Veterans of Foreign Wars, the American Legion, and many others.
- **Identify and potentially provide resources** for additional space to assist the Dallas VAMC with its approximate 2,000 square feet shortage of space, such space being needed for VSO work with and for veterans in learning about and applying for benefits with the Department of Veterans Affairs.
- **Identify and potentially provide human resources** to work with and for veterans in learning about and applying for benefits with the Department of Veterans Affairs.
- **Provide resources and coordinate case management** with City, County and State government veterans and social service agencies.

- **Transportation and Internet:** Work with Dallas Area Rapid Transit to identify transportation solutions for veterans lacking transportation resources; work with City agencies such as the Dallas Public Library to provide internet access.
- **Establish** an Office for Veterans Assistance to assist with implementation of the foregoing.
- **Oversight:** Re-purpose the Veteran Affairs Commission to provide oversight of the Veterans Assistance Office and task it to establish and monitor performance metrics.

2021 DALLAS VETERAN AFFAIRS COMMISSION MEMBERSHIP

This Commission requires that nominees for positions on this board have one of the following qualifications:

The Dallas Veteran Affairs Commission must have a balanced membership reflecting an outstanding interest in or knowledge of veterans' affairs, including having knowledge about veterans' concerns, or being affiliated with a service provider to veterans, and at least four members must be currently serving or have previously served in the United States military (including the Reserves or National Guard). (City Code § 2-170).

The Commission consists of the following members as of January 13, 2022:

District 01 Douglas Taylor	Served in U.S. Military
District 02 Juan M. Preciado	Served in U.S. Military
District 03 Katina Robertson	Served in U.S. Military
District 06 Ronnie Lee Mestas, Vice-Chair	Served in U.S. Military
District 07 Diane E. Birdwell	Served in U.S. Military
District 08 Kevin M. Henton	Served in U.S. Military
District 09 Steven T. Ramos	Served in U.S. Military
District 10 Anthony A. Wood	Served in U.S. Military
District 12 Fred L. Wells	Served in U.S. Military
District 13 Mary Ellen Viancourt	Served in U.S. Military
District 14 Peter Gray Smith	Served in U.S. Military
District 15 Allen R. Vaught, Chair	Served in U.S. Military

Staff support:

Hiwote Tadesse, Human Rights Coordinator
OFFICE OF EQUITY AND INCLUSION
CITY HALL-1BN
DALLAS, TEXAS 75201

Memorandum



CITY OF DALLAS

DATE May 6, 2022

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

SUBJECT **Racial Equity Plan Timeline Update**

The Office of Equity and Inclusion has identified the need to revise the Racial Equity Plan timeline and seek City Council adoption on August 24, 2022. During the expanded time, staff will continue to seek public input regarding City department equity measures, meet with Council members and budgeting staff, and create a robust, high-quality product. Additionally, the revised timeline will allow the office to deepen collaboration with philanthropic, academic, and policy consultancy partners, hence seeking to leverage potential partnerships.

For more specificity, the timeline updates are outlined below. In addition, you can find the updated timeline at-a-glance in the attached slides.

Tasks	Original Timeline	Updated Timeline
Final Community Engagement and Public Relations Blitz	March 22 – April 2, 2022	May 2 – June 3, 2022
Refine Transformative Goals & Progress Measures	March – April 2022	March – July 2022
Develop the Draft Plan and Accountability Tools	March – April 2022	March – July 2022
WEE Committee Briefing + Action Item (Seek recommendation for adoption of the REP)	May 9, 2022	June 13, 2022
City Council Briefing	May 18, 2022	August 3, 2022
City Council Agenda (Seek adoption of the REP)	June 22, 2022	August 24, 2022

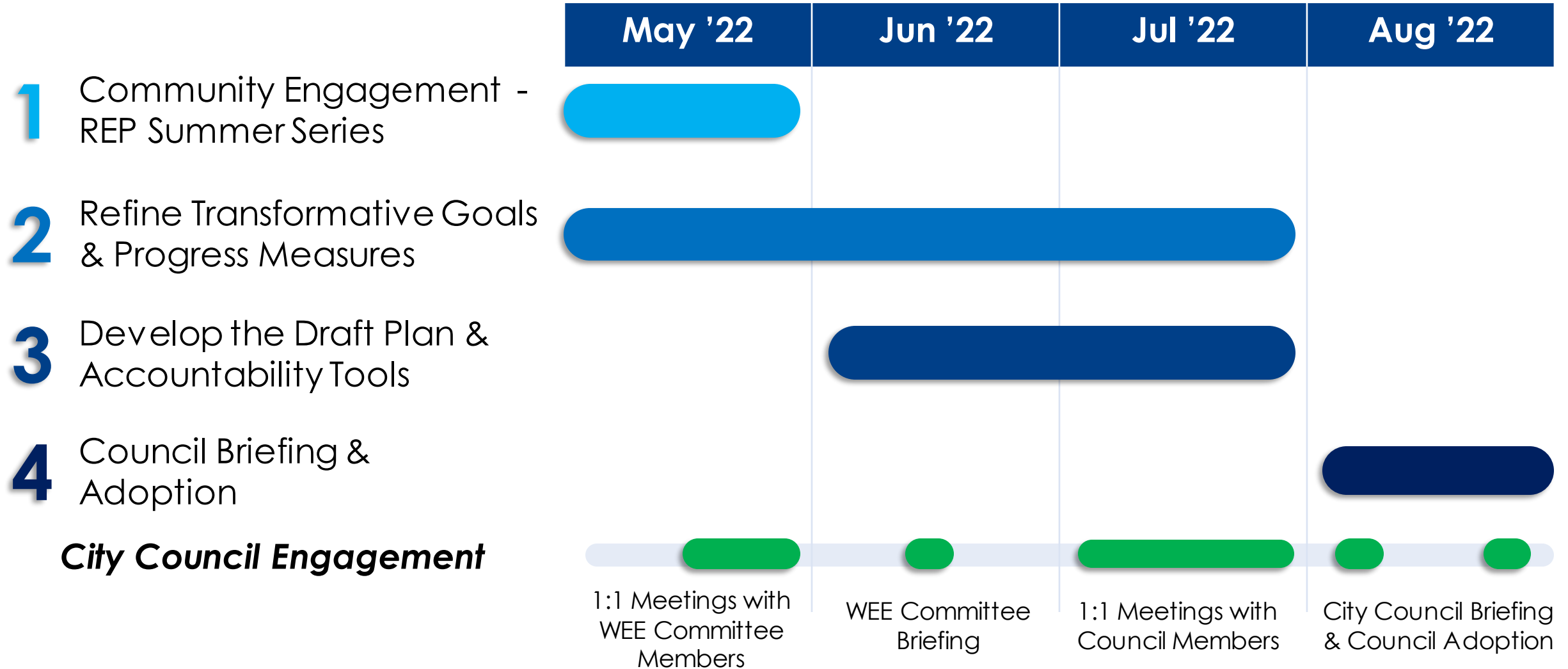
If you have questions or feedback, please contact me or Dr. Lindsey Wilson, Interim Director, Office of Equity and Inclusion.

Liz Cedillo-Pereira
Assistant City Manager

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizzor Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
Robert Perez, Interim Assistant City Manager
Carl Simpson, Interim Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Racial Equity Plan Development Timeline



MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, APRIL 11, 2022

22-0019

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

PRESENT: [7] Schultz, Thomas (**9:25 a.m.), Blackmon (**9:11 a.m.), McGough,
*Moreno, *Narvaez (**9:16 a.m.) *Resendez

ABSENT: [0]

The meeting was called to order at 9:08 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.**

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, APRIL 11, 2022

EXHIBIT A

RECEIVED

2022 APR -8 AM 8:20

CITY SECRETARY
DALLAS, TEXAS

City of Dallas

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

Public Notice

220377

POSTED CITY SECRETARY
DALLAS, TX



Workforce, Education, and Equity Committee

April 11, 2022

9:00 AM

2021 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 COVID-19 RECOVERY AND ASSISTANCE Thomas (C), Atkins, Mendelsohn, Moreno, Ridley	AD HOC COMMITTEE ON GENERAL INVESTIGATING & ETHICS Mendelsohn (C), Atkins, Blackmon, McGough, Schultz

(C) – Chair, (VC) – Vice Chair

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 pistola 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 propiedad."

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

The Workforce, Education, and Equity Committee will be held by videoconference and in the City Hall Council Chambers (6th Floor). Members of the public are 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 meeting will be broadcast live on Spectrum Cable Channel 16 and online at <https://bit.ly/cityofdallastv>.

The public may also listen to the meeting as an attendee at the following videoconference link:

<https://dallascityhall.webex.com/dallascityhall/onstage/g.php?MTID=e61f631c2ac615707554c400955cd9b92>

Call to Order

MINUTES

1. [22-890](#) Approval of the March 8, 2022 Workforce, Education, and Equity Committee Meeting Minutes

Attachments: [Minutes](#)

BRIEFING ITEM WITH ACTION

2. [22-895](#) Equity (External): Overview of Special Supplemental Nutrition Program for Women, Infants and Children (WIC)
[Jessica Galleshaw, Director, Office of Community Care; Leslie Hibbs, Program Administrator, Office of Community Care; Jeff Sullivan, Senior Director, Child Poverty Action Lab; Cierria Jones, Prenatal to Three Fellow, Child Poverty Action Lab]

Attachments: [Presentation](#)

BRIEFING MEMO WITH ACTION

3. [22-896](#) Equity (External): Upcoming Office of Community Care Agenda Items - Program Statements for American Rescue Plan Act-funded Programs
[Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office; Jessica Galleshaw, Director, Office of Community Care]

Attachments: [Memorandum](#)

BRIEFING ITEM WITHOUT ACTION

- A. [22-893](#) Equity (External): Enhanced Library Card
 [Kjerstine M. Nielsen, Assistant Director of Customer Experience, Dallas
 Public Library; Christina da Silva, Welcoming Communities and Immigrant
 Affairs Officer, Office of Equity and Inclusion]

Attachments: [Presentation](#)

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]

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, APRIL 11, 2022

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 11, 2022

Item 1: Approval of the March 8, 2022 Workforce, Education, and Equity Committee Meeting Minutes

Councilmember Schultz moved to adopt the minutes as presented.

Motion seconded by Deputy Mayor Pro Tem Resendez and unanimously adopted. (Thomas, Narvaez, Blackmon absent when vote taken)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 11, 2022

BRIEFING WITH ACTION

Item 2: Overview of Special Supplemental Nutrition Program for Women, Infants and Children (WIC)

The following individuals briefed the committee on the item:

- Jessica Galleshaw, Director, Office of Community Care;
- Jeff Sullivan, Senior Director, Child Poverty Action Lab; and
- Cierria Jones, Prenatal to Three Fellow, Child Poverty Action Lab

Councilmember Schultz moved to forward the item to city council.

Motion seconded by Deputy Mayor Pro Tem Resendez and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 11, 2022

BRIEFING MEMO WITH ACTION

Item 3: Upcoming Office of Community Care Agenda Items - Program Statements for American Rescue Plan Act-funded Programs

The following individual briefed the committee on the item:

- Jessica Galleshaw, Director, Office of Community Care

Councilmember Thomas moved to forward the item to city council.

Motion seconded by Councilmember Blackmon and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 11, 2022

BRIEFING ITEM WITHOUT ACTION

Item A: Enhanced Library Card

The following individuals briefed the committee on the item:

- Kjerstine M. Nielsen, Assistant Director of Customer Experience, Dallas Public Library; and
- Christina da Silva, Welcoming Communities and Immigrant Affairs Officer, Office of Equity and Inclusion

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, APRIL 11, 2022

EXHIBIT C

Workforce, Education, and Equity Committee Meeting Record

The Workforce, Education, and Equity Committee meetings are recorded.
Agenda materials are available online at www.dallascityhall.com. Recordings may be reviewed online at <https://dallastx.swagit.com/city-council>
Note: This meeting was conducted via teleconference to comply with a social distancing mandate during a declared state of disaster.

Meeting Date: March 8, 2022

Convened: 9:03 a.m.

Adjourned: 10:57 a.m.

Committee Members Present:

CM Jaynie Schultz, Chair
CM Casey Thomas, II, Vice Chair
DMPT Jaime Resendez
CM Paula Blackmon
CM B. Adam McGough
CM Omar Narvaez
CM Jesse Moreno

Committee Members Absent:

N/A

Other Council Members Present:

N/A

AGENDA

Call to Order (9:03 a.m.)

1. Approval of the March 4, 2022 Special Called Workforce, Education and Equity Committee Meeting Minutes

Action Taken/Committee Recommendation(s): A motion was made to approve the minutes for the March 4, 2022 Special Called Workforce, Education, and Equity Committee meeting minutes. The motion passed.

Motion made by: CM Jesse Moreno

Motion seconded by: Vice Chair Casey Thomas

BRIEFING ITEMS WITHOUT ACTION

A. Discuss Workforce, Education, and Equity Committee Priorities

Presenters: Jaynie Schultz, Chair, Workforce, Education, and Equity Committee

Action Taken/Committee Recommendation(s): Chair Schultz provided updates on the WEE Committee goals as well as the Mayor's priorities for the WEE Committee. Informational only.

B. Equity (External/Internal): The Business Case for Racial Equity - A Strategy For Growth

Presenters: Howard M. Walters, MSS, MLSP, Planning, Evaluation and Research Officer, W.K. Kellogg Foundation; Ani Turner, Co-director of Sustainable Health Spending Strategies, Altarum

Action Taken/Committee Recommendation(s): Mr. Walters and Ms. Turner provided an overview of a report that makes the case for racial equity as a social justice goal and a driver of business and economic growth. Committee members discussed and asked questions about the need to reduce disparities in Dallas, how the report was developed, specific recommendations in the report for local institutions, the results and impact of this work across US cities, public safety and reentry considerations, and more. Chair Schultz and Vice Chair Thomas requested that the Kellogg Foundation consider developing a report specifically for Dallas. Informational only.

BRIEFING MEMOS WITHOUT ACTION

C. Equity (External/Internal): Racial Equity Plan Quarterly Update

Presenters: Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office; Dr. Lindsey Wilson, Interim Director, Office of Equity and Inclusion; Harold Hogue, Managing Partner, CoSpero Consulting LLC

Action Taken/Committee Recommendation(s): Staff provided an update on the development of the Racial Equity Plan, including the status of equity progress measures across all City departments, challenges faced in

the equity progress measure development process, and community engagement feedback, and next steps. Committee members discussed and asked questions about aligning the Racial Equity Plan with the Equity Indicators report, affordable housing considerations, engagement with the Latino community, how the equity progress measures will be structured and presented to the City Council, hosting town halls across Council Districts, and more. CM Narvaez requested that CoSpero provide their company diversity profile to the committee. Chair Schultz stated that staff and the consultants have to be strategic in their outreach to all districts, including districts that have not been impacted by disparities. She also requested that staff provide a packet of collateral/social media contact for the City Council members to amplify. Informational only.

Adjourn (10:57 a.m.)

APPROVED BY:

ATTESTED BY:

Jaynie Schultz, Chair
Workforce, Education, and Equity Committee

Sommer Iqbal, Coordinator
Workforce, Education, and Equity Committee

Introduction to WIC

Jessica Galleshaw
Director, Office of Community Care

Leslie Hibbs
Program Administrator, Office of Community Care

Jeff Sullivan
Senior Director, Child Poverty Action Lab

Cierria Jones
Prenatal to Three Fellow, Child Poverty Action Lab



Agenda for Today



WIC Program Overview

Strategic Partnership with CPAL

What's new at Greater Dallas WIC?

Upcoming Milestones

Questions and Discussion



WIC supports health & wellness in Dallas



What is the WIC program?

The Special Supplemental Nutrition Program for Women, Infants and Children, popularly known as WIC:

- Was established and is **administered at the federal level as a fully funded program by the Food and Nutrition Service** of the United States Department of Agriculture;
- **Safeguards the health of low-income women, infants and children** up to age 5 who are at nutritional risk;
- And is administered by local agencies across Texas – and the **City of Dallas has served Dallas County as Local Agency 007 since 1976.**

How are WIC services delivered?

WIC seeks to support nutritional health for at-risk families through key programs:

- **Nutritional Education** helps families identify and purchase healthy food packages each month to supplement the diets of mothers and their children.
- **Breastfeeding Promotion and Support** provides the guidance and enabling conditions necessary to ensure healthy mothers can nourish their children from birth.
- Additional educational supports are provided for **obesity prevention**, healthy eating practices, and referrals to healthcare services for those in need.

Who are the recipients of WIC?

Eligible participants for WIC services must meet the following criteria:

- Reside in Texas;
- Have a household income below 185% of the federal poverty line (e.g. household of 3 earning <\$3,386/mo)
- And fall into one or more of the following categories
 - Be an expecting mother or have delivered within the last six months
 - Be a breastfeeding mother until your child is 1 year old
 - Be a child under 5 years old

Large majority of WIC participants, and of likely eligible non-participants, are Black and/or Hispanic/Latino





The **Value** of the WIC Program

- Reduces food insecurity
- Alleviates poverty
- Supports economic stability
- Improves dietary intake
- Protects against obesity
- Improves birth outcomes
- Improves health outcomes
- Supports learning and development
- Reduces health care and other costs
- Improves retail food environments



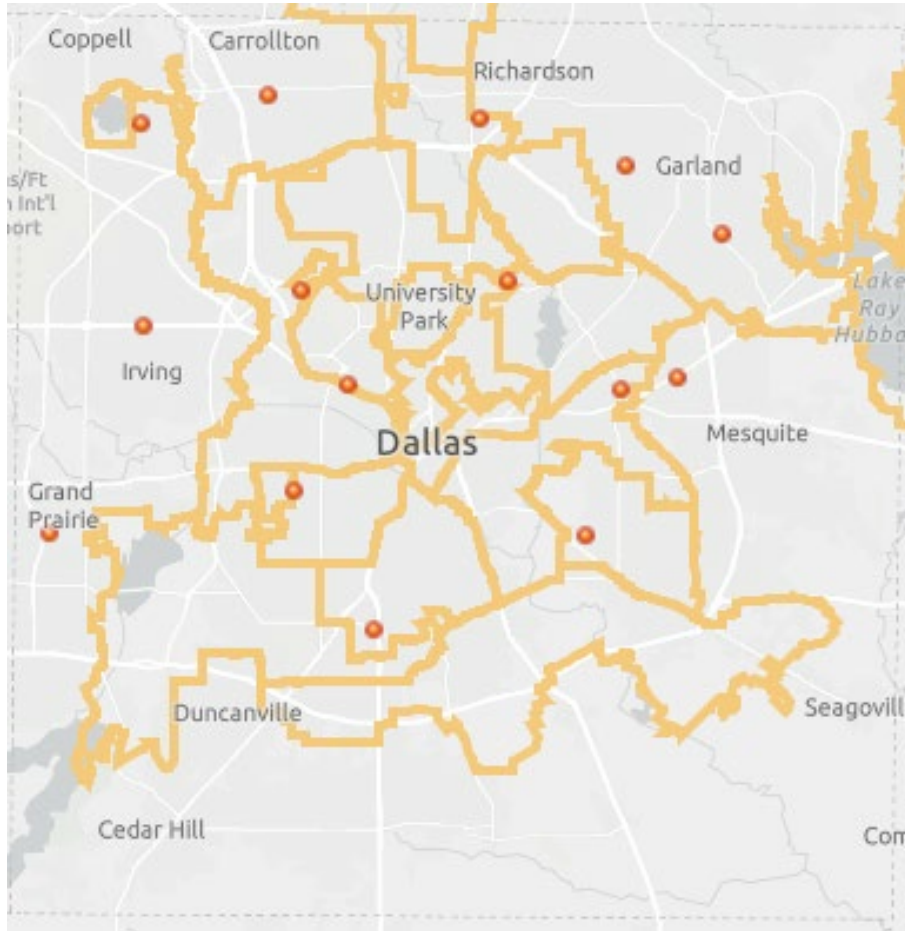
WIC Equity Indicator Alignment



- Equity Indicator 10: Child Poverty
- Equity Indicator 12: Working Poverty
- Equity Indicator 51: Prenatal Care
- Equity Indicator 57: Low Birth Weight
- Equity Indicator 58: Child Food Insecurity



WIC Locations



16 Clinics across Dallas County...

...serving over 63,000 monthly participants...

...and growing!



COVID Operations – “Disaster Mode”



Agenda for Today



WIC Program Overview

Strategic Partnership with CPAL

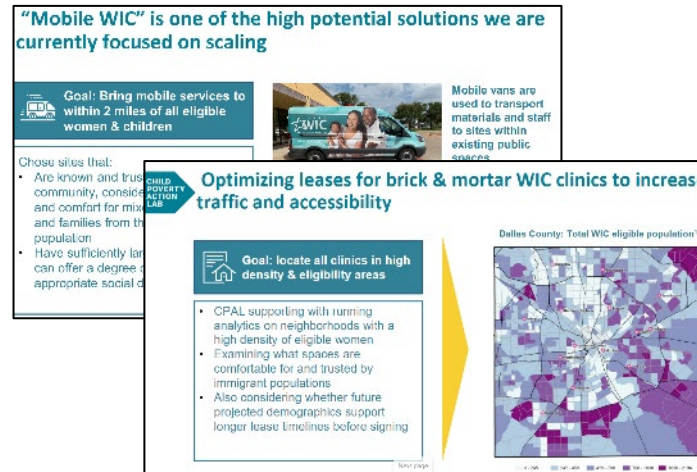
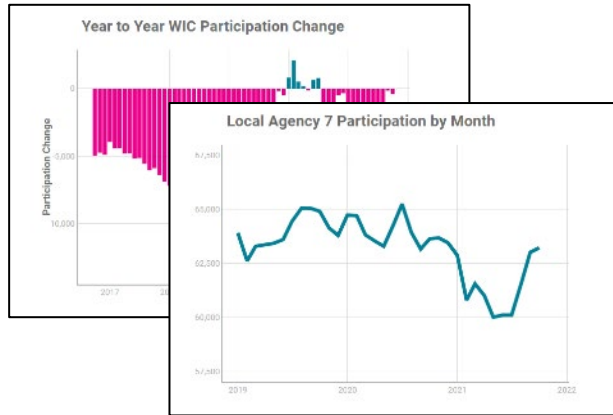
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WIC & CPAL Partnership



Support to enable **data & analytics environment** for decision-making and continuous improvement at all levels

Collaboration with VISTAs & innovation for **next-gen service & benefits delivery** across the agency

Facilitation of **strategic planning sessions** in December 2021 for management team & goal-setting for 2022 & beyond



CPAL and WIC Partnership - Initiatives



Past

- IDEO and WIC design-thinking research on participant experience
- “WIC Playbook” toolkit
- Mapping analysis on eligible clients

Present

- VISTAs, co-managed by WIC and CPAL, test Playbook strategies and pilot programming
- Strategic Planning
- Goalsetting and targets
- Clinic site and lease analysis tools
- Client experience mapping

Future/Ongoing

- Data and analytics process capacity building, embedding
- Continuation of VISTA project through renewal
- Continued project piloting and support



Agenda for Today



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Barriers to Overcome



WIC at all levels has seen a consistent trend of declining participation from highs around 2008 – its estimated that Dallas WIC is currently not reaching up to half of potentially eligible participants....

- WIC can have cumbersome requirements (in person service, no online options for benefits renewals, etc.)
- Appointments can take too long, making it difficult for busy parents to participate
- Clinics aren't always conveniently located
- Concerns about “public charge” discussions at the federal level
- Benefits redemption in stores can be confusing for clients
- General correlation between WIC participation and state of economy
- Need to improve awareness of WIC and its benefits to potential eligible clients



What's happening in Greater Dallas WIC?



Improved organizational structure

Flatter structure with fewer layers and greater leverage at point of service creates efficiency and cost-effectiveness



Clinic remodeling and leasing

Overhauling the physical space in clinics to ensure safety and cost-savings while improving environment for staff and clients



Data-driven leadership

Management team using data & analytics to support decision-making and efforts at service delivery optimization



Improving client experience

Embedding new skills and practices in WIC clinics to drive greater client satisfaction, better staff engagement, and higher participation



A strong objective for 2022...



In 2022, Greater Dallas WIC will

serve more participants

Working to establish monthly and annual participation goals, with a focus on pregnant moms & children over 1

by professionalizing

*Embedding a **highly qualified staff** that is passionate about our mission by utilizing best practices in hiring, training, & leadership*

a family-centered model

*Centering the health & wellness, material needs, & aspirations of **all caregivers & children** in the families in our community*

of service & benefits delivery.



Agenda for Today



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Key actions for WIC in 2022



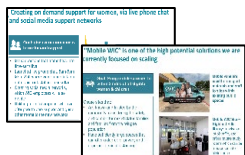
Fill open positions and staff clinics adequately

Hiring event in late January, with aim of ensuring the necessary staff to deliver the support our families need and improve outcomes for Dallas



Increase training and development opportunities for all staff

Part of our goal of professionalizing is about improving the expertise and capability of our staff to provide better personalized service for families



Develop new ways to support families in their wellness journey

Innovation with mobile clinics, app-enabled and text outreach, and live chat support for parents will increase benefits utilization and health and wellness for WIC families



Continued focus on data driven decision-making and strategy

Continue the strategic planning work, including Racial Equity Plan goal setting, finalizing short-term and long-term goals and metrics, and identify specific strategies and actions to put into place



Next Steps



- Requesting Workforce, Education, and Equity (WEE) Committee to recommend approval of an upcoming agenda item to accept an additional \$967,500.00 to support WIC programming and operations for FY22
- WIC and CPAL continue strategic planning process to refine target metrics and establish specific strategies and actions to help achieve our 2022 goals, and to establish goals for 2023 and beyond
- WIC will return to WEE in Fall 2022 to provide more information on strategies and goals



Agenda for Today



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Appendix



Program Eligibility - Income



Texas WIC Health and Human Services Commission

Effective May 1, 2021

Policy No. CS:12.0

Number of Household Members*	Gross Monthly Household Income**
1	\$0 up to \$1,986
2	\$0 up to \$2,686
3	\$0 up to \$3,386
4	\$0 up to \$4,086
5	\$0 up to \$4,786
6	\$0 up to \$5,486

WIC INCOME GUIDELINES

Family Size	Weekly	Bi-Weekly	Twice Monthly	Monthly	Annual
1	459	917	993	1,986	23,828
2	620	1,240	1,343	2,686	32,227
3	782	1,563	1,693	3,386	40,626
4	943	1,886	2,043	4,086	49,025
5	1,105	2,209	2,393	4,786	57,424
6	1,266	2,532	2,743	5,486	65,823
7	1,428	2,855	3,093	6,186	74,222
8	1,589	3,178	3,443	6,886	82,621
9	1,751	3,501	3,793	7,585	91,020



Program Eligibility



- Applicants must meet all of the following criteria to be eligible for WIC services
- Categorical requirements
 - Women - Pregnant (during pregnancy and up to 6 months after birth of an infant or end of pregnancy)
 - Postpartum (up to 6 months after the birth of an infant or end of pregnancy)
 - Breastfeeding (up to infant's first birthday)
 - Infants (up to infant's first birthday)
 - Children (up to 5th birthday)
- Residential – must reside within Texas
- Income - Up to 185% of Federal Poverty Guidelines



Program Eligibility – Nutrition Risk



- Nutrition Risk Requirement means that an individual has medical-based or dietary-based conditions such as:
 - Anemia
 - Underweight
 - Poor Pregnancy Outcome
 - Teen Pregnancy
 - Poor Diet
- Applicant's height and weight must be measured, and bloodwork taken to check for anemia. An applicant must have at least one of conditions on the State's list of nutrition risk criteria.
- Applicants must be seen by a health professional such as a nutritionist who must determine whether the individual is at nutrition risk.



WIC Services – Nutrition Education



- WIC clients receive individual nutrition counseling and/or classes every 3 months from Educators, Nutritionists or Dietitians depending on the individual needs. Many clinics offer classes especially for children. Men who have family members participating in the program are welcome to attend classes.
- WIC offers tailored monthly supplemental food packages based on the latest nutrition guidelines. The food packages offer fruits, vegetables, whole grains, low-fat milk, yogurt, and baby food in addition to cereal, eggs, juice, peanut butter and beans. WIC offers a variety of healthy foods to help parents make smart choices for their family.



WIC Services – Nutrition Education



Fruits and Veggies Increase: What To Know

Our vegetables and fruits value has been temporarily increased to \$35 per month for four months. Be sure to redeem these additional benefits!



WIC
WOMEN, INFANTS,
& CHILDREN

Add a Little **COLOR** to Your Life

Fruits and vegetables are superfoods with power to change the way you look and feel.



What Can Superfoods Do For Your Body?

- Help grow beautiful skin, hair, and nails
- Fight germs and help keep you from getting sick
- Help you have a healthy weight
- Protect against heart disease, type 2 diabetes, and some types of cancer



Fruits and Vegetables Also:

- Add flavor to meals
- Add color to boring plates
- Are the perfect snacks you can eat on the go

Model it.

Your children learn from watching what you do. Set an example by eating fruits and vegetables.



Make it fun.

Get everyone involved in preparing fruits and vegetables. They are more likely to try foods if they help prepare them. Let your kids tear lettuce, peel carrots, snap beans, wash, stir, and pour.



Dip it.

Serve raw fruits or vegetables with your favorite low-fat dressing or yogurt, melted cheese, guacamole, hummus, or peanut butter. A little dip may help your picky eater to try it.



Drink it.

Try different combinations of fruits or vegetables in your blender with a little low-fat milk or yogurt for a quick, refreshing beverage.



Make Half Your Plate Fruits and Vegetables

It's easier than you think to build a healthy meal if you make half your plate fruits and vegetables. Try these tips to get your family excited about eating fruits and veggies. You can do it!



Soup it up.

Soups are a great way to add vegetables to your family's day.



Stir-fry it.

Heat a little oil in a skillet or wok and add your favorite vegetables and a little seasoning.



Skewer it.

Put a variety of fruits on popsicle sticks for a snack. Marinate veggies and grill or broil them on skewers.



Grow it.

Plant fruits and vegetables and let your child help with the garden. Children love to taste fruits and vegetables they helped grow.



Reach for it.

Put fresh, washed fruits and vegetables on the table or lower shelves in the fridge for easy-to-reach snacks.



Hide it.

Add shredded, cut-up, or pureed vegetables to favorite meals. Try adding zucchini or carrots to spaghetti sauce, spinach to burgers or meat loaf, even broccoli on pizza.



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WIC Services – Breastfeeding Promotion & Support



WIC Clients receive encouragement and instruction from trained professionals in breastfeeding. Breastfeeding women participating in WIC are provided breast pumps free of charge. WIC helps clients learn why breastfeeding is the best start for their baby, how to breastfeed while still working, Dad's role in supporting breastfeeding, tips for teens who breastfeed, how to pump and store breastmilk, and when needed offers support with:

- Latching problems
- Premature Babies
- Low Milk Supply
- Special Needs Babies
- Multiples
- And much more!



Ours services are provided by Internationally Board Certified Lactation Consultants (IBCLC), free of charge, in a calm and friendly environment. We have a 24-hour hotline and are able to assist families who are enrolled in the WIC program and also anyone who does not qualify for WIC.

Breastfeeding Welcome Here

Feel free to breastfeed anywhere.

If you
need a
more
private
place,
please
ask staff.



Texas Law on Breastfeeding, Sec. 165.002
Right to Breastfeed: A mother is entitled to breast-
feed her baby in any location in which the mother is
authorized to be.

This institution is an equal opportunity provider.
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“Thank you for the breastfeeding bra, recipe book and cover. The bra was extremely needed.”

— City of Dallas WIC Client (LA 007)



Human-Centered Design Thinking – Client Story



WIC PLAYBOOK | IDEO.ORG + CPAL

Table of
Contents

03 What is this playbook?

06 Our Belief

12 Innovating at WIC

24 Opportunity Areas

Meet Maria

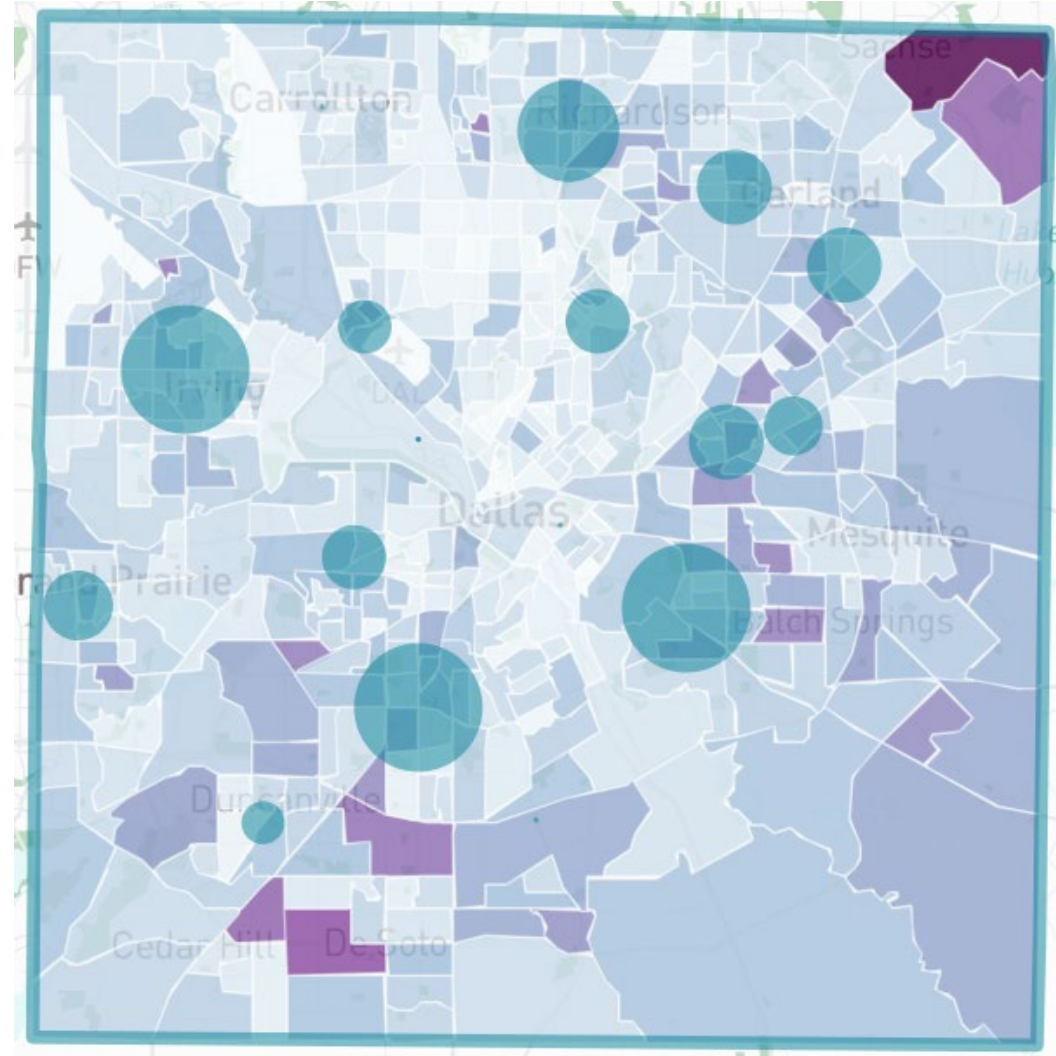


Developing a strategy for improving accessibility, efficiency, and satisfaction of WIC services.

We'd like to introduce you to Maria. She's an amalgamation of all the characters we met. We're going to re-tell her story through WIC in an effort to illustrate the foreseen and unforeseen pain points and innovation opportunities that are sprinkled throughout the user journey. At every step of the story you're about to hear, we'll give you a snapshot of what Maria does, and then we'll read the insight associated with it. And just to reiterate, this is not ONE person's story, but a collection of stories merged into one.



Location Analysis and Client Mapping



Essentials of WIC Hospitality

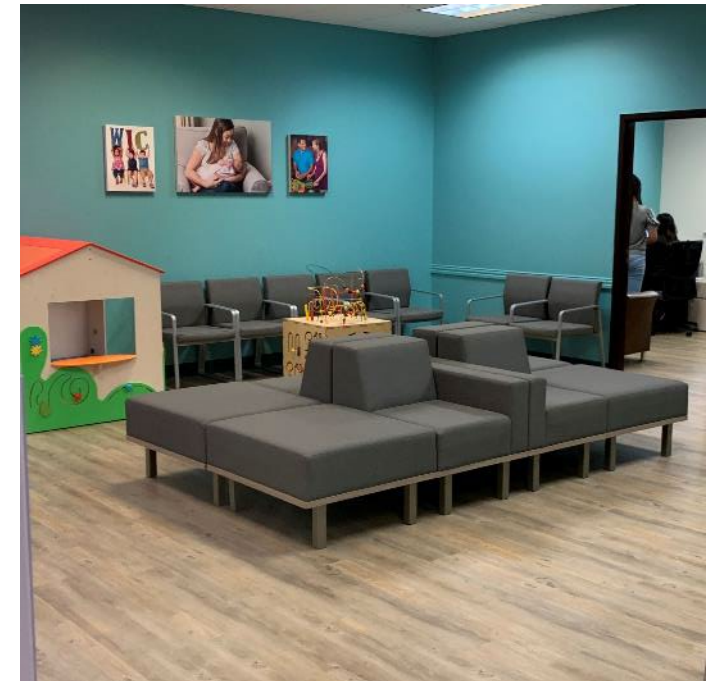


“The staff was very nice and helpful. I was surprised that I got WIC that very same day. I have been reading the material and it's been helpful. Thank you WIC!!!!”

— City of Dallas Office
of Community Care WIC
Client (LA 007)

The Essentials of Texas WIC Hospitality

1. We greet and address clients by name in a warm and friendly manner.
2. We assist clients with belongings as needed.
3. We value all clients and coworkers with dignity and respect.
4. We engage by actively listening to the client to provide helpful and credible information and resources tailored to their needs.
5. We close conversations with a client in a warm, friendly and thankful manner.
6. We see clients at their scheduled appointment, or we keep clients informed of any delays.
7. We are present in front of clients by not using personal cell phones.
8. We are respectful in front of clients by not gossiping or engaging in side conversations.
9. Clinic spaces are neat, clean and family-friendly.
10. We are proactive at resolving issues in the best interest of our clients.



Highlighted Client Comments



"I would like to thank you all for the work you all do and how professional and kind hearted you all are. The location I go to is the one by Garland Barnes street. I really appreciate most especially one staff member who has always been consistent with her manners of approach and professionalism is top notch."

— City of Dallas Office of Community Care (LA 007) WIC Client

"Thank you for the breastfeeding bra, recipe book and cover. The bra was extremely needed."

— City of Dallas WIC (LA 007)

"WIC's breastfeeding support has been absolutely amazing! Breastfeeding can be so hard at times and having support is everything."

— City of Dallas WIC client (LA 007)



"Thank you for the help it is really appreciated; like how you all have been so nice thank you for that in this tough time it's easier to get through with kindness have a blessed year!"

— City of Dallas (LA 007) WIC Client

"Thanks for everything. There is always a lot of kindness in the people who work in WIC offices and stores. Excellent help program."

— City of Dallas Office of Community Care (LA 007) WIC Client

"The Irving WIC office is excellent, even though we are in a pandemic and are not allowed to have physical contact. They are doing their best and take care of us super fast. They still have the breastfeeding counselor help us and guide us through the process if we have any issues. Could not be more thankful for the workers at the Irving WIC Office. Thank you very much! Y'all are the best!"

—City of Dallas WIC client (LA 007)



*"I had such a hard time with my daughter latching. At the hospital, the nurse would just try to force her and she wouldn't. I felt useless as I didn't know what to do and the nurse didn't want to really help, so instead we gave her formula for about two weeks. Then I went to my WIC appointment and the lady there asked why I wasn't breastfeeding. I told her why and **they took me into a feeding room and helped me** and taught me the whole process and ways to help her be able to latch. Thank you so much for that!"*

—Facebook Comment from a WIC client

Improving the Participant Experience



Clinics Remodeled

- Westmoreland
- Lake June
- Spring Valley
- Ledbetter
- Buckner
- Highland Hills
- Abrams
- Duncanville
- Grand Prairie
- East Garland
- And more in progress



Improving the Participant Experience (Old)



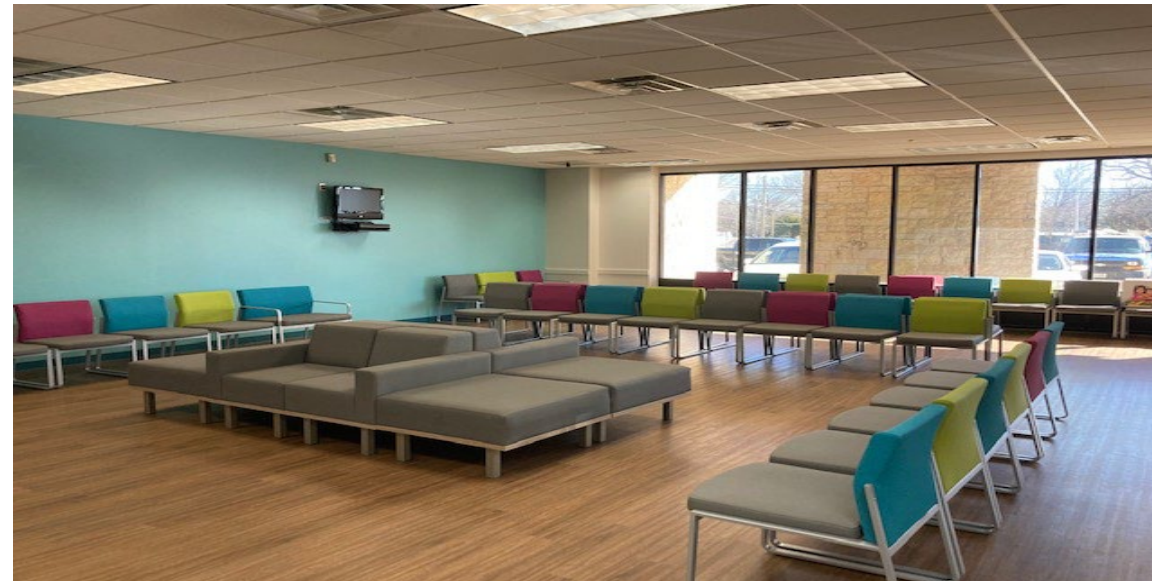
**From
this...**



Improving the Participant Experience (Updated)



To this!



Memorandum



CITY OF DALLAS

DATE April 8, 2022

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

SUBJECT **Upcoming Office of Community Care Agenda Items – ARPA Program Statements**

On April 27, 2022 and May 11, 2022, two Office of Community Care (OCC) items authorizing Program Statements will be considered by the Dallas City Council.

Item 22-916: Authorize the program statement for the ARPA Coronavirus State and Local Fiscal Recovery Fund – ARPA Childcare Program, as shown in Exhibit A, to provide assistance to support providers who have lost revenue, seen increased expenses such as: gasoline, food, cleaning supplies, etc., experienced staffing issues, such as shortages or difficulty hiring as a result of the pandemic and/or resulting economic and social impacts since March 3, 2021- Financing: No cost consideration to the City.

Item TBD: Authorize the program statement for the ARPA Coronavirus State and Local Fiscal Recovery Fund – ARPA Food Banks Program, as shown in Exhibit A, to support grants to Hunger Relief Organizations and/or to purchase on behalf of these organizations to support residents impacted by the pandemic and/or resulting economic and social impacts since March 3, 2021- Financing: No cost consideration to the City.

Item 22-931: Authorize the program statement for the American Rescue Plan Act (ARPA) - Nonprofit Assistance Program, as shown in Exhibit A, to provide financial support in the form of a grant to Dallas-based nonprofit organizations that deliver social services programming that were impacted from COVID-19 and/or in response to needs caused by pandemic - Financing: No cost consideration to the City.

Background

These items will authorize Program Statements for three American Rescue Plan Act (ARPA) funded programs to be administered by the Office of Community Care. On September 22, 2021, the City Council authorized the appropriations of \$355,426,891.00 in ARPA funds, including \$1,000,000.00 for Child Care Providers Assistance, \$800,000.00 for Food Banks Support, and \$2,600,000.00 for a Nonprofits Assistance Program. The attached Program Statements outline parameters to administer assistance provided under these programs, including establishing eligibility criteria, allowable costs, and other guidance. Each Program Statement establishes eligible participants and beneficiaries for the respective program, ensuring that funds support communities and populations with higher levels of need and that have been disproportionately impacted by the pandemic. Programs will target populations and communities by focusing on location, demographics indicators and demonstrated need, ensuring that the City remains compliant with ARPA guidance relating to equitable disbursement of funding and accountable to the ARPA Equitable Investment Framework.

Child Care Providers Assistance

The Child Care Providers Assistance Program will provide financial support to Child Care Providers, including current City of Dallas Early Childhood and Out-of-School Time (ECOST) program providers. By supporting these entities, this program is aligned with multiple Equity Indicators including Early Education Enrollment by Race, Early Education Enrollment by Income Kindergarten Readiness, and Third-Grade Reading Proficiency. Eligible providers include those that are:

- Negatively impacted by the COVID-19 pandemic (experienced loss of income, and/or increase in costs due to the pandemic); and
- Located in the city of Dallas and serving residents of the city of Dallas

The program builds on the Child Care Providers support provided through Coronavirus Relief Funds in late 2020, but with enhanced focus on program support. City staff has held numerous meetings with providers and childcare advocates to understand the needs of the sector over the last two years. Additionally, City staff, in partnership with the Community Development Commission, hosted a listening session with childcare providers in the summer of 2021 to solicit feedback on needs of providers and how they have been impacted by the pandemic. Feedback from these meetings was used to develop the Program Statement (Attachment A).

In accordance with ARPA, the program may provide funding for items incurred within the time period of March 3, 2021 and December 31, 2024, such as:

- Resources and awareness related to regulatory and best practices issues, particularly related to COVID-19 safety and response
- Rent, utilities, staff salaries and benefits, and program supplies
- Mental health/behavior support for staff
- Trauma-informed care training for staff
- Technology support and upgrades for the childcare providers
- Communication tools to help families understand the benefits of ECOST programs
- Information and resources on how to prevent staff burnout and keep them engaged
- Material support to childcare providers to enhance safety, including personal protective equipment, cleaning supplies

Food Banks Support

The Food Banks Support Program will provide financial support to food banks, food pantries, and hunger relief organizations located in the city of Dallas. By supporting these hunger-relief organizations, this program is aligned with Equity Indicators for Food Insecurity and Poverty. There is a need for this funding, as approximately 20% of Dallas County faces food insecurity, and nearly 38% of city of Dallas residents live in a food desert. The COVID-19 pandemic and resulting economic downturn increased demand for local food pantries and distribution sites among city of Dallas residents impacted the pandemic due to job loss, reduced or lost income, and increased expenses.

DATE April 8, 2022
SUBJECT **Upcoming Office of Community Care Agenda Items – ARPA Program Statements**

Data from the City Innovation Project show disparities in food access and behavior when comparing zip codes with the highest levels of impact from COVID-19 and the city as a whole. Individuals living in high-impacted COVID-19 areas are more likely to state that “they sometimes or often cannot afford to eat balanced meals and had to make less healthy options due to cost” compared to respondents overall (39% for high-impact COVID-19 areas versus 23% for respondents overall). Additionally, a 2021 survey of Dallas nonprofits seeking insight on the impact of the pandemic showed that approximately 40% of the organizations indicated food assistance as one of the highest priority needs for their clients. These surveys, along with meetings with local hunger relief entities, were used to develop this Program Statement (Attachment B).

The Food Banks Support Program will financially support hunger-relief organizations located in the city of Dallas in their mission to provide food to city of Dallas residents by providing funding for: storage equipment, food costs, and other items to support food distribution program delivery. The City will seek a third-party administrator to provide the grants in the form of cash grants or in-kind awards, which will allow for leveraging opportunities and cooperative purchasing for highly requested items to maximize impact of the funds.

Nonprofit Assistance Program

In late 2020, OCC administered a Nonprofits Assistance Program to provide funds to human and social services organizations that had been impacted by the COVID-19 pandemic. By supporting these organizations, this program aligns with multiple indicators across several themes, including Education, Economic Opportunity, and Public Health. This current ARPA Nonprofit Assistance Program expands on the previous program by focusing on financial impact during 2021 and 2022, and by increasing the grant amount from up to \$30,000 to up to \$50,000 per organization. A survey conducted of Dallas nonprofits in late 2021 showed that nearly 42% of the organizations reported a negative financial impact on their organization due to the pandemic, and nearly two-thirds of the organizations cited increased demands for services due to the pandemic.

The ARPA Nonprofits Assistance Program will provide funding to nonprofit organizations for operational expenses, including, but not limited to, rent, utilities, staff salaries and benefits, cleaning supplies, and programs supplies incurred between March 3, 2021 and December 31, 2025, and resulting from COVID-19 and/or in response to needs caused by pandemic. The Program Statement outlines that the City will seek a third-party administrator to provide the grants, which will allow for leveraging opportunities to maximize impact of the funds (Attachment C).

If you have any questions, please contact me or Office of Community Care Director, Jessica Galleshaw, at jessica.galleshaw@dallascityhall.com.

DATE April 8, 2022
SUBJECT **Upcoming Office of Community Care Agenda Items – ARPA Program Statements**



Liz Cedillo-Pereira
Assistant City Manager

C: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billieae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
Robert Perez, Interim Assistant City Manager
Carl Simpson, Interim Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors



City of Dallas

Enhanced Library Card

**Advancing Digital Equity
for All Dallas Residents**

**Workforce, Education and Equity Committee
April 11, 2022**

Kjerstine Nielsen, Assistant Director
Dallas Public Library

Christina da Silva, WCIA Officer
Office of Equity and Inclusion

Overview



- What is an Enhanced Library Card?
- Multiple Uses: Health, Digital Equity, Economic Advancement
- Security Features
- Budget Considerations
- Timeline and Next Steps



What is an Enhanced Library Card?



- A library card that contains a photo of the card holder which serves as a means for residents to identify themselves in accessing library services and other city services and increases digital equity by connecting residents to devices and other resources.
- Texas Cities/Counties have Enhanced Library Cards: San Antonio, San Marcos, Harris County, Bexar County
 - Austin is also in process to develop their Enhanced Library Card program
- The Texas State Department of Health also recognizes library cards as a supplemental form of identification
 - [Example Group C \(library card\)](#)
 - The ELC design can have multiple security features for fraud prevention



Multiple Uses – Digital Equity



Digital Equity: An Enhanced Library Card can increase trust with residents that face barriers and can connect them with devices such as laptops, hotspots, and other digital literacy and education resources.

Equity Indicators 13-24, 29, 40, 43: Early Education, Elementary, Middle, High School, General Population, Internet Access, Fines and Fees, Public Safety



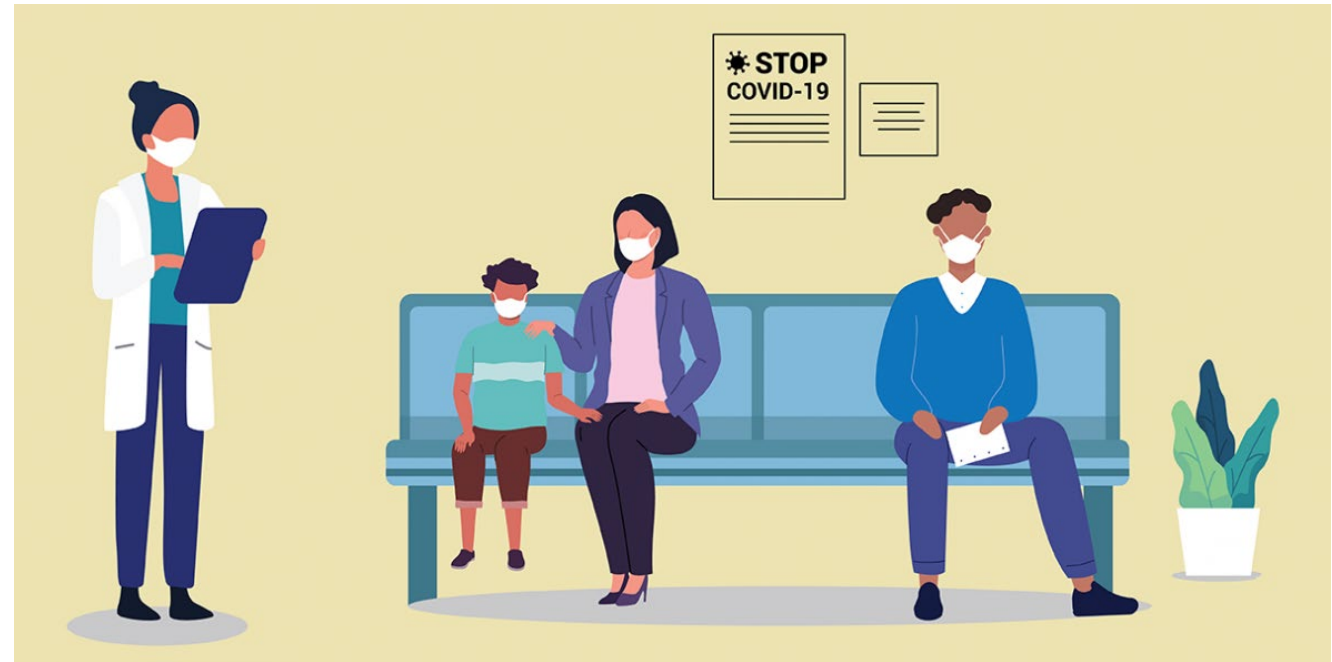
Image Credit: [Hafabouti](https://www.hafabouti.com/)

Multiple Uses – Health Equity



Health Equity: Can help residents gain access to vaccines, medication, and other health services.

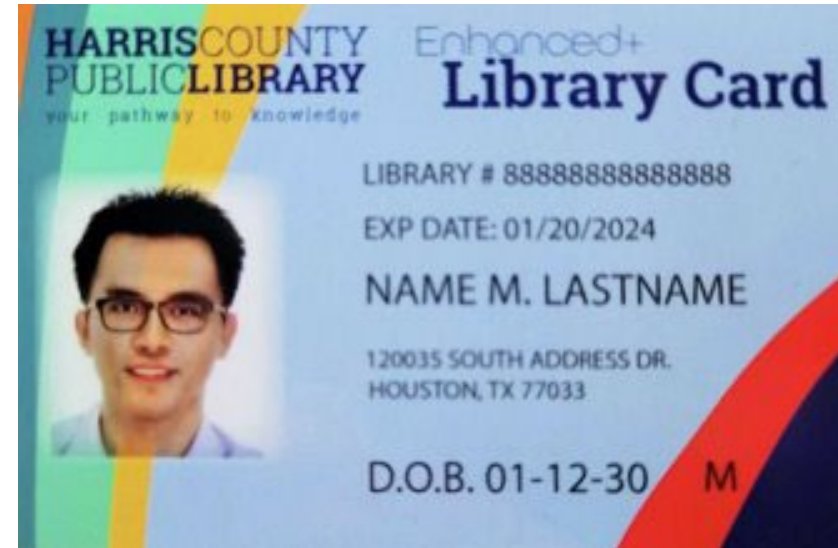
Equity Indicators 49-51: Health Care Provide, Health Insurance, Prenatal Care



Multiple Uses – Economic Advancement



Economic Advancement: Many residents experience difficulties accessing services because they lack an ID. The Enhanced Library Card may serve as supplementary support for banking and workforce training opportunities.



Equity Indicators 7-12: Income and Poverty Indicators



Unlimited Potential Partners



Partnership will be a key element of success. Some already engaged and those on our radar are:

- City of Dallas departments (DWU, PKR, OAC, DPD, DFR, OCC)
- Independent School Districts (Carrollton, Dallas, Duncanville, Plano, Richardson)
- DART
- Dallas County
- Apartment Association
- Faith-based institutions
- Community based organizations



Security Features



Library staff will be trained to evaluate different sources of documents to verify identity. Examples may include:

- Current rent or lease agreement
- Current utility bill
- Current voter registration card
- Current renter's, homeowner's or car insurance policy
- Current property tax statement from the CAD
- Paycheck with name and address imprinted
- Credit or debit card
- Inmate identification card with photo
- Shelter identification card with photo
- Birth certificate
- Copy of medical record with name and address
- Passport
- Employee identification card
- Health insurance card
- Military identification card
- Consular card or identification from another country
- Driver's license or identification from another state



Budget & Location Considerations



Pilot program will utilize existing DPL funding

- Estimated cost is \$4,800 per set up
- Cost includes a special printer, supplies, laptop
- Future budget enhancement for expansion to all library locations
- Can be mobile to take to events outside of library buildings

Pilot at 5 locations – Central Library + 4 branches

- Locations identified using Equity Impact Assessment Table
- Zip codes with highest % of Black, Hispanic, or Native American populations, poverty levels, homeownership levels, senior citizens, and social economic vulnerability levels
- Identified Locations:
 - 76216 – Paul Laurence Dunbar Lancaster-Kiest Branch (District 4)
 - 75241 – Highland Hills Branch (District 8)
 - 75211 – Arcadia Park Branch (District 6)
 - 75228 – White Rock Hills Branch (District 7)
 - 75201 – J. Erik Jonsson Central Library (District 2)



Timeline and Next Steps





City of Dallas

Enhanced Library Card

**Advancing Digital Equity
for All Dallas Residents**

**Workforce, Education and Equity Committee
April 11, 2022**

Kjerstine Nielsen, Assistant Director
Dallas Public Library

Christina da Silva, WCIA Officer
Office of Equity and Inclusion



City of Dallas

Racial Equity Plan Update

Workforce, Education and Equity Committee

June 13, 2022

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

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

Agenda



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



2019 Equity Indicators Report



1

Racial Equity Plan Overview



What is the Racial Equity Plan?



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





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



What is in the Racial Equity Plan?



I. Executive Summary

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

II. Racial Equity Plan Process & Elements

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

III. History of City of Dallas Equity Efforts

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

IV. Summary of Community Engagement

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

V. Racial Equity Measures by Strategic Issue Areas

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

VI. Community Compact: Accountability Agreement

- A. Sustainability Recommendations
- B. Tracking Progress

Appendix

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



Racial Equity History & Milestones



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

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

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

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



2

Community Engagement Methods

Community Engagement Summary

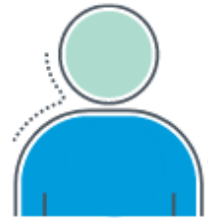


Our engagement efforts focused on reaching community members that have been most impacted by longstanding disparities.



7336

**WEBSITE
VIEWS**



3072

**INDIVIDUALS
ENGAGED**



706

**ONLINE
PARTICIPANTS**



2366

**EVENT
PARTICIPANTS**

Data captured as of 06.03.22



Marketing, Outreach & Participation Efforts



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

The collage features several promotional materials for the City of Dallas Racial Equity Plan:

- RACIAL-EQUITY PLAN TOWN HALL**: A poster encouraging residents to lend their voice to help build the City of Dallas' Racial Equity Plan. It features portraits of CM Paul Ridley (District 14) and CM Jesse Moreno (District 2), and a link to <https://weareonedallas.org/survey>.
- Citywide Racial Equity Plan Community Meeting**: An announcement for a meeting on Saturday, May 21, 2022 @ 10AM at True Lee Missionary Baptist Church, 3907 Robert L. Parish, Sr. Ave, Dallas, Texas 75210. The purpose is to get input from the South Dallas/ Fair Park community. To find out more, go to www.weareonedallas.org.
- RACIAL EQUITY PLAN PUBLIC MEETING**: An invitation to join North Dallas City Councilmembers and staff to discuss the plan for racial equity across Dallas. The meeting is on Tuesday, May 31, 2022, from 6:30 pm - 8:00 pm at the Jewish Community Center, 7900 Northaven Rd, Dallas, TX 75230. Attendees include Adam McGough (District 10), Jaynie Schultz (District 11), Cara Mendelsohn (District 12), and Gay Donnell Willis (District 13). Masks are encouraged.
- ONE DALLAS SPEAKS Conversación comunitaria sobre el Plan de Equidad Racial**: A flyer for a community conversation on March 31, 2022, from 6:00 PM - 7:30 PM. It is organized by Casey Thomas, UNT Dallas, Harmony CDC, and the City of Dallas. Registration is at bit.ly/onedallas.
- Help Develop Dallas' First Racial Equity Plan**: A flyer for an open house on May 26, 2022, from 11 A.M. to 6 P.M. at the Dallas Central Library, 1515 Young St., 6th Floor. It encourages learning more about the Racial Equity Plan and giving input on the drafted Department Progress Measures.
- RACIAL-EQUITY PLAN TOWN HALL**: Another poster for a town hall meeting on June 10, 2022, at 10 am at Well Grounded Coffee Community, 9219 Garland Rd Dallas TX 75218. It features CM Paula Blackmon (District 9) and a contact number 214-671-8916.

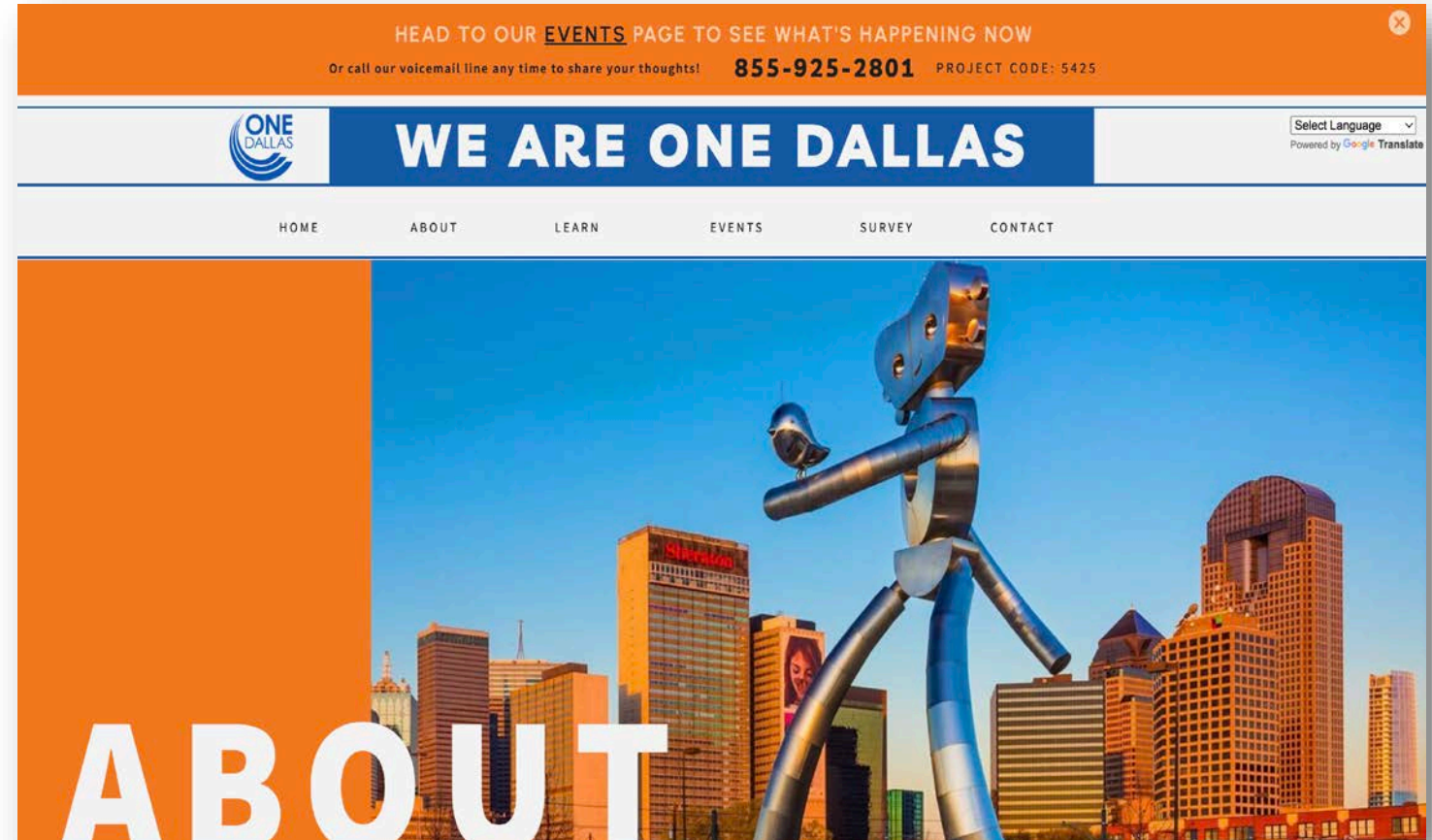


REP Website: weareonedallas.org



Multiple Engagement points:

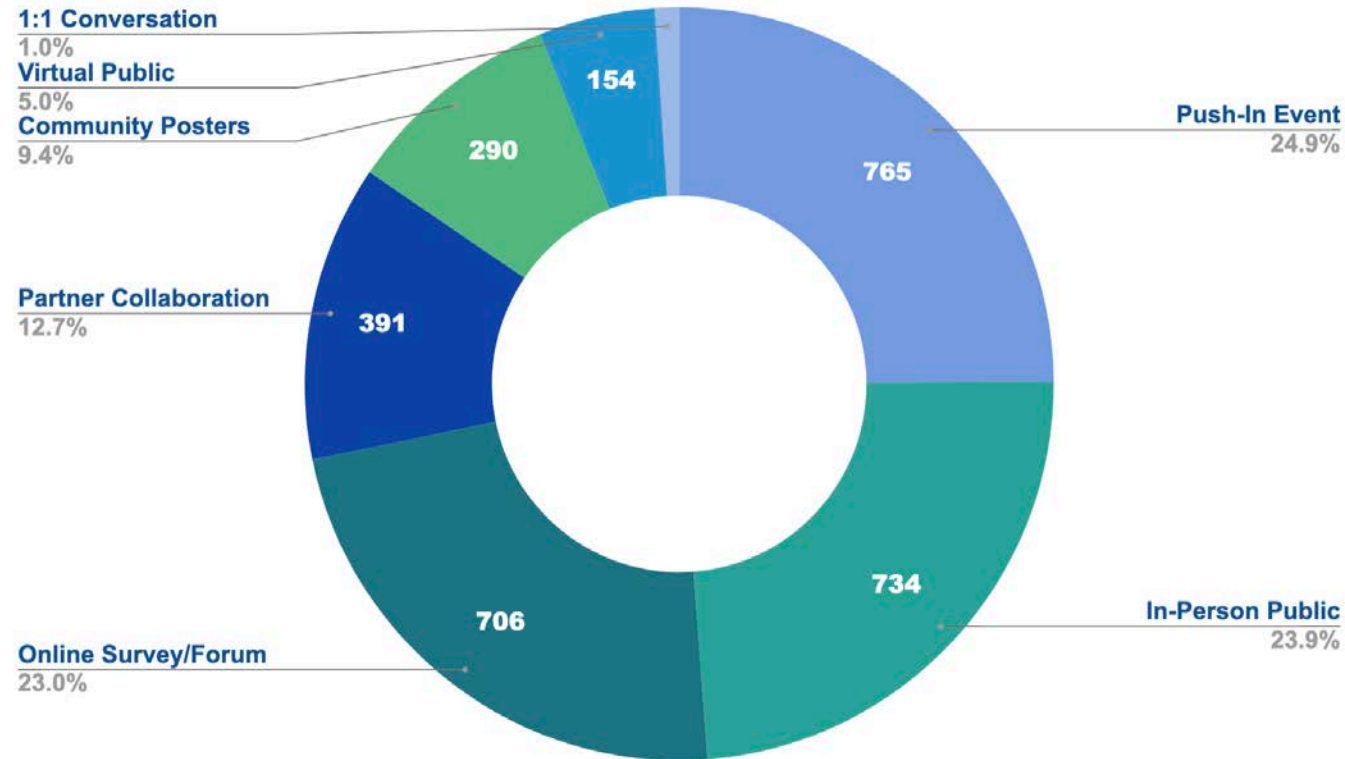
- Resident Survey
- Comment Box
- Telephone Line
- Event Request



Engagement Methods & Reach



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



In-Person Public

REP presentation and community feedback session hosted at libraries, civic centers, public spaces

Virtual Public

REP presentation and community feedback session feedback hosted on weareondallas.org, open to the public

1:1 Conversation

Interview style review of REP and progress measures seeking feedback from Dallas leaders

Partner Collaboration

Specific REP event hosted in collaboration with nonprofits/ community-based organizations (focus groups, round tables, etc.)

Push-In Events

Meeting people where they're at by joining pre-existing community events

Online Engagement

Online survey, forum boards, and voicemail number where residents could share their feedback at their convenience

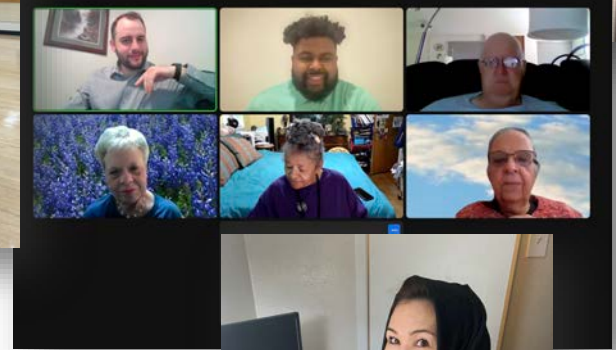


Data captured as of 06.03.22

Inclusive Engagement Efforts



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



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



Events Per Council District



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



Data captured as of 06.03.22

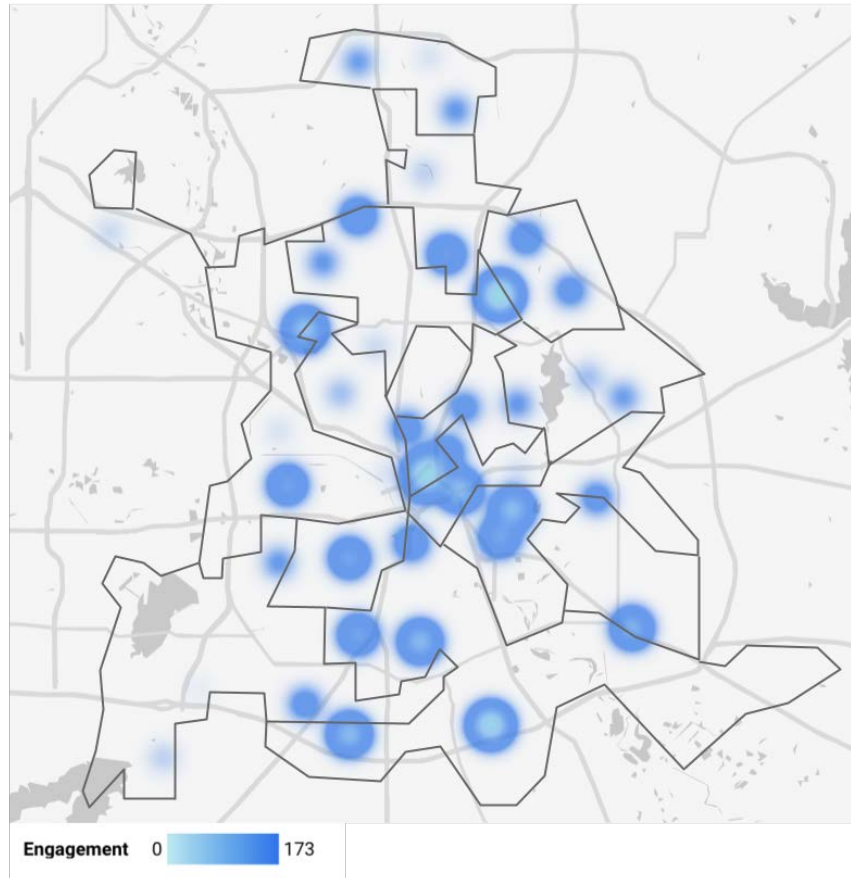


Engagement By Council District & ZIP

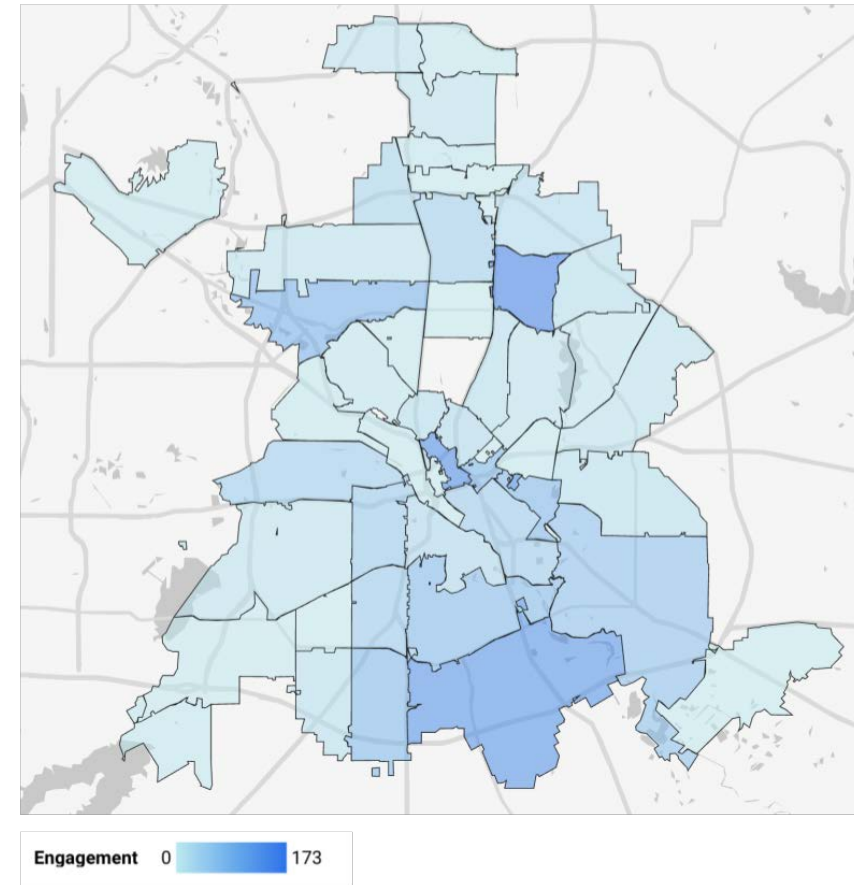


Residents from across the city are sharing their insights and experiences.

REP Engagement by Council District



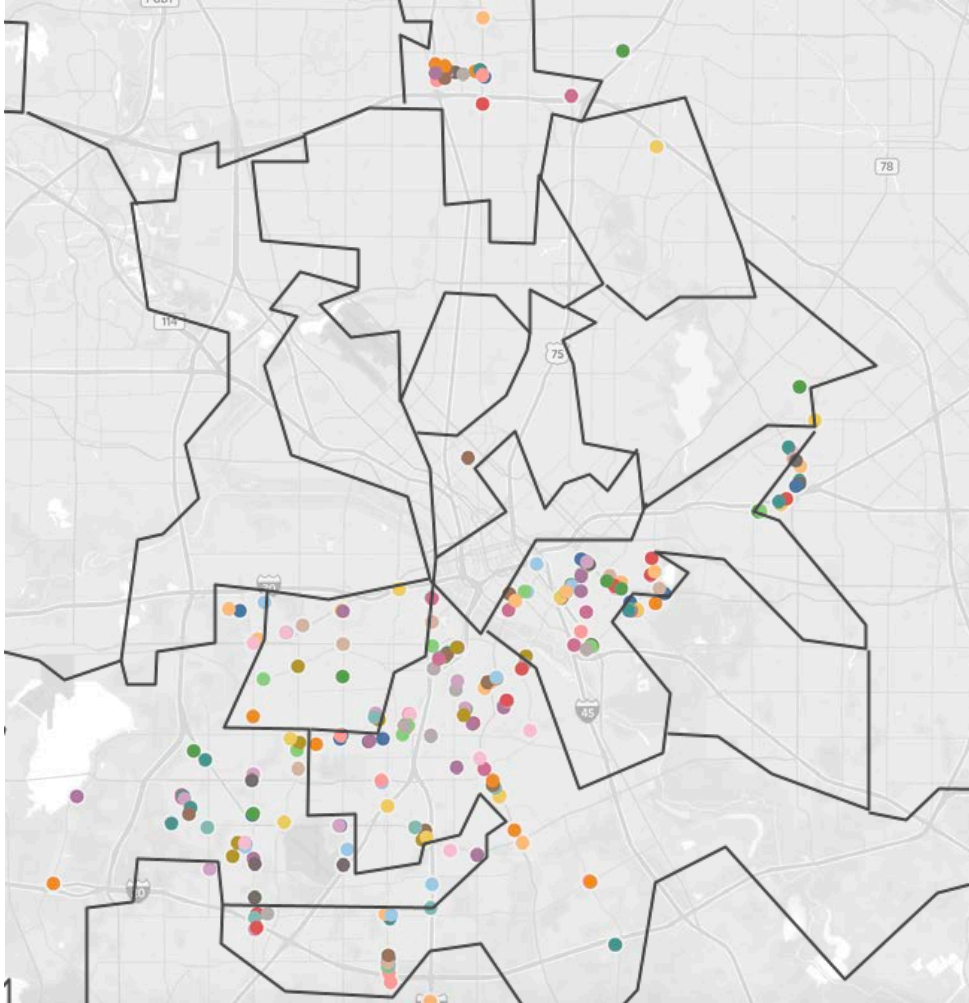
REP Engagement by ZIP Code



Data captured as of 06.03.22



Increasing Access & Building Trust



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

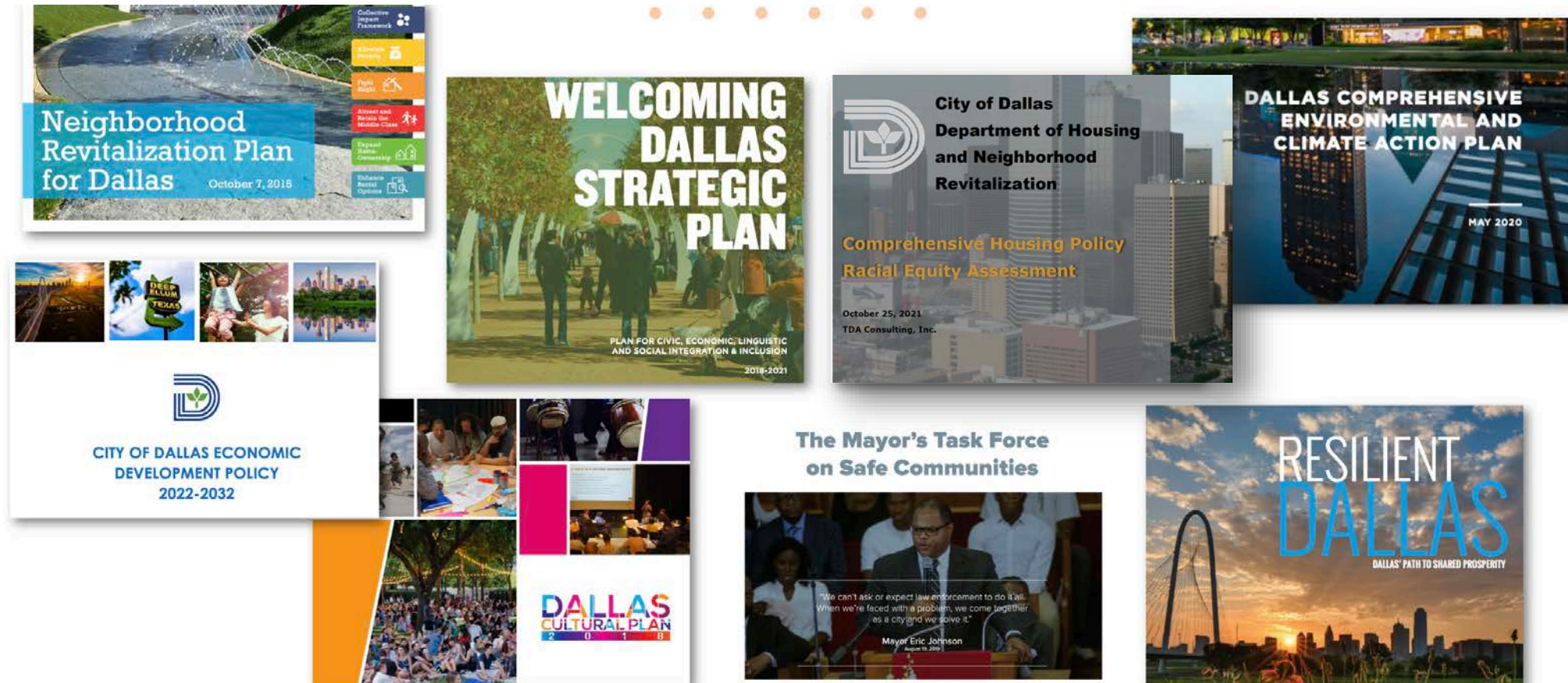
- Mr. Wong's Chicken & Rice
- Dollar Tree
- Guerrero's Taqueria
- Walmart Super Center
- MetroPCS
- Cliff Check Cashing
- Wash & Dry Lavanderia
- Southdale Apt
- Circle K
- EZ Pawn
- Dairy Queen
- Lisa's Soul Food Café
- Thurgood Marshall Recreation



Engagement on Previous Plans



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



3

Community Insights

Overarching Key Themes



1

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

2

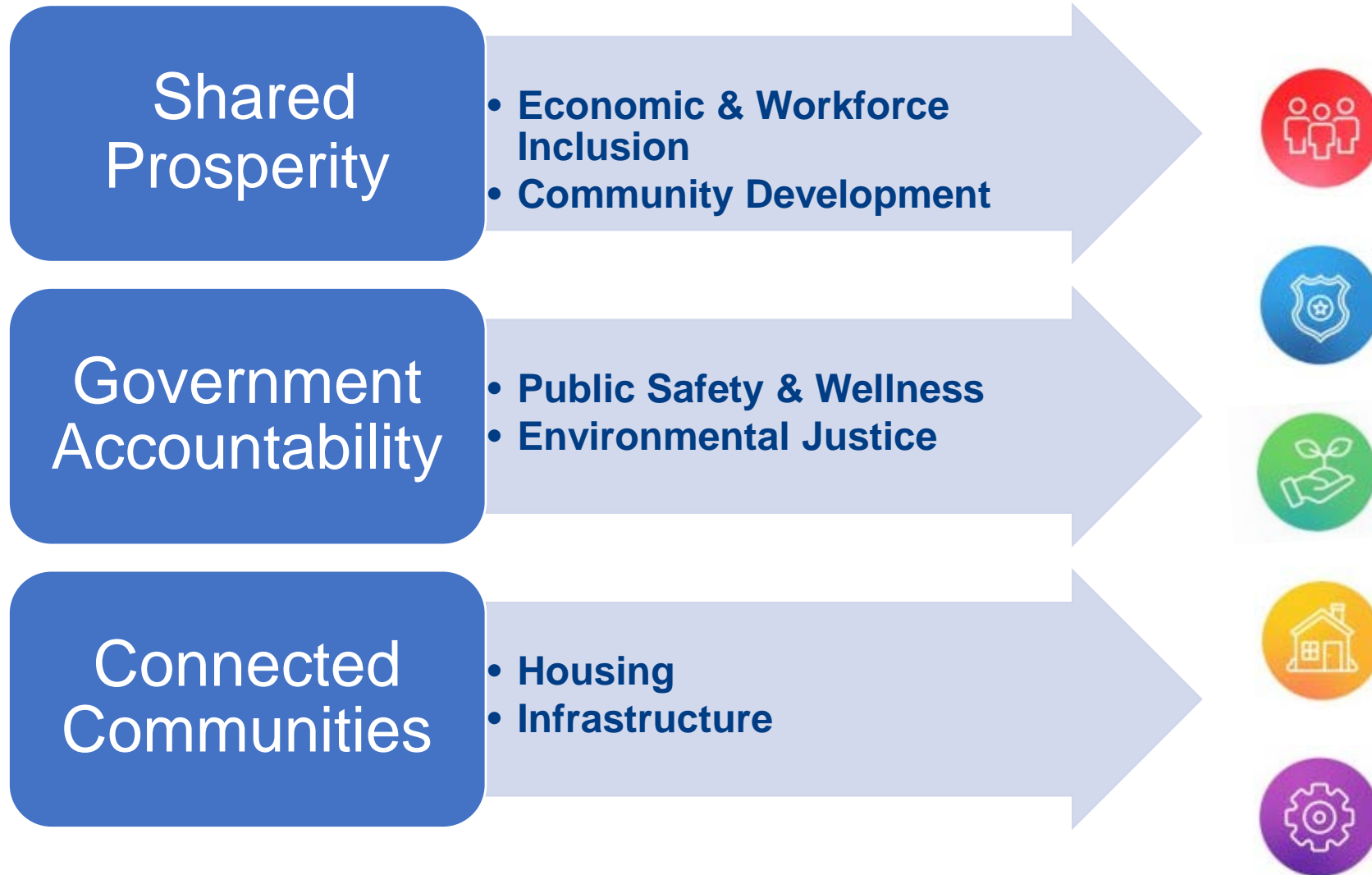
There is a clear community appetite for more progress and fewer plans. Residents are cautiously optimistic that department-level equity progress measures provide an avenue for greater government **accountability and leadership**.

3

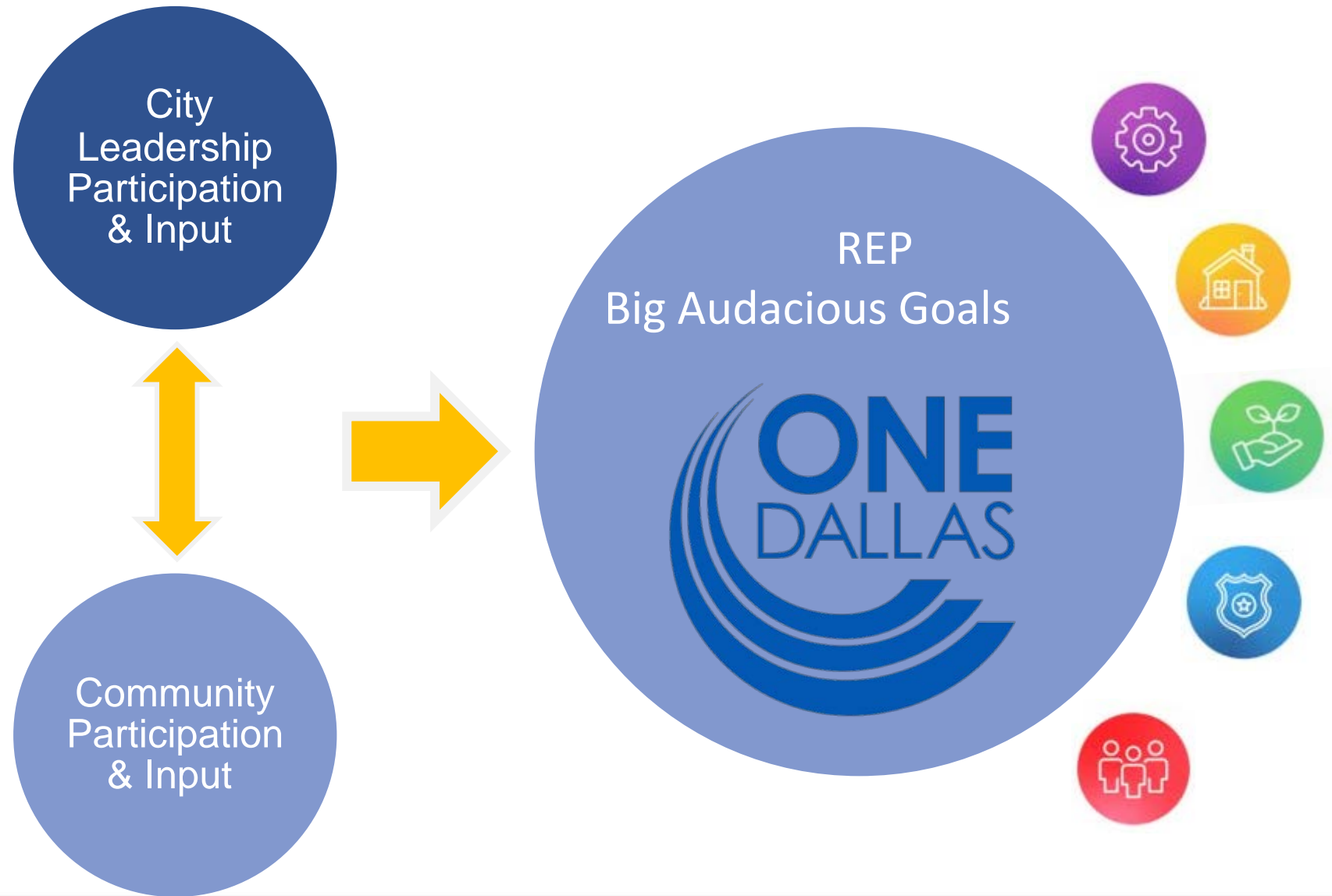
Communities of color and lower-income neighborhoods are calling for access to safe, healthy and **connected communities** with affordable and quality housing.



Key Themes & Goal Setting



REP Big Audacious Goals Process



REP Big Audacious Goals



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



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



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



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



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





4

Draft Department Equity Progress Measures



Equity Progress Measures Development



Round 1 (required)

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

Hosted initial City department meetings

Department homework to draft equity progress measure commitments

Round 2 (required)

REP Team reviewed and provided feedback on draft measures

Second round of meetings with departments to review equity progress measures

Draft measures shared with community, residents to seek feedback

Round 3 & 4 (as needed)

Community feedback and additional resources shared with City departments

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

Forthcoming Actions

Seek City leadership review of equity progress measures

Brief WEE Committee and incorporate feedback

Final community partner push and *UnDesign the Redline* Exhibit

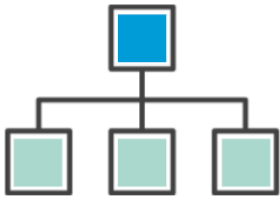
August 3, 2022, City Council briefing



Department Engagement



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



42

DEPARTMENTS



149

MEETINGS



230

MEASURES

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

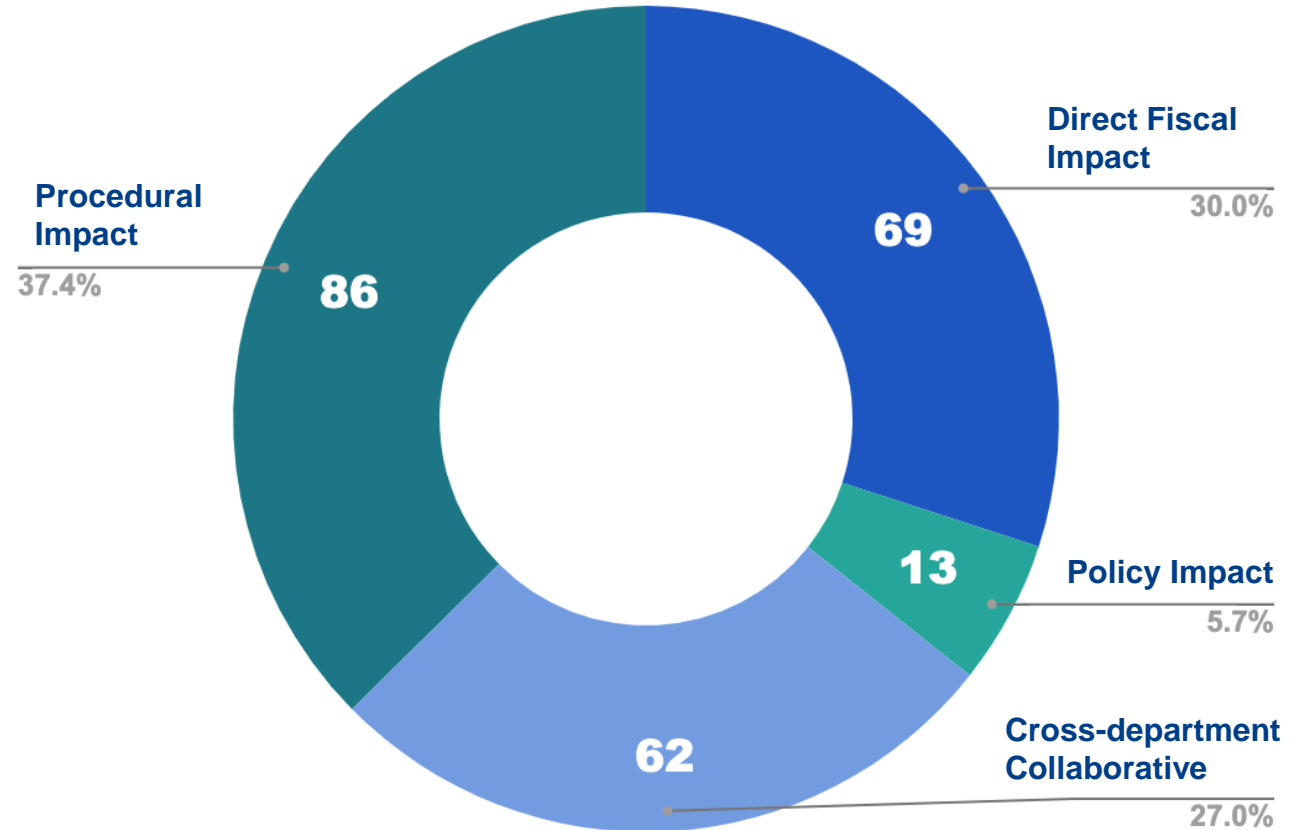


City Department Engagement



Of the 230* draft progress measures:

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



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

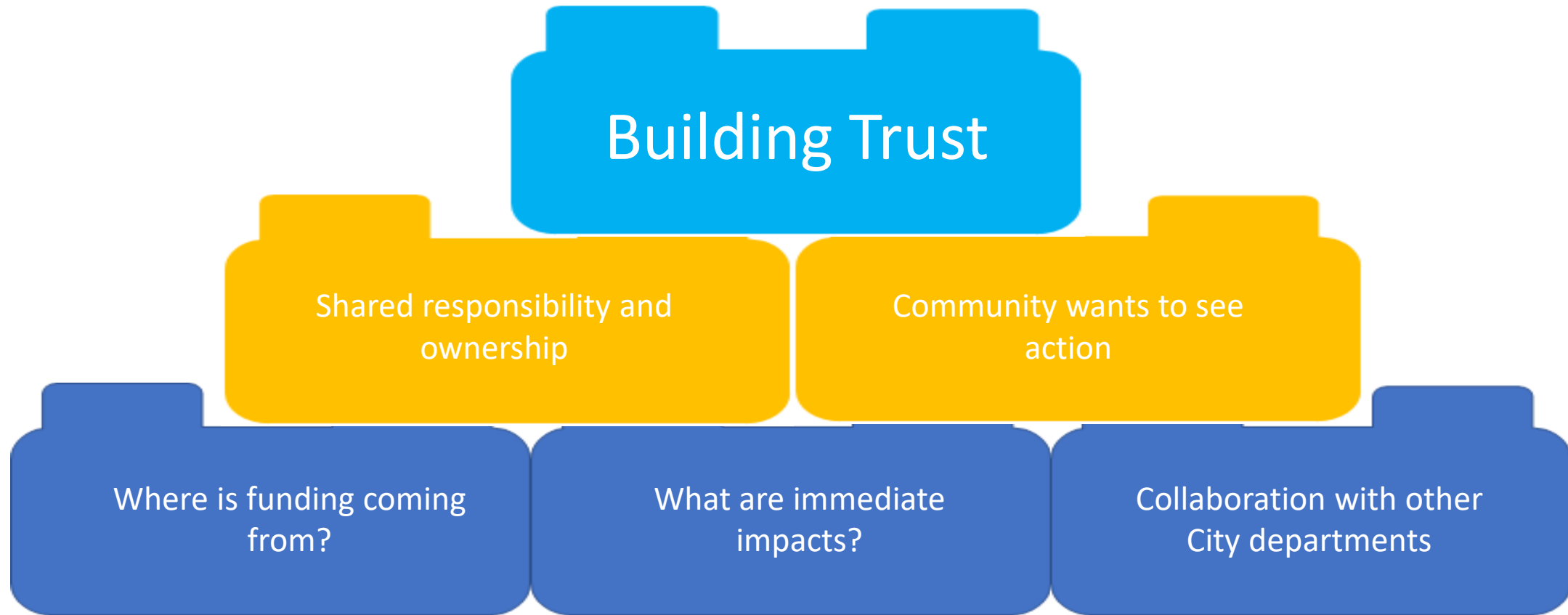


5

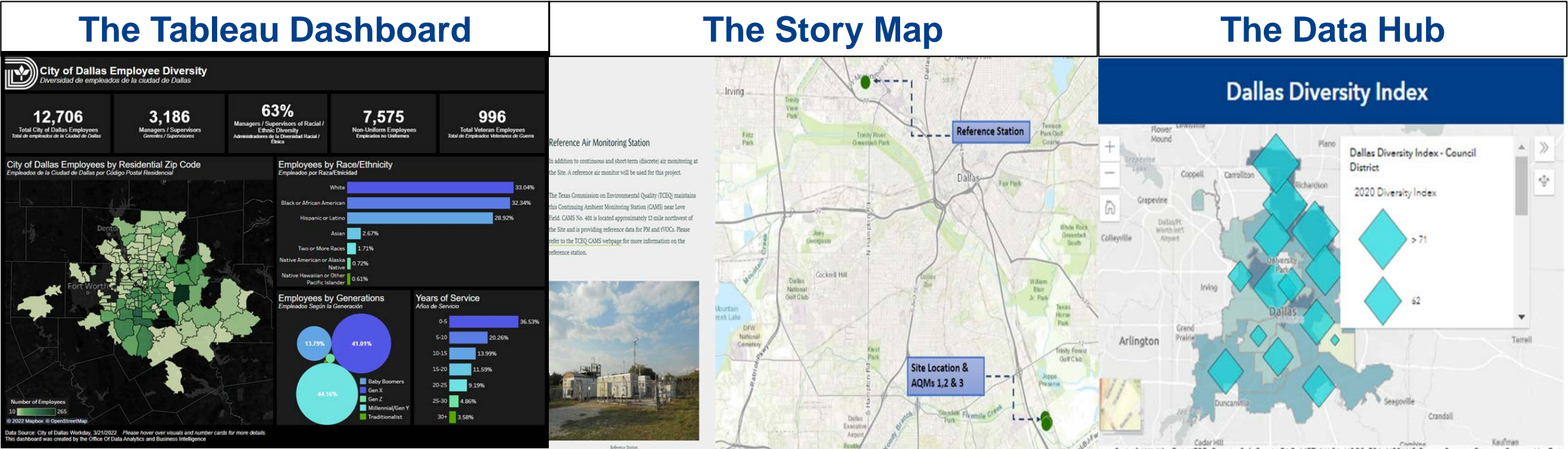
Next Steps

Transparency and Accountability

Moving Forward - Transparency



REP Accountability Dashboard



Next Steps



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





City of Dallas

Racial Equity Plan Update

Workforce, Education and Equity Committee

June 13, 2022

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

Harold Hogue, Managing Partner
Lauren Coppedge, Partner
CoSpero Consulting

Appendix



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



Memorandum



CITY OF DALLAS

DATE June 10, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **WEE Committee & REP Presentation**

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

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

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

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

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



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

Attachments

c: T.C. Broadnax, City Manager

Jon Fortune, Deputy City Manager

DATE June 9, 2022
SUBJECT **SUBJECT**

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

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

• • • • •

DRAFT as of June 10, 2022

Racial Equity Plan

DEPARTMENT PROGRESS MEASURES

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



CITY OF DALLAS
OFFICE OF EQUITY
& INCLUSION

cospero
CONSULTING

HOW TO READ THE MEASURES

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

Aviation

Strategic Priority: Housing & Homeless Solutions

Theme: Economic Opportunity | Education



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 6: High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.
- **Indicator 2: Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 22: Adults with No High School Diploma:** Ratio between the percentages of Hispanic and White adults aged 25-64 with no high school diploma.



Progress Measures:

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

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

Name of City Office or Department

City Strategic Priority

Theme aligned with Equity Indicators Report

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

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



← Full indicators report can be found here

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

Aviation

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Theme: Economic Opportunity | Education



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Progress Measures:

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

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

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

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

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

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

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

Bond & Construction Management

Strategic Priority: Transportation & Infrastructure

Theme: Neighborhoods and Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

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

[**\$**]

Budget & Management Services

Strategic Priority: Government Performance & Financial Management

Theme: Justice & Government | Economic Opportunity



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

Increase the languages available for the citywide Community Survey from 2 to 5 by May 2022. (English, Spanish, Vietnamese, Mandarin).

Increase the number of Community Survey advertisements in publications other than English from 0 to 2.

Increase participation in the annual budget survey in high impact zip codes by 10% by June 2025.

Include racial and ethnic data when presenting community survey results by December 2022.

Increase the percent of departments with equity performance measures including data broken down by race and ethnicity from 10% (40%) by October 2025.

Building Services

Strategic Priority: Transportation & Infrastructure

Theme: Economic Opportunity | Justice & Government



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

City Controller's Office

Strategic Priority: Government Performance & Financial Management

Theme: Justice & Government



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

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

Civil Service

Strategic Priority: Public Safety

Theme: Economic & Community | Public Safety



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 9: Median Household Income:** Ratio between the median household incomes for White and Black households.
- **Indicator 5: Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- **Indicator 6: High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

By December 2023, establish an Equity Recruitment Exchange to increase the number of cross-departmental meetings to streamline and bolster marketing and outreach efforts to Black, Hispanic, Native American, and Asian residents from 0 to 4 annually. **[All Depts]**

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

By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers within civil service positions in the City of Dallas. **[All Depts]**

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

By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers within uniform positions in the City of Dallas. **[DPD, DFR]**

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

Code Compliance

Strategic Priority: Quality of Life/Arts & Culture

Theme: Justice & Government | Neighborhoods & Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

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

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

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

Convention & Event Services

Strategic Priority: Environment & Sustainability

Theme: Economic Opportunity



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Permit mobile food vending areas in 3 minority communities with goal of adding 1-2 per year (Per Council Approval) [✓]

Further diversify and expand recruiting efforts to include Hispanic, Black, and Native American females in the Convention Center Internship program with a 3% increase per year through 2027 [\$, CVS, HR]

Increase the number of Hispanic, Black, and Native American hoteliers interns who achieve living wage employment from 0 to 5 by December 2025 with a 3% increase afterwards [CVS, HR]

Through the IAVM partnership, increase the number of Hispanic, Black, and Native American hotel employees participating in a mentorship program to advance promotion opportunities from 0 to 10 by December 2027 [S]

Increase the percent of minority-owned businesses contracted through the master plan from 0 to 38% by October 2027 [S]

Increase the percent of minority-owned businesses contracted through VisitDallas from 16.4% to 18.4% by October 2025, and 21.6% by 2027. [S]

Increase the percent of minority-owned business spend through OVG360 (formerly Spectra) from 47% to 50% of the overall operations and event expenses of the Kay Bailey Hutchison Convention Center (KBHCCD) by October 2026 [S]

Communications, Outreach, & Marketing Services

Strategic Priority: Housing & Homeless Solutions

Theme: Justice & Government



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

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

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

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

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

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

Court & Detention Services

Strategic Priority: Public Safety

Theme: Economic & Community | Environmental Justice | Public Safety



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Increase percentage of Black residents who respond within the initial appearance date to avoid additional fines and fees from ___ to ___ by September 2025 [baseline to be established EOY 2022].

Add a Transfer Station in Southern Dallas. [\$]

Increase the operation of landfills from 1 day a week to 3 days a week for residents in Southern Dallas. [\$]

Increase percentage of Black residents agreeing to a referred service from ___% to 30% by December 2023 [baseline to be established EOY 2022].

Decrease the fees for residents for landfill usage. [\$]

Increase participation of Black and Hispanic residents in non-payment court programs from ___ to ___ by September 2025 [baseline to be established EOY 2022]. [\$]

Increase community engagement meetings to educate underserved residents about illegal dumping from 5 to 10 by September 2023.

Increase percentage of Hispanic residents agreeing to a referred service from ___% to 30% by December 2023 [baseline to be established EOY 2022].

Increase percentage of Native American residents agreeing to a referred service from ___% to 30% by December 2023.

Reduce the number of chronic dumpsites in Southern Dallas from 28 to 25 by September 30, 2022.

Based on observation, provide three considerations that address underlying cause of illegal dumping by December 2022.

[\$, ✓]

Dallas Animal Services

Strategic Priority: Quality of Life/Arts & Culture

Theme: Economic & Community



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

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

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

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

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

Data Analytics & Business Intelligence

Strategic Priority: Government Performance & Financial Management

Theme: Economic & Community



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

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

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

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

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

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

Development Services

Strategic Priority: Transportation & Infrastructure

Theme: Housing | Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

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

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

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

Dallas Fire & Rescue

Strategic Priority: Public Safety

Theme: Public Safety | Economic & Community



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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

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

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

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

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

Dallas Police Department

Strategic Priority: Public Safety

Theme: Justice & Government



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

Increase the number of students from [school] serve by {prevention program} from 0 to ___ by December 2025. [new program to be established.

Increase the number of Black youths engaged in the First Offenders Program from ___ to ___ by December 2027. Increase the number of Hispanic youths engaged in the First Offenders Program from ___ to ___ by December 2027.

Decrease the number of youth runaways in XYZ zip codes from ___ to ___ by December 2027.

Increase recruiting visits to HACU and HSI from ___ to ___ December 2024.

Increase the number of students from PTECH high schools who are hired onto DPD from 0 to 6 by December 2023.

Seek diversity by increasing inclusive pool of candidates by December 2027

Increase the number of Domestic Violence engagements related to awareness and outreach resources available to victims from 4 per year to 12 per year by December 2025.

Increase the number of home visits to prior domestic Violence offenders from ___ to ___ by December 2025.

Dallas Water Utilities

Strategic Priority: Housing & Homeless Solutions

Theme: Infrastructure | Economic & Community



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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

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

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

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

Economic Development

Strategic Priority: Economic Development

Theme: Housing



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 6: High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations
- **Indicator 1: Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.
- **Indicator 5: Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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

Increase the number of jobs created or retained through incentive agreements that require a minimum wage indexed to the MIT Living Wage Calculator figures from 1293 to 1500 jobs by October 2023. [S]

Increase number of affordable housing units created or retained through economic development incentive programs from 75 in FY21 to 300 in FY27 in High Opportunity Areas. [S]

Equipment & Fleet Management

Strategic Priority: Transportation & Infrastructure

Theme: Economic & Community Development



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 6: High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations
- **Indicator 1: Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.
- **Indicator 5: Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Develop credible supplier/vendor list comprised of businesses from historically marginalized populations that provide services to fleet management organizations with the purpose to share this database with the Office of Procurement Services to enhance outreach and entrepreneurial opportunity in these communities.

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

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

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

Housing & Neighborhood Revitalization

Strategic Priority: Economic Development

Theme: Housing



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

Designate three to five Neighborhood Revitalization Strategy Areas and collaborate with community members, City of Dallas services, developers, nonprofits, and other organizations to bring \$100 million of investment to these underserved communities by December 2027. [\$]

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

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

Human Resources

Strategic Priority: Housing & Homeless Solutions

Theme: Economic Development



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 6: High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.
- **Indicator 8: Median Hourly Wage:** Ratio between the median hourly wages for White and Hispanic adults aged 25-64 employed part-time or full-time.
- **Indicator 24: College-Educated Adults:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 with a bachelor's degree or higher.
- **Indicator 59: Physical Activity:** Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job.



Progress Measures:

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

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Information & Technology Services

Strategic Priority: Government Performance & Financial Management

Theme: Infrastructure | Economic & Community



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

Boost and extend free public Wi-Fi at all Park and Recreation facilities. Complete expansion of free public Wi-Fi at 11 facilities located in 6 of the top 10 zip codes with the highest percentage of households without internet. [F]

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

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

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

Dallas Public Library

Strategic Priority: Workforce Education & Equity

Theme: Economic & Community



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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

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

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

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

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

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

Mayor & City Council

Strategic Priority: Housing & Homeless Solutions

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



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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



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

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

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

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

Office of Community Care

Strategic Priority: Workforce Education & Equity

Theme: Economic Opportunity | Education



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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

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

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

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

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

Office of Arts & Culture

Strategic Priority: Workforce Education & Equity

Theme: Economic Development | Education | Justice & Government



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

Increase ALAANA representation on arts boards by 2025

Office of Community Police Oversight

Strategic Priority: Public Safety

Theme: Justice & Government



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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

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

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

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

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

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

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

Office of Equity & Inclusion

Strategic Priority: Workforce Education & Equity

Theme: Economic & Community | Housing



Key Department Actions:

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



Aligned Equity Indicators:

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

Office of Equity & Inclusion

Strategic Priority: Workforce Education & Equity

Theme: Economic & Community | Housing



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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

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

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

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

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

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

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

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

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

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

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

Office of Emergency Management

Strategic Priority: Public Safety

Theme: Economic Opportunity | Neighborhoods & Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact
✓ = Policy Impact

DEPT= Collaborating Department(s)

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

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

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

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

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

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

Office of Environmental Quality & Sustainability

Strategic Priority: Environment & Sustainability

Theme: Public Health



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

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

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

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

Office of Government Affairs

Strategic Priority: Public Safety

Theme: Justice & Government



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

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

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

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

Office of Historic Preservation

Strategic Priority: Economic Development

Theme: Economic Opportunity | Justice & Government



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

Recommend amendments to the existing Tax Exemption Program or develop a new incentive program aimed at influencing the likelihood that the percentage of resources allocated to underserved communities of color and lower-income neighborhoods will increase. Make a recommendation to increase financial incentives that are not tied to property values. [✓]

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

Office of Homeless Solutions

Strategic Priority: Housing & Homeless Solutions

Theme: Housing



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

In partnership with OGA, recommend a source of income discrimination legislation by December 2023. [**\$, OGA**]

Decrease the average placement time from program enrollment to housing placement for single, Black DRTRR applicants from an average of 77 days to an average of 59 days by December 2027.

Decrease the number of unsheltered single, Black men by 10% by 2025. [**\$**]

By December 2022 formalize a partnership between HOU, OCC, MDHA, and Dallas County to address permanent supportive housing for residents with no- to low-income. [**HOU, OCC**]

By July 2024, in partnership with HOU, OCC, MDHA, and Dallas County create a city-wide plan for permanent supportive housing for residents with no- to low-income. [**HOU, OCC**]

In partnership with HOU, OCC, MDHA, and Dallas County add an additional 248 units to the availability of permanent supportive housing stock by December 2027. [**✓, HOU, OCC**]

Office of Integrated Public Safety Solutions

Strategic Priority: Public Safety

Theme: Public Safety



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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

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

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

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

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

Office of Risk Management

Strategic Priority: Government Performance & Financial Management

Theme: Public Safety



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

Public Works

Strategic Priority: Transportation & Infrastructure

Theme: Economic & Community | Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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

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

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

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

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

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

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

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

Park & Recreation

Strategic Priority: Quality of Life/Arts & Culture

Theme: Economic & Community



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT= Collaborating Department(s)

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

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

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

Planning & Urban Design

Strategic Priority: Government Performance & Financial Management

Theme: Housing | Economic Opportunity | Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

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

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

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

Procurement Services

Strategic Priority: Government Performance & Financial Management

Theme: Economic & Community



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

Increase the amount or percentage of large contracts broken down to smaller contracts targeting M/WBE from 0 to 15 by 2023 [Baseline data to be established]

Sanitation Services

Strategic Priority: Quality of Life/Arts & Culture

Theme: Environmental Justice | Economic & Community



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

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

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

Small Business Center

Strategic Priority: Housing & Homeless Solutions

Theme: Economic & Community



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 2: Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 5: Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- **Indicator 6: High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.



Progress Measures:

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

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

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

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

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

Transportation

Strategic Priority: Transportation & Infrastructure

Theme: Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

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

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



City of Dallas

Fresh Start Employment Program & Workforce Re-Entry Update

**Workforce, Equity and Education
Committee
June 13, 2022**

Joyce Williams, Director
Small Business Center

Presentation Overview



- Workforce Re-Entry History & Cycle
- Workforce Re-Entry Initiatives
- FreshStart Program Update & Metrics
- Next Steps



Workforce Re-Entry History



Current Services

Workforce/Re-Entry - providing job readiness and training sessions, and regular check-ins with employees for the first year of employment.

Work Re-entry Programs partnerships



Recommendations

Mayor's Workforce Development Steering Committee : Program Engagement

Greater awareness of and participation in existing upskilling and training programs by working-age adults; increase support from local organizations to help **mitigate barriers** for individuals interested or engaged in education and training programs

Opportunity: Alignment with the Steering Committee's recommendation to reduce barriers for underserved individuals by continuing to work with city departments to expand the access for Fresh Start applicants. Increase external skill training options through partnerships for re-entry applicants.



Workforce Cycle



INTERNAL PARTNERSHIPS

Human Resources Department

- Talent Acquisition Services

Small Business Center

- Re-entry Workforce Development
- Workforce Training

Dallas Police Department

- Public Safety and Community Engagement

Office of Community Care

- Social Services

Dallas Public Library

- Job Readiness



Workforce Re-Entry Initiatives



- **Workforce Re-Entry Grants, CHANCE and Re-Entry Career Pathway Grants**
\$500k in workforce training funding focused on providing justice impacted individuals an opportunity to attain new skills leading to in-demand employment (HVAC, CDL, Automotive, electrical etc.) Solicitation closed on June 10, 2022
- **Dallas Leadership Foundation Workforce Training Program 2021- 2023**
\$500k in workforce development and training focused on construction and building maintenance with components to assist with job placement in livable wage jobs
- **J. Erik Jonsson Central Library City Life, Education, and Work Skills**
Offers one-on-one assistance for the application process. Dallas Public Library provides job readiness training to eligible Fresh Start candidates to complete the program requirement and makes referrals to the Fresh Start Program



Workforce Re-Entry Initiatives



- **Dallas Police Department Reentry Program (DPD R.E.B.U.I.L.D)**

DPD has partnered with Hutchins State Jail to engage with those who have been arrested and are pending release within 30-60 days to provide workforce opportunities upon release. Fresh Start staff works alongside DPD in the pre-release process to assist with workforce opportunities through the Fresh Start program

- **External Employer Partnership Referral**

The City of Dallas's objective is to intentionally offer second chance employment by providing a livable wage. However, there are instances where candidates don't qualify based upon background eligibility timelines. We are prepared to refer ineligible applicants to background-friendly employers that have employment opportunities consideration

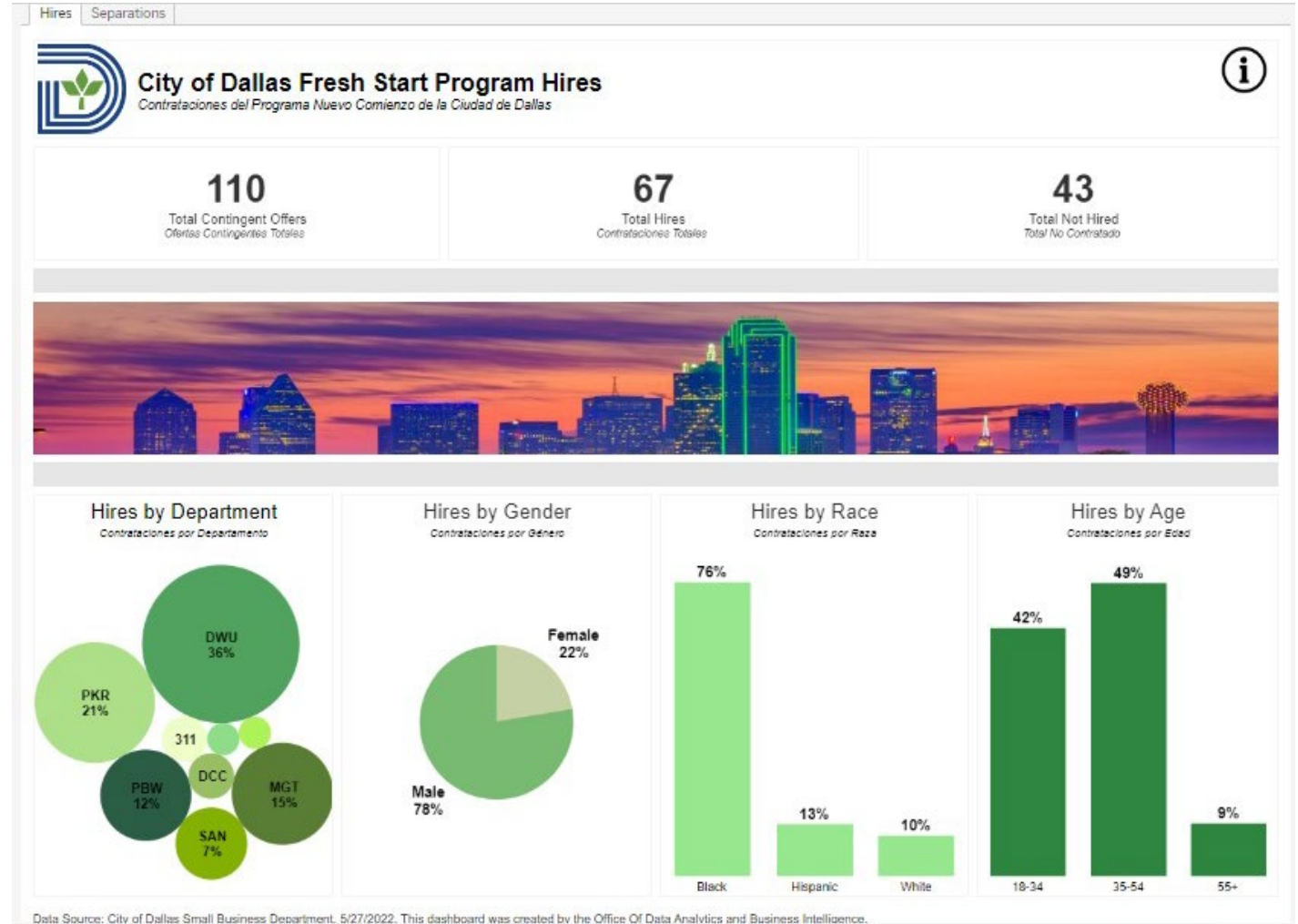


FreshStart Employment Program Dashboard



The FreshStart Employment Dashboard is fixated on employment management

- This helps in analyzing and monitoring hiring stats, attrition, and retention rates, among other critical metrics
- The objective of this dashboard is to provide information to assist in making data informed decisions of improvement to increase workforce opportunities



Program Partners



FreshStart Employment Program Updates



Fresh Start Employment Program Updates: Since February 2022, staff has pre-screened over 250 applicants, participated in 10 recruitment fairs, and have 80 eligible applicants ready for employment.

December 2021 Employment Matrix	Rolled out the new revised matrix to reduce some restrictive timeframes.
January 2022 Restructured Strategic Plan	Designed an intentional and intrusive recruitment plan for internal and external engagement.
February 2022 Internal Departmental Engagement	Hosted internal Fresh Start webinars, recognition and highlights key hiring departments on SBC website.
March 2022 Community Outreach	Expanded prescreening to MLK and West Dallas, and participated in local job fairs.
April 2022 Community Engagement	Hosted Community Impact event during Second Chance Month. (Proclamation and Richard Miles recognition)
May 2022 Marketing	Deputy Mayor Pro Tem Resendez video introduction and employee video highlights.

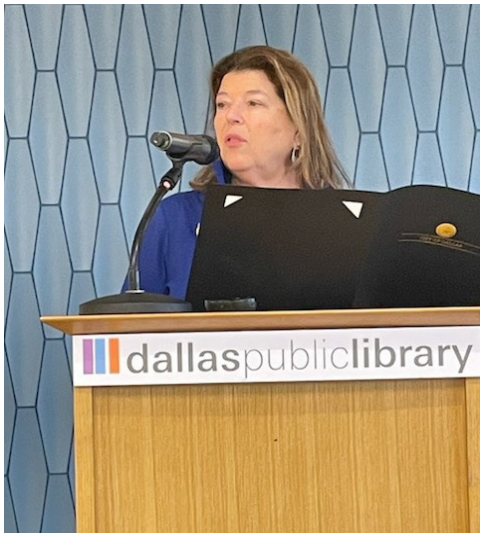


Community IMPACT 2022



Community Leaders led discussions on the significance of the economic and workforce ecosystems.

The goal was to expand our partnerships to provide opportunities to justice impacted individuals with a focus on workforce training and skills required to obtain and maintain sustainable employment.



National League of Cities



- Re-entry Leaders Network focused on collaborative models and strategies to improve services for justice impacted individuals returning to the communities
- Leaders in municipalities building a re-entry network to be the drivers for education, workforce, crime reduction, safety, and NPO engagement
- Jon Fortune, Deputy City Manager and Liz Pereira-Cedillo, Assistant City Manager, are leading the City of Dallas team participation for learning connections
- Initial engagement includes DPD, OCC, and SBC



Next Steps



- Expand internal positions through partnerships with department leaders and HR
- Expand private employer partnerships for external hiring
- Expand recruitment locations
- Continue community engagement and marketing efforts to highlight re-entry workforce opportunities
- Expand our learning connections with the National League Cities Re-entry Leaders Network.





City of Dallas

Fresh Start Employment Program & Workforce Re-Entry Update

**Workforce, Equity and Education
Committee
June 13, 2022**

Joyce Williams, Director
Small Business Center