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**CITY SECRETARY
DALLAS, TEXAS**

City of Dallas

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

Public Notice

220719

POSTED CITY SECRETARY
DALLAS, TX



Workforce, Education, and Equity Committee

August 8, 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.

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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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Call to Order

MINUTES

1. [22-1766](#) Approval of the June 13, 2022 Workforce, Education, and Equity Committee Meeting Minutes

Attachments: [Minutes](#)

BRIEFING ITEMS

- A. [22-1767](#) Workforce Dallas Briefing
[Lynn McBee, Workforce Czar; Michael Thompson, Workforce Dallas, Executive Director]

Attachments: [Presentation](#)

- B. [22-1771](#) Employee Childcare Subsidy and Paid Parental Leave Update
[Nina Arias, Human Resources, Director; Reginald C. Jackson, Human Resources, Project Manager]

Attachments: [Presentation](#)

- C. [22-1768](#) Racial Equity Plan Discussion
[Dr. Lisa Rainey, Office of Equity and Inclusion, Equity Manager]

Attachments: [Presentation](#)

BRIEFING MEMOS

- D. [22-1773](#) Legislative Priorities
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager]

Attachments: [Memorandum](#)

- E. [22-1772](#) Workforce, Education, & Equity Committee Priorities
 [Council Member Jaynie Schultz, District 11]

Attachments: [Memorandum](#)

ADJOURNMENT

EXECUTIVE SESSION NOTICE

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1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
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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, JUNE 13, 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, Narvaez (**9:09 a.m.), *Resendez

ABSENT: [0]

The meeting was called to order at 9:04 a.m. with a quorum of the committee present.

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

After all business properly brought before the committee had been considered, the meeting adjourned at 10:59 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, JUNE 13, 2022

EXHIBIT A

RECEIVED

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Workforce, Education, and Equity Committee

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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."

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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](#)

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MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, JUNE 13, 2022

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2022

Item A: Approval of the May 9, 2022 Minutes

Councilmember Blackmon moved to adopt the minutes as presented.

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

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2022

BRIEFINGS ITEMS

Item B: Racial Equity Plan Update and Draft Progress Measures

The following individuals briefed the committee on the item:

- Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office;
- Lindsey Wilson, Director, Office of Equity and Inclusion;
- Bianca Castro MacLaren, Chief of Staff, CoSpero Consulting;
- Harold Hogue, Managing Partner, CoSpero Consulting;
- Kevin Paul, Community Engagement Consultant, CoSpero Consulting; and
- Lauren Coppedge, Partner, CoSpero Consulting

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2022

BRIEFINGS

Item C: Fresh Start Employment Program & Workforce Re-Entry Update

The following individuals briefed the committee on the item:

- Joyce Williams, Director, Small Business Center;
- Brita Andercheck, Chief Data Officer, City Manager's Office;
- Turquoise McCain, Data Coordinator, Data Analytics and Business Intelligence;
- Malini Banerjee, Data Analytics Administrator, Data Analytics and Business Intelligence;
and
- Kimberly Tolbert, Deputy City Manager, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JUNE 13, 2022

BRIEFING MEMOS

Item D: Dallas Ready Day Labor Initiative - Feasibility

The committee discussed the item.

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, JUNE 13, 2022

EXHIBIT C



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

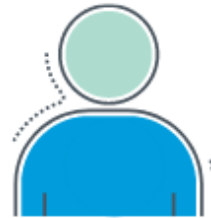


Our engagement efforts focused on reaching community members that have been most impacted by longstanding disparities.



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. A link to www.weareonedallas.org is provided.
- RACIAL EQUITY PLAN PUBLIC MEETING**: An announcement for a public meeting with District 10, 11, 12, & 13 on Tuesday, May 31, 2022, from 6:30 pm - 8:00 pm. It lists participants: Adam McGough (District 10), Jaynie Schultz (District 11), Cara Mendelsohn (District 12), and Gay Donnell Willis (District 13). The location is Jewish Community Center, 7900 Northaven Rd., Dallas, TX 75230. A note states "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 plan and giving input on drafted Department Progress Measures.
- RACIAL-EQUITY PLAN TOWN HALL**: Another poster for a town hall meeting featuring CM Paula Blackmon (District 9) and a link to www.weareonedallas.org.
- Well Grounded Coffee Community**: A flyer for a meeting on June 10, 2022, at 10 am at 9219 Garland Rd Dallas TX 75218.

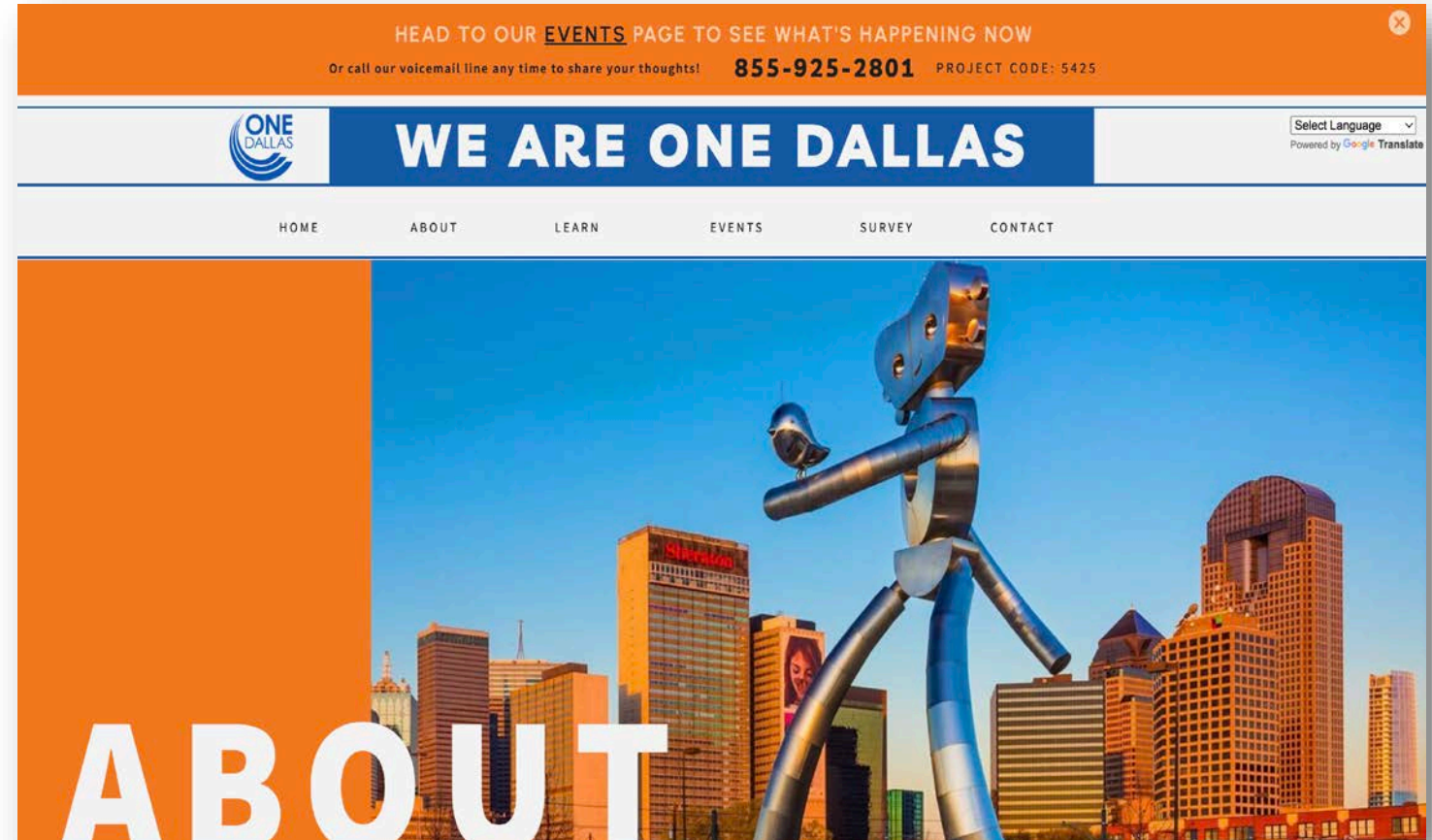
At the bottom left, there are icons representing various themes: a person, scales of justice, a trophy, and two people shaking hands.

REP Website: weareonedallas.org



Multiple Engagement points:

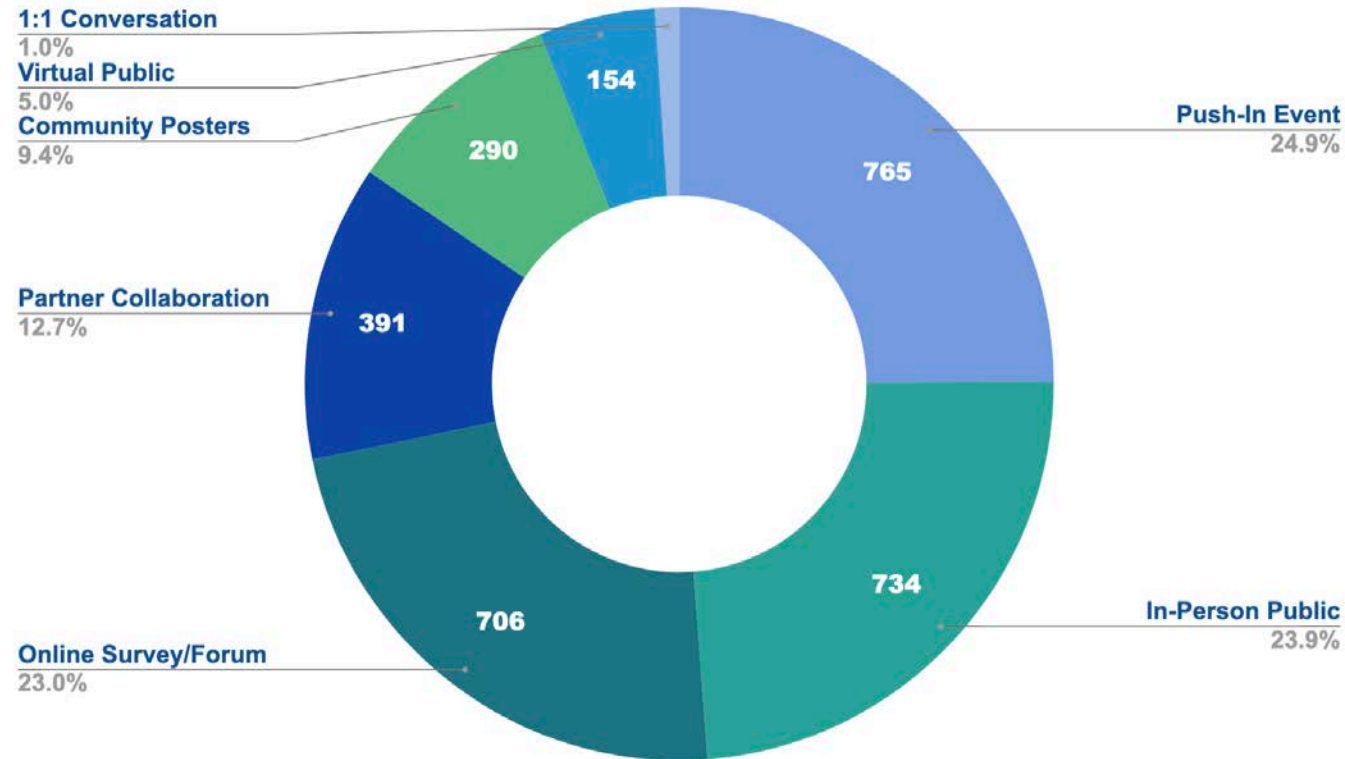
- Resident Survey
- Comment Box
- Telephone Line
- Event Request



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.



← District 2 has higher numbers because of the number of organizations based near downtown, including City Hall, where multiple events were hosted.



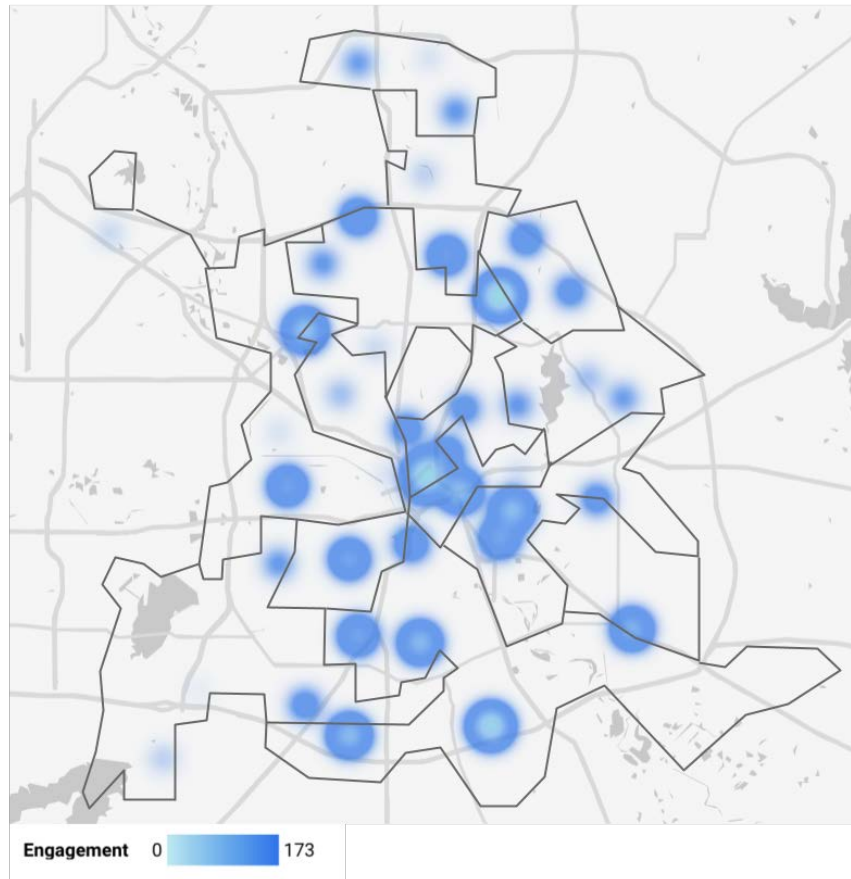
Data captured as of 06.03.22

Engagement By Council District & ZIP

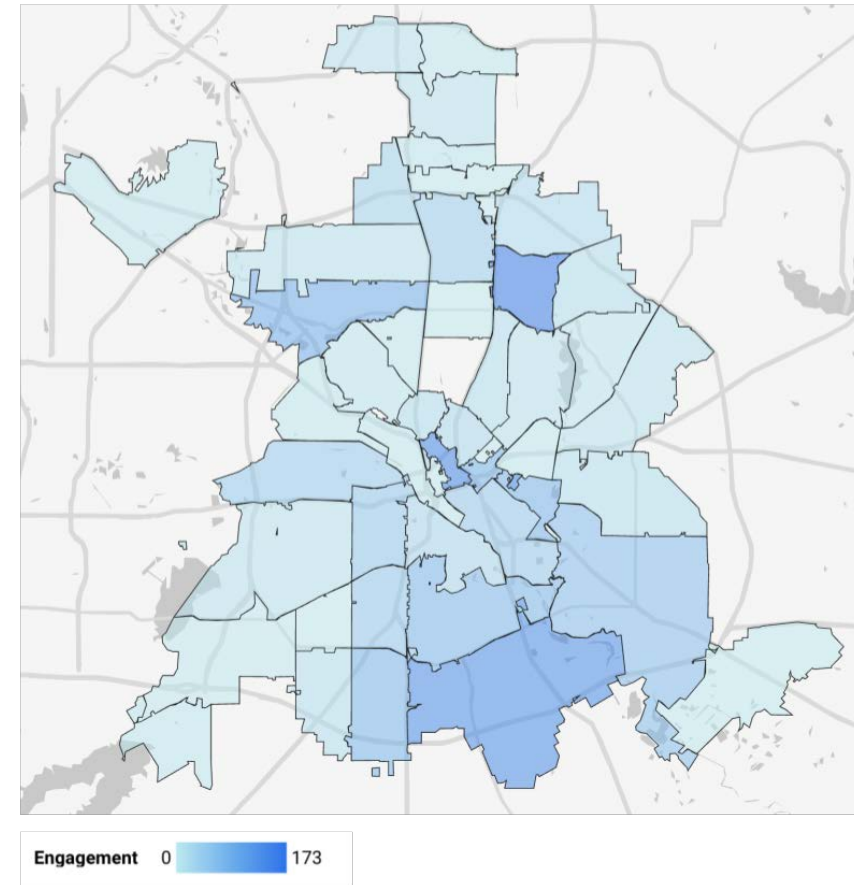


Residents from across the city are sharing their insights and experiences.

REP Engagement by Council District



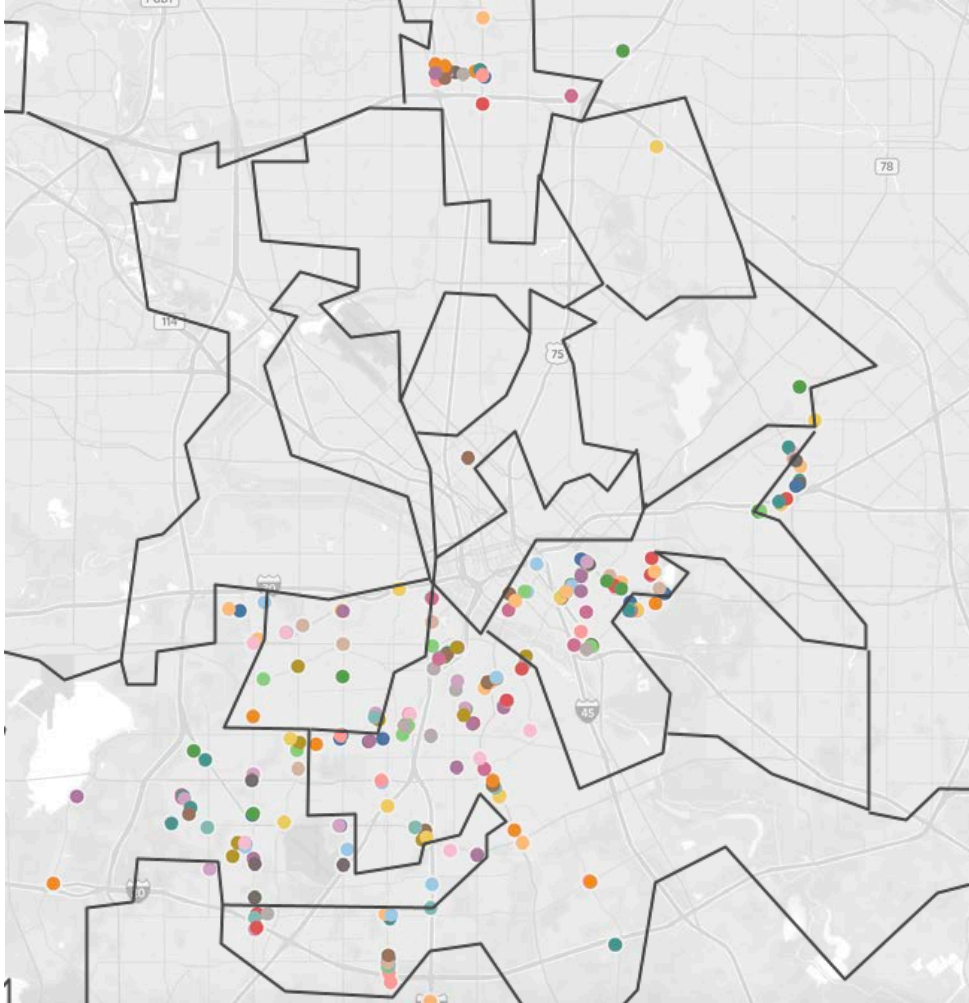
REP Engagement by ZIP Code



Data captured as of 06.03.22



Increasing Access & Building Trust



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

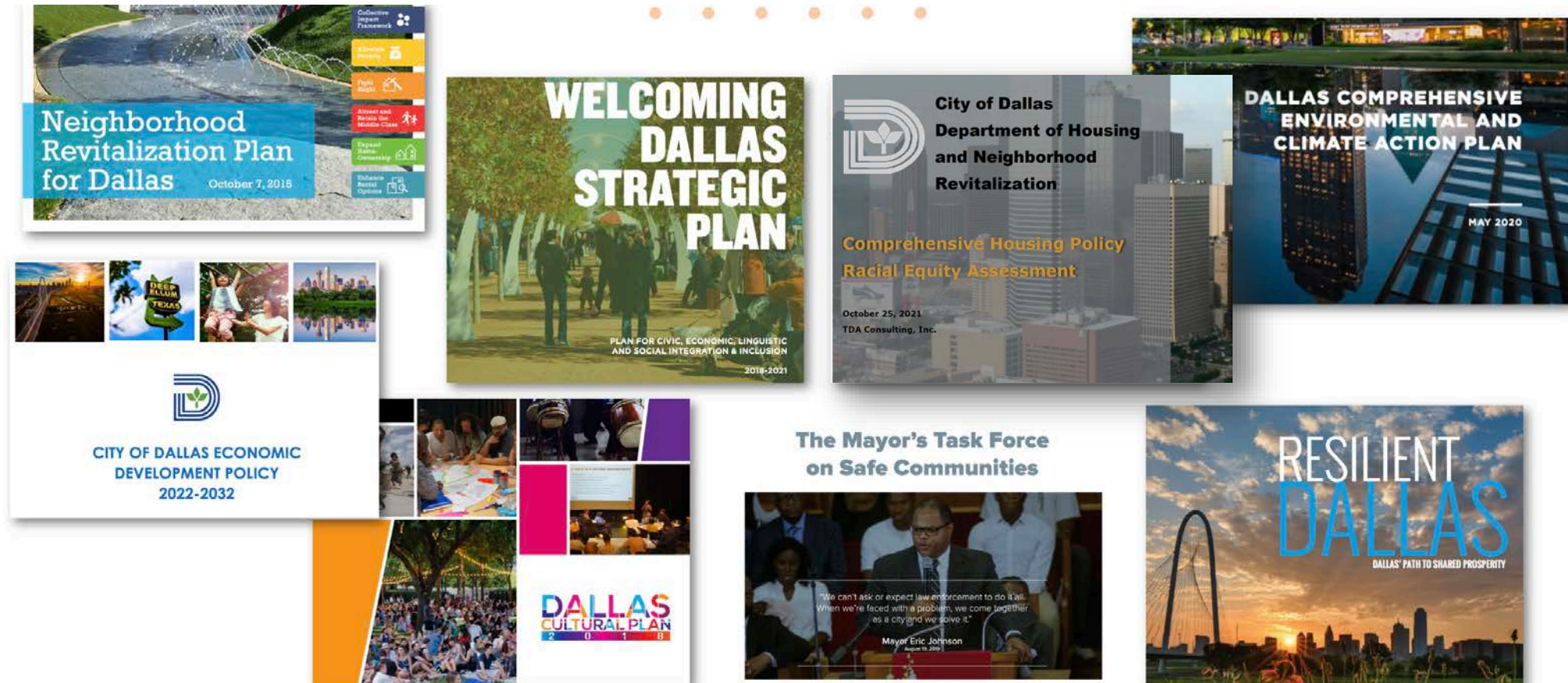
- Mr. Wong's Chicken & Rice
- Dollar Tree
- Guerrero's Taqueria
- Walmart Super Center
- MetroPCS
- Cliff Check Cashing
- Wash & Dry Lavanderia
- Southdale Apt
- Circle K
- EZ Pawn
- Dairy Queen
- Lisa's Soul Food Café
- Thurgood Marshall Recreation



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

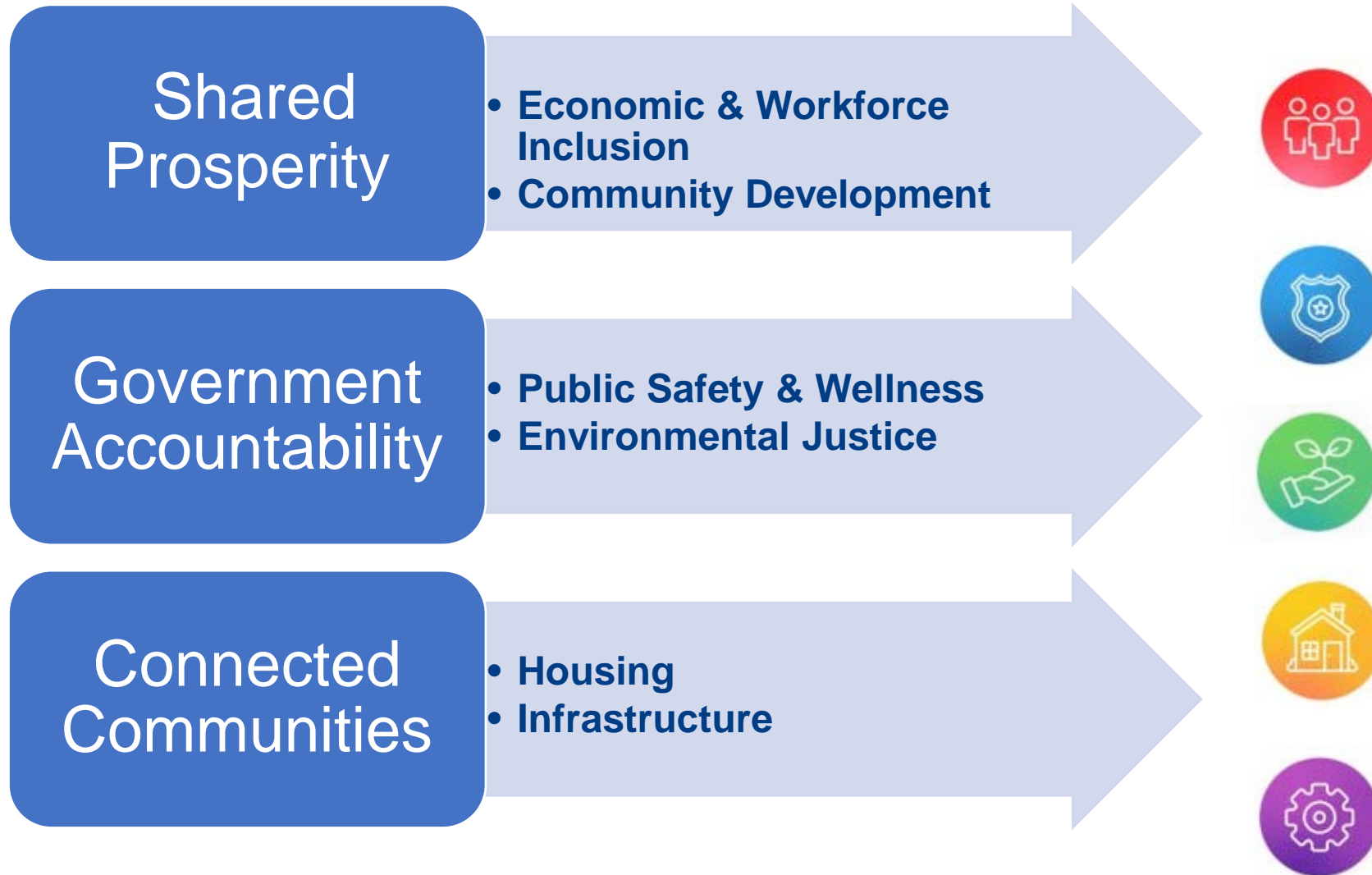
There is a clear community appetite for more progress and fewer plans. Residents are cautiously optimistic that department-level equity progress measures provide an avenue for greater government **accountability and leadership**.

3

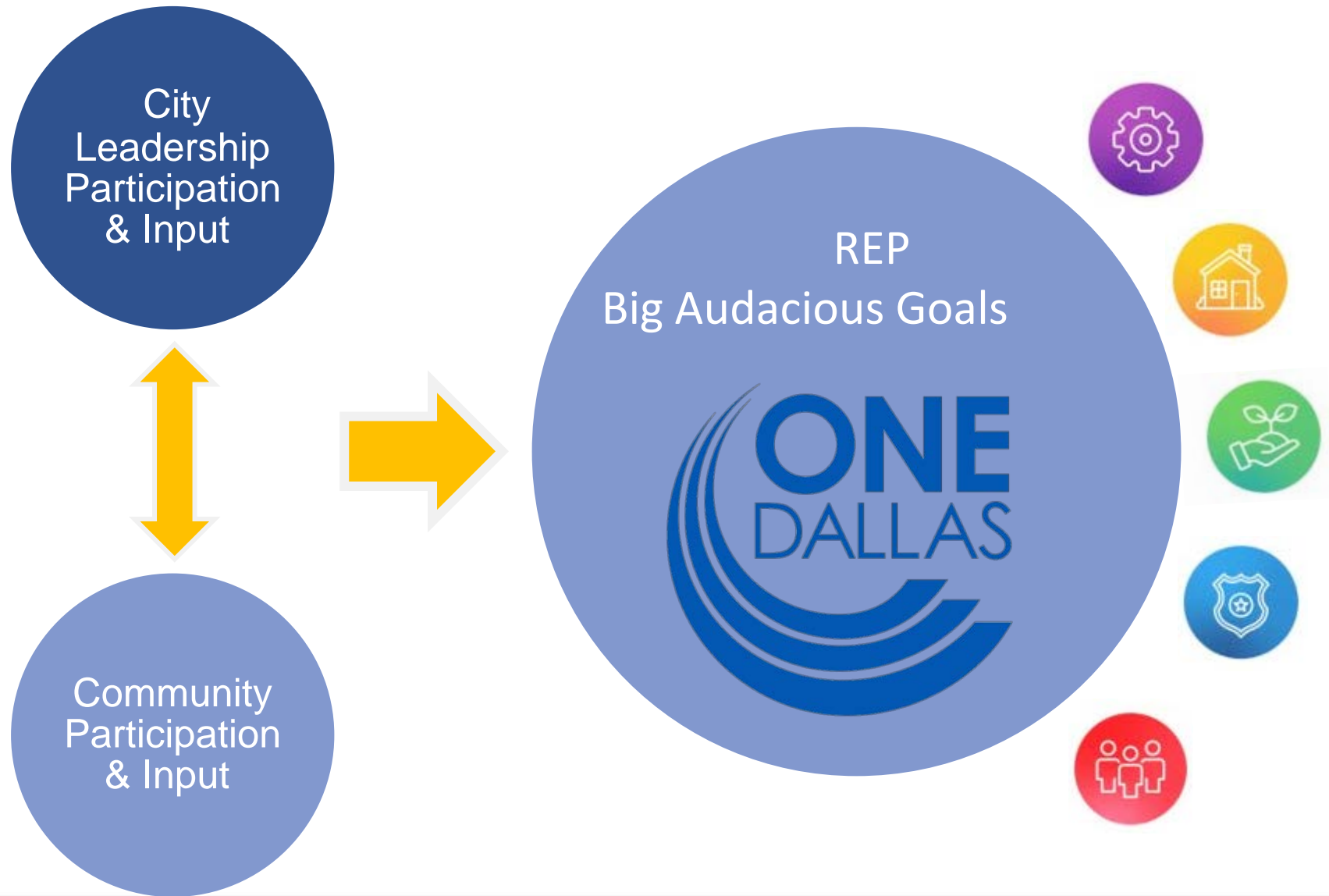
Communities of color and lower-income neighborhoods are calling for access to safe, healthy and **connected communities** with affordable and quality housing.



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

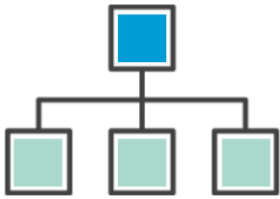
August 3, 2022, City Council briefing



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.

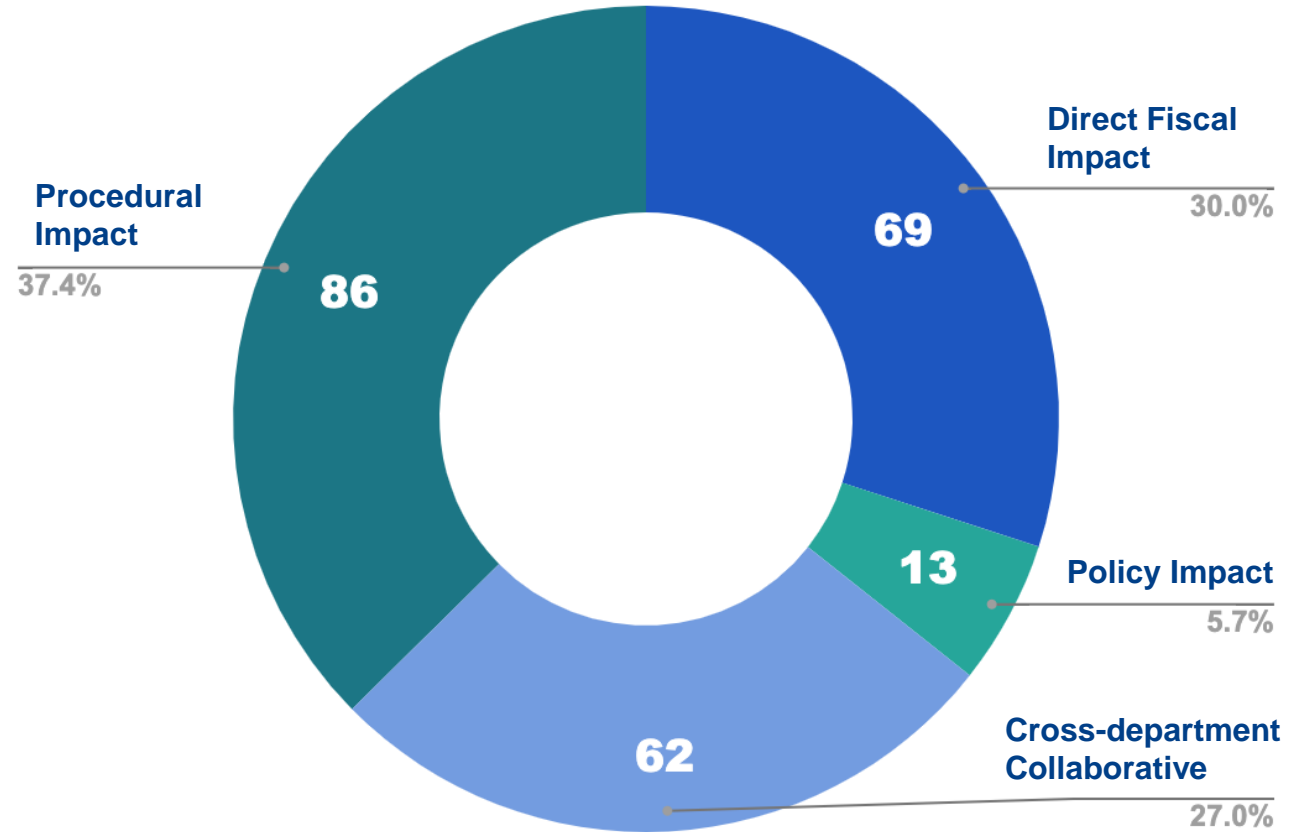


City Department Engagement



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

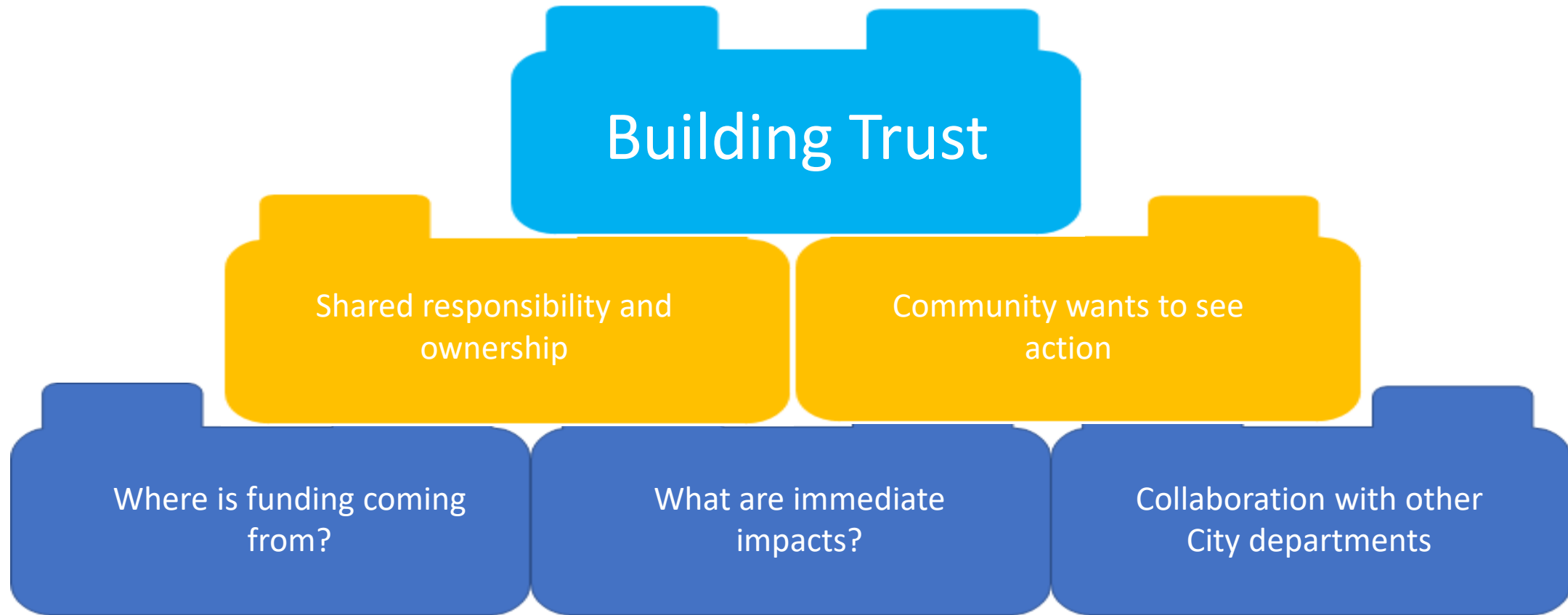


5

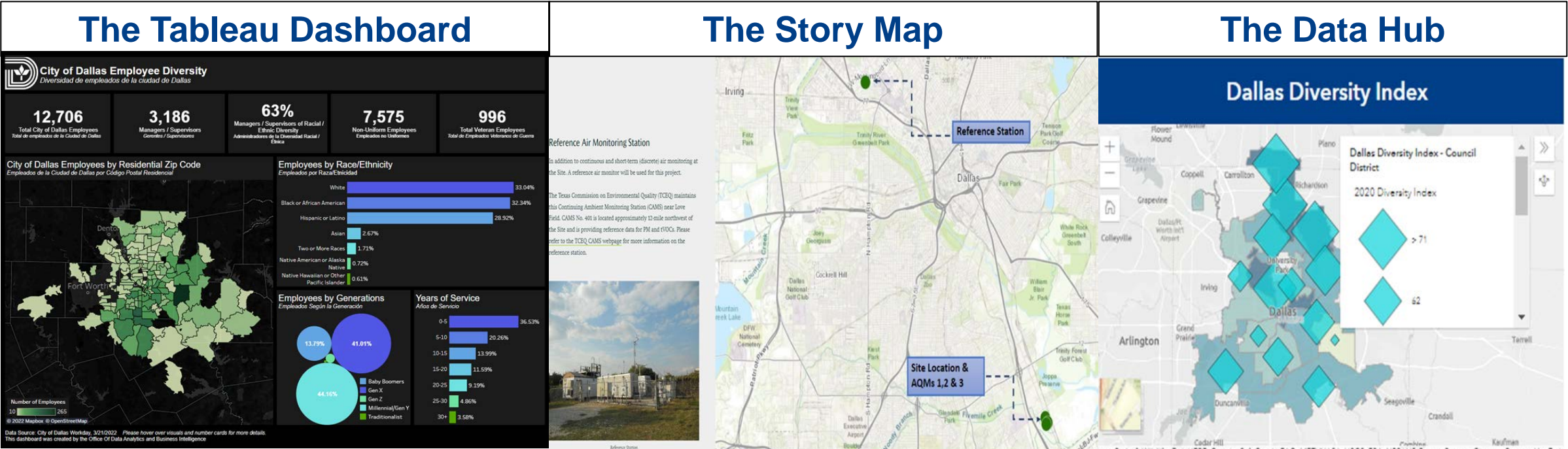
Next Steps

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

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

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

Attachments

c: T.C. Broadnax, City Manager

Jon Fortune, Deputy City Manager

DATE June 9, 2022
SUBJECT **SUBJECT**

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

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

• • • • •

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

Strategic Priority: Housing & Homeless Solutions

Theme: Economic Opportunity | Education



Key Department Actions:

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Progress Measures:

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

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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. [Fiscal Impact]

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). [Fiscal Impact]

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]. [Fiscal Impact]

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. [Fiscal Impact]

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. [S]

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. [S]

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. [S]

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

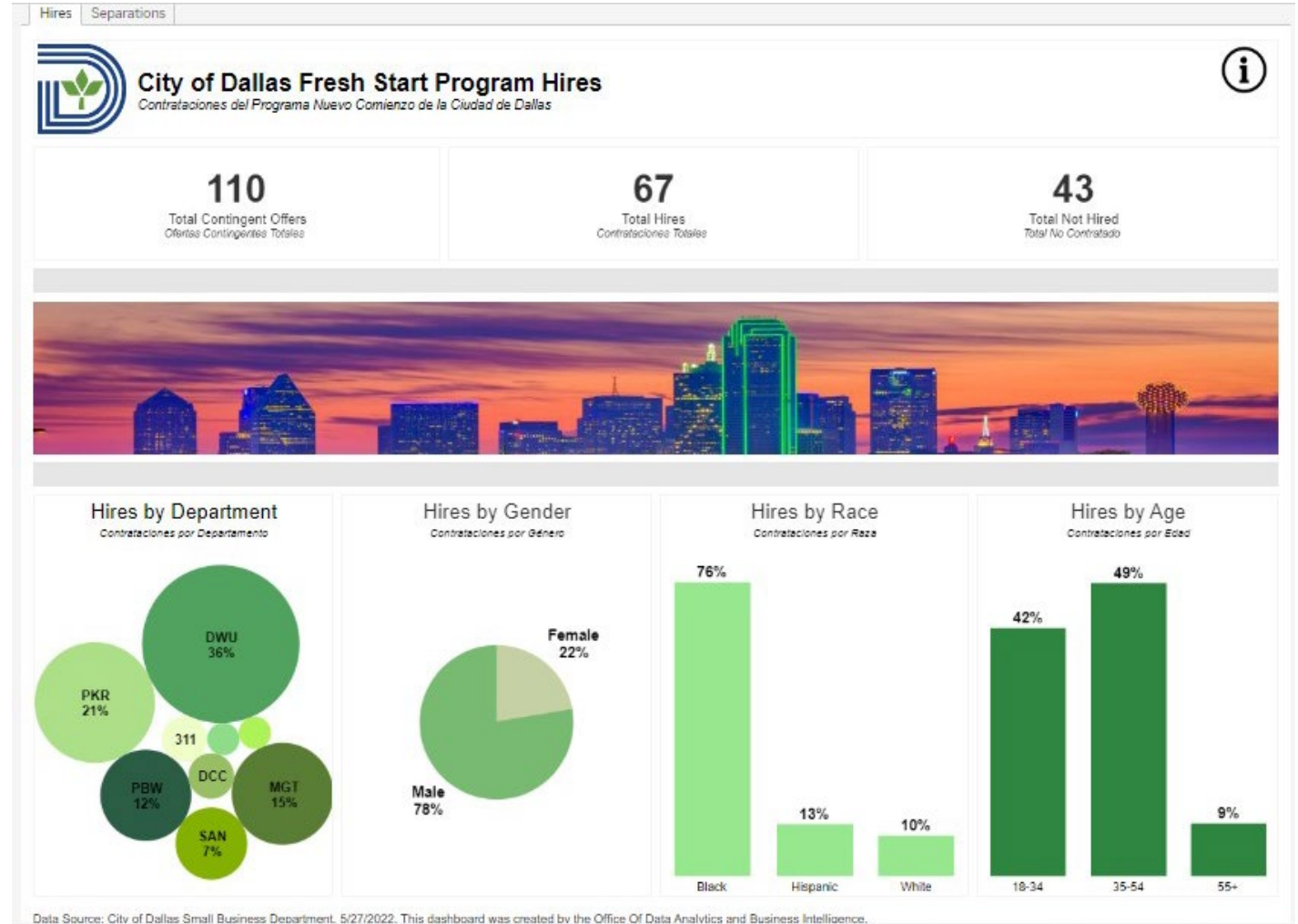


FreshStart Employment Program Dashboard



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	Councilmember Resendez video introduction and employee video highlights.

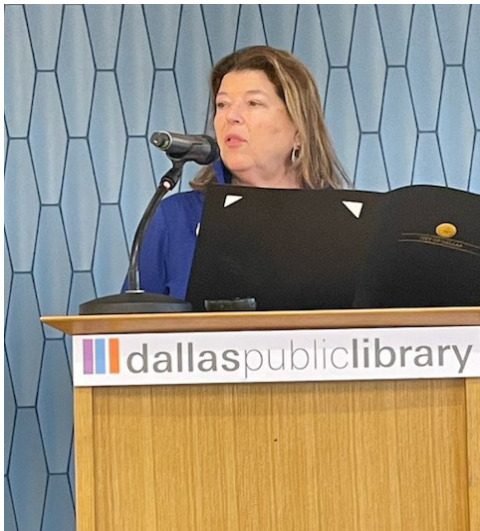


Community IMPACT 2022



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

Memorandum



CITY OF DALLAS

TD DATE June 13, 2022

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

SUBJECT **Dallas Ready Day Labor Initiative – Feasibility**

To address comprehensive workforce needs, staff is exploring strategies to identify the service needs for day labor workers, feasible locations within the City of Dallas, and costs associated with daily operations, safety, and management.

These efforts will require collaboration with trusted community connectors, day labor advocacy groups, local employers, and neighborhood associations across the City. Over the next month, we are seeking input from key stakeholders to help guide the development of program design options, goals, and objectives for a “Dallas Ready” Day Labor Initiative.

We would like to get your input prior to the July City Council recess. Please feel free to reach out to Joyce Williams, Director of the Small Business Center, if you would like to have a one-on-one meeting to discuss the proposed initiative.

As always, thanks for your cooperation and support.

Kimberly Bizer Tolbert
Deputy City Manager

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

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

WORKFORCE

DALLAS

Dallas-Fort Worth is poised to dominate America's heartland.



Dallas is an economic powerhouse. With a diverse business sector that anchors the fourth-largest metropolitan region in the United States, Dallas is primed for even greater job growth in the years ahead.



Unequal Opportunities.

Amid much success, though, DFW is struggling to forge greater economic vitality in its vast left-behind areas. Stark divisions created by longstanding inequities — the digital divide, access to childcare, and educational opportunities — have become even clearer.

When considering the economy, the ever-increasing mismatches between the workforce and the skill need of employers threaten the city's growth. This mismatch between available jobs and workers threatens to leave behind under skilled workers and strand entire communities in a deep and dark sea of poverty.



Current Workforce By The Numbers.



Working-age adults make up
over 35% of the City of
Dallas population



Jobs held by Hispanic
workers represent
over 40% of the jobs
facing high
automation risk



More than 30% of all
households headed by
single women are below the
poverty line, increasing to
more than 40% if a woman
has children.



40% of households in
Dallas are low income, with
the greatest disparities
among minority groups
including Black, Hispanic,
and female-led
households.

Our Vision.

Workforce Dallas aims to become the leading direct service non-profit serving working adults (age 25-64) – a one-stop program for upskilling, job placements and support services.

A collaborative focus on upskilling that creates greater earning opportunities for people of color, help break generational cycles of poverty and help Dallas and its citizens meet their full economic potential.



Engage corporate partners and curate an ever-growing inventory of upskilling opportunities and higher-paying jobs



Work with local colleges, universities, technical schools, and non-profit organization to expand upskilling opportunities, ensuring accessibility.



Create a proprietary software system and pathway that engages prospective upskillers and workers, that matches them with available job opportunities.



Provide critical, one-on-one support via personal “navigators” to mentor and provide a support network to workers and families who are transitioning to higher-paying jobs



6 Pillars of Success.

Workforce Dallas will bring a holistic, hands-on approach to workforce development – a people-focused cause that can not only change lives and stabilize families, but also change the future trajectory of our city and county. To that end we have developed these 6 pillars to ensure our success.

 **Reducing barriers to upskilling**

 **Identify geographic hotspots for upskilling**

 **Identify & nurture upskilling growth industries**

 **Interlocal agreements & partnerships**

 **Job-matching tech solutions**

 **Comprehensive outreach**

Collective Impact Approach.

We understand this work can't be done alone therefore we have recruited a host of training, education, non profit, and employment partners to uplift this work.

COMMUNITY
INVESTORS

DALLAS
COLLEGE





WORKFORCE

DALLAS

**Providing upskilling opportunities,
higher-paying jobs & support to working adults.**

WorkforceDallas.org



Employee Childcare Subsidy and Paid Parental Leave Update

August 8, 2022

**Presented to Workforce,
Education and Equity Committee
Dallas City Council**



Nina Arias,
Human Resources, Director

Reginald C. Jackson,
Human Resources Project Manager



I. Childcare Subsidy

- Eligibility Criteria
- Update on Childcare Subsidy Participation
- Demographics by Race and Gender
- Focus Group Results
- Next Steps for Proposed Outreach to Eligible Employees
- Proposed Recommendations

II. Paid Parental Leave

- Eligibility Criteria
- Update on Paid Parental Leave Participation (PPL)
- Demographics by Department and Gender
- Reasons for PPL
- Next Steps for Proposed Outreach to Eligible Employees
- Proposed Recommendations



Eligibility Criteria for Childcare Subsidy



Active employee must enroll in health benefits and Dependent Care Allocation Plan (DCAP) during open enrollment through Employee Benefits Concepts (EBC)

- Note: New hires that meet qualifications may enroll during their benefits enrollment period to receive prorated amount based on hire date

Employee and child(ren) must be enrolled in City of Dallas health plan. Children must be under age 12 at time of enrollment

Have salary less than \$66k (expanded from \$44K when first announced)

Must reside in Dallas (have a Dallas address in WorkDay)

After open enrollment, employees experiencing a “Qualifying Life Event” (QLE - having a baby, adoption, enrollment in day care) may apply to receive Childcare Subsidy

Update on Childcare Subsidy Participation



September 2021

- Program and seed budget of \$500K approved by Dallas City Council

October 2021

- Outreach and marketing to potentially eligible employees - identified approximately 309 eligible employees

January 2022

- Program offered to all eligible employees
- 96 employees enrolled during open enrollment
- 2 new hires enrolled by June 2022

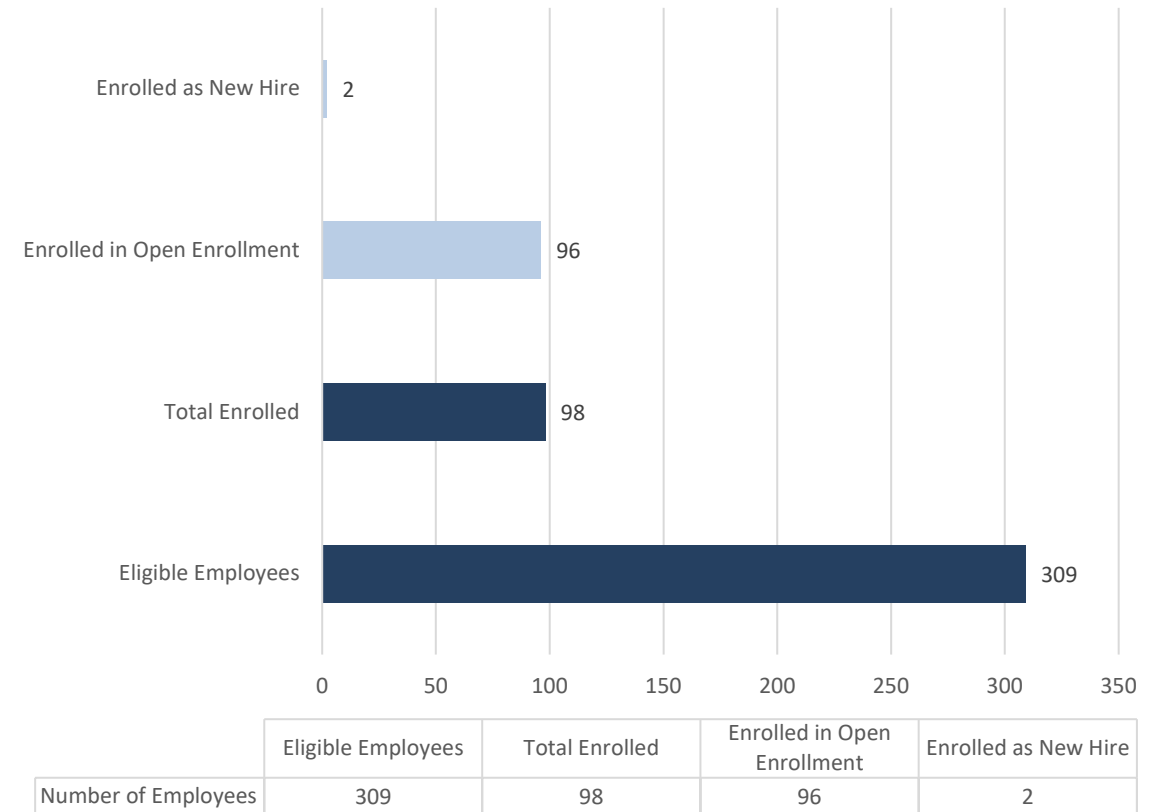
June 2022

- Ongoing employee engagement and outreach to current enrolled and those that were eligible but chose not to enroll

July 2022

- \$304K left in fund to date

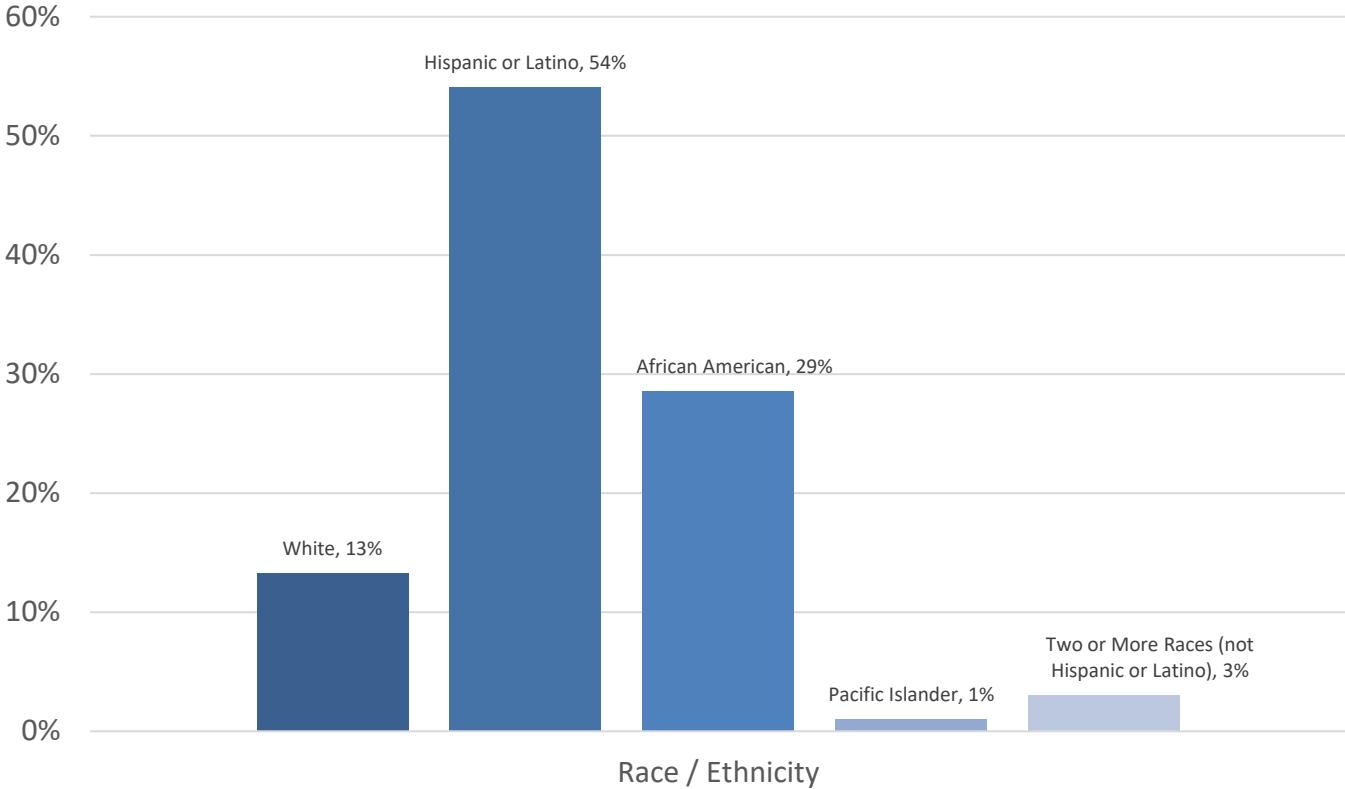
Number of Employees Participating in the Childcare Subsidy Program – October 2021 to July 2022



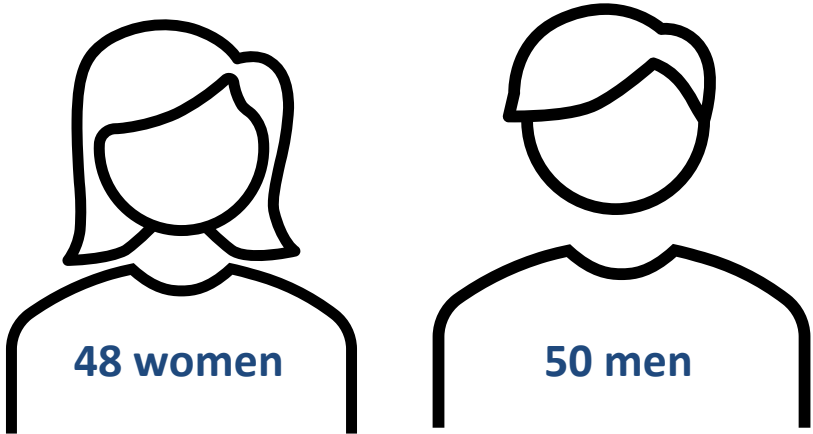
Childcare Subsidy Participants by Race & Gender



Participation by Race



■ White ■ Hispanic or Latino ■ African American ■ Pacific Islander ■ Two or More Races (not Hispanic or Latino)



Focus Group Results for Childcare Subsidy*



*Input from FY21-22 participants that were eligible but chose not to enroll



"It just all seemed confusing to me"
City of Dallas employee & mother of
two school aged children

"I may do it this year. Is there a class
that you can take to learn more
about it?"

City of Dallas employee & father of
four children varying ages under 12

"Why do you have to live in
Dallas?"

City of Dallas employee &
mother to two school aged
children

"I don't want my taxable income to
be raised."

City of Dallas employee &
grandmother to two children
covered by her health plan



Focus Group Results for Childcare Subsidy*



**Input from eligible and enrolled participants for FY21-22

"Thanks so much for this benefit. It has really helped. I will sign up again this year"

City of Dallas employee and mother of a toddler and a school aged child

"THANK YOU! THANK YOU! THANK YOU!"

Whoever came up with this is the best for thinking about the employees."

City of Dallas employee and mother of 1 school aged child

"Everything is so smooth and easy using the FSA. It really helps with monthly costs of daycare".

City of Dallas employee and father of a toddler

"It's working great. It definitely helps because with food, housing and gas being so high, we need some kind of break on expenses".

City of Dallas employee and father of an infant



Next Steps for Outreach to Employees for Childcare Subsidy



Communicate with employees during Open Enrollment about the Childcare Subsidy program and enroll all that qualifies

After Open Enrollment, communicate to employees about Qualifying Life Events eligibility, births, adoptions, etc.

Reach out to employees that did not enroll for Childcare Subsidy

- Find out why
- Provide FAQs, and additional communication in the Open Enrollment guides and in the Open Enrollment Informational meetings

Offer employees assistance during Open Enrollment for FY23 plan year



Proposed Recommendations for Childcare Subsidy



Remove Dallas location restriction from Childcare Subsidy rules and open to eligible employees that live outside Dallas but have registered daycare or childcare within Dallas city limits

Emphasize that there is no “fee”. All participants need to enroll in Dependent Care Assistance Program (DCAP) plan but there is no employee contribution to the plan required in order to receive the employer subsidy contribution

Quarterly evaluation of Childcare Subsidy program for quality assurance and adherence to IRS guidelines





Paid Parental Leave



Eligibility Criteria for Paid Parental Leave



Paid Parental Leave was approved in September 2021 as part of the benefits package to full time employees based on FMLA eligibility.

- Eligibility: All full time City of Dallas employees that are FMLA eligible.
- Employee has given birth, need to care for, adopted, or received placement of a child aged twelve or younger
- May be eligible to receive up to six weeks paid leave to help support the new addition to their family
- **Implementation with FY 2021 budget starting October 1, 2021**

Process for requesting leave:

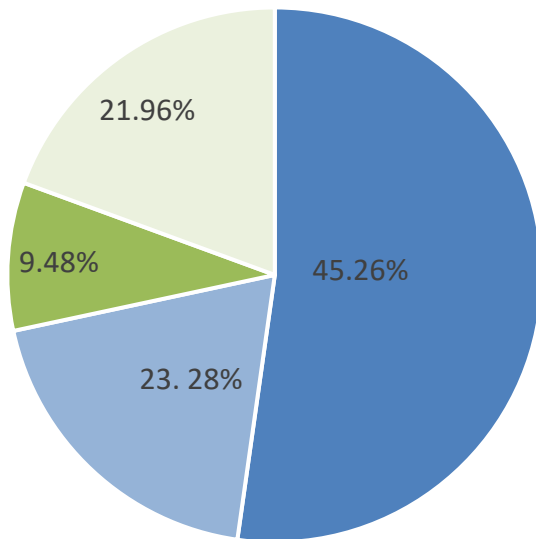
- Apply for FMLA for birth, adoption, or foster child placement
- Once approved, apply for Paid Parental Leave
- Leave begins when child arrives (employee provides documentation of birth, adoption or placement)



Update on Paid Parental Leave Statistics



City of Dallas Paid Parental Leave Granted
From October 2021 – July 2022



■ DPD ■ DFR ■ DWU ■ All other

*NOTE: Data by department in Appendix

Reasons for Paid Parental Leave

Adoption	6
Births	259
Foster care placement	5

Paid Parental Leave by Gender

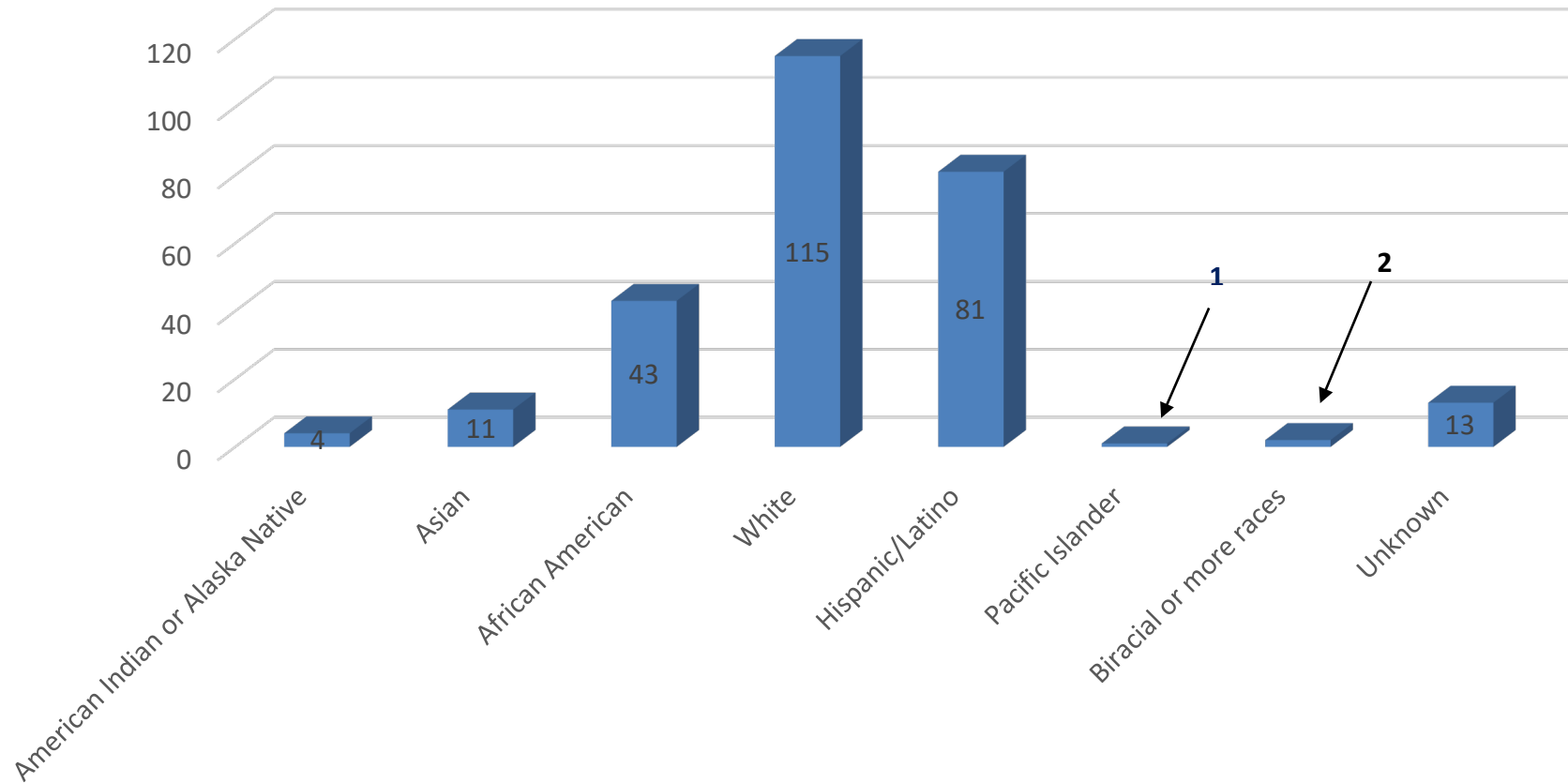
Males	215
Females	55



Approved Paid Parental Leave by Race & Ethnicity



Paid Parental Leave by Race and Ethnicity



Next Steps for Proposed Outreach to Employees Eligible for Paid Parental Leave



Continue to reach out to employees through information included in the leave packet they receive from FMLA Source when they apply for parental bonding leave

Develop targeted information on applying for Paid Parental Leave in a timely manner so timekeeping can be logged accurately

Ensure employees are aware of the limitations of the leave (they cannot return to work or take on additional work while on the leave)

Resources Information Services (HRIS) and City Controller's Office (CCO) Payroll on refining the business processes in Workday to streamline the Paid Parental Leave application, approval, time entry, and



Proposed Recommendations for Paid Parental Leave



- Encourage eligible employees for Paid Parental Leave to apply as soon as possible
- Continue to monitor the process, benchmark with programs available through other employers and improve the program to support employees and their families during a very important family life event



Employee Childcare Subsidy and Paid Parental Leave Update

August 8, 2022

**Presented to Workforce,
Education and Equity Committee
Dallas City Council**



Nina Arias,
Human Resources, Director

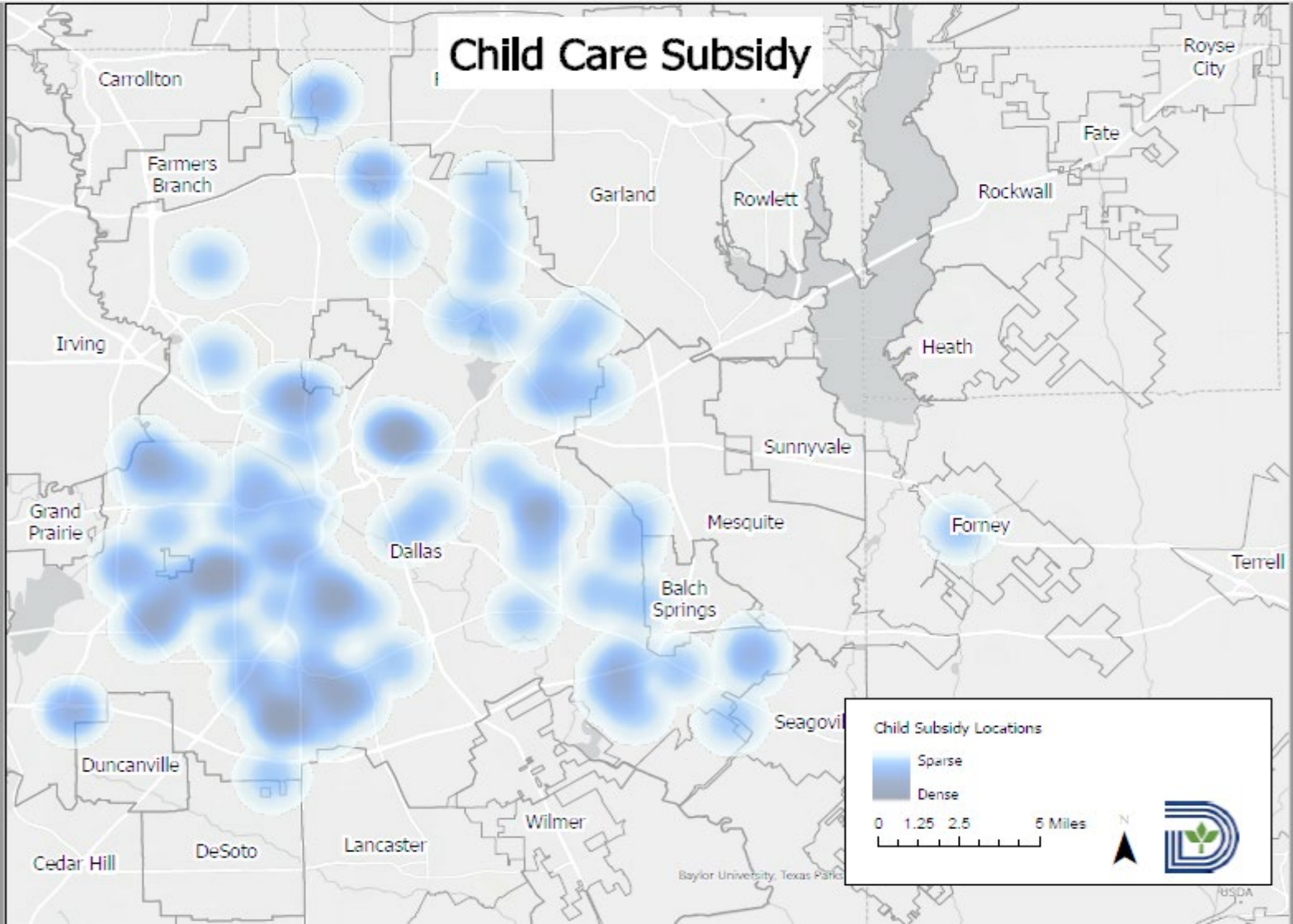
Reginald C. Jackson,
Human Resources Project Manager



Appendix



Childcare Subsidy Participants by Residence Area



Paid Parental Leave by Department

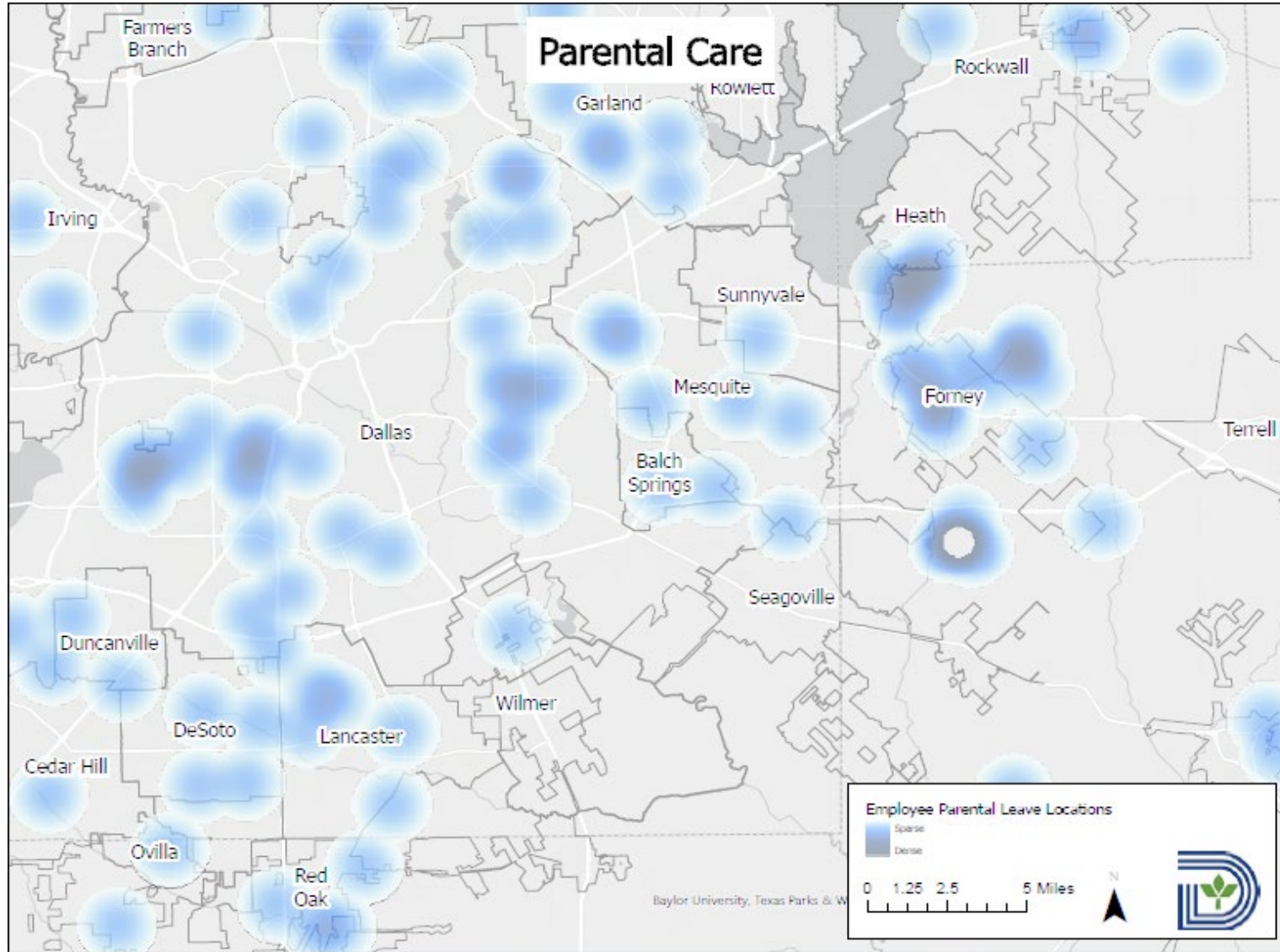


Department	Total Employees on PPL from 10/1/2021 – 7/31/2022
City Atty (ATT)	1
City Auditor (AUD)	2
Aviation (AVI)	3
City Comptroller Office (CCO)	1
Code Compliance (CCS)	5
City Manager Office (CMO)	1
Court & Detention Svcs (CTS)	4
Office of Data Analytics and Business Intelligence (DBI)	1
Sustainable Development and Construction (DEV)	8
Dallas Fire Rescue (DFR)	71
Dallas Police Department (DPD)	120
Communication and Information Services (DSV)	1
Dallas Water Utilities (DWU)	23
Equipment & Fleet Management (EFM)	3
Fair Housing (FHO)	1
Information and Technology Services (ITS)	4
Library (LIB)	1
Office of Community Care (OCC)	2
Office of Emergency Management (OEM)	1
Office of Environmental Quality (OEQ)	3
Public Works (PBW)	6
Human Resources (PER)	1
Parks & Rec (PKR)	3
(PNV)	1
Transportation (TRN)	3
TOTAL	270

Top three
of Paid Parental
Leaves per department:

1. Dallas Police Department
2. Dallas Fire Rescue
3. Dallas Water Utility

Paid Parental Leave Participants by City of Residence



Memorandum



CITY OF DALLAS

DATE August 5, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **WEE Committee & Racial Equity Plan**

Dear Honorable Mayor and City Council Members:

On August 3, 2022, the Office of Equity and Inclusion (OEI) provided the City Council a briefing of the Racial Equity Plan's (REP).

During the August 3rd briefing, Workforce, Education and Equity (WEE) Committee Chair Schultz invited City Council Members to attend the Monday, August 8, 2022, WEE Committee to share any additional insight surrounding the REP Action Targets and Department Progress Measures. This memo is a follow-up to that request.

The City's Workforce, Education and Equity Committee laid out a visionary statement that the City of Dallas would become the most equitable city in the nation. Big Audacious Goals, Action Targets and Department Progress Measures were developed throughout the working sessions with City departments and community members, businesses, non-profits and other stakeholders.

Big Audacious Goals (BAGs) are a part of the Plan's collective commitment to establish equity in the City of Dallas over the next 15 to 20 years. The BAGs are broader mid- to longer-term equity goals that include Action Targets across several departments to achieve transformative impact.

Department Progress Measures (DPMs) in alignment with the BAGs, DPMs are categorized as the City's short and mid-term equity measures that departments will operationalize to address disparities.

The REP is scheduled for City Council adoption on August 24, 2022. In preparation OEI staff will be available to capture the feedback provided at the Monday, August 8, 2022, WEE committee meeting.

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

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

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

DATE August 5, 2022
SUBJECT **WEE Committee & Racial Equity Plan**

Attachments

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera 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
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, Assistant City Manager
Carl Simpson, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

- A. INDIVIDUAL DEPARTMENT PROGRESS MEASURES
- B. BIG AUDACIOUS GOALS
- C. RELATED CITY PLANS
- D. DEPARTMENT ACRONYMS
- E. EQUITY INDICATORS WITH SCORES
- F. GLOSSARY

RACIAL EQUITY PLAN




DEPARTMENT PROGRESS MEASURES

August 1, 2022

APPENDIX A. DEPARTMENT PROGRESS MEASURES

311 CUSTOMER SERVICE CENTER

Strategic Priority: Government Performance

 Key Department Actions:	<ul style="list-style-type: none"> Deliver support with access to City services via phone, web, mobile app, and City Hall On-the-Go
 Aligned Equity Indicators:	<ul style="list-style-type: none"> 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: <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> Increase the number of City Hall On-the-Go visits/events in historically disadvantaged communities by 20% year over year. [\$] [Ei 39] Eliminate the wait time gap between English and Spanish speaking residents calling 311 by 3:00 minutes by the end of 2024. [Ei 39] Increase the percent of bilingual Supervisors in the 311 Department from 0% to 30% by December 2024.[\$] [Ei 39] Increase the percent of bilingual Customer Service Agents from 9% to 30% by December 2026.[\$] [Ei 39] Increase the number of self-service transactions able to be completed in Spanish on the external facing web portal from 0 to 20 by December 2022 and establish the foundation for multi-language support to add additional self-service transactions in Spanish and other languages by December 2026. [Ei 39]

APPENDIX A. DEPARTMENT PROGRESS MEASURES

AVIATION

Strategic Priority: Transportation & Infrastructure

 Key Department Actions:	<ul style="list-style-type: none"> Provide operation and maintenance of Dallas Love Field, Dallas Executive Airport, and the Dallas Vertiport
 Aligned Equity Indicators:	<ul style="list-style-type: none"> 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. Indicator 9 - Median Household Income: Ratio between the average number of businesses in racially diverse and majority-Black neighborhoods. 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.
 Progress Measures: <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> Expand recruiting efforts to increase the diversity of collegiate interns, particularly focusing on recruitment among historically disadvantaged students. [\$] [HR, CVS] [Ei 6] By December 2023, make a recommendation to DART to run earlier (4:30am) dedicated routes to Love Field and Dallas Executive Airport [✓][Ei 5, 36] Increase the number of annual recruitment trips to HBCUs and HACs from 0 to 2 by December 2023 [\$][HR, CVS] [Ei 6]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

AVIATION

Strategic Priority: Transportation & Infrastructure



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s) Ei # = 2019 Equity
Indicator Report Number

4. Increase the number of marketing communication around aviation employment in high unemployment areas in proximity to airports from 0 to 2 by December 2023[\$] [Ei 5]
5. 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 [\$] [Ei 5]
6. 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 [Ei 9]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

BOND & CONSTRUCTION MANAGEMENT

Strategic Priority: Transportation & Infrastructure



Key Department
Actions:

- Lead the oversight of the City's Bond Programs to ensure delivery of infrastructure improvements.



Aligned Equity
Indicators:

- 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.
- 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:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. Provide strategic recommendations to expedite 2017 Bond projects that experience delays within or near Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs) – in accordance with civil rights and fair housing laws – monthly beginning October 2022 to ensure all project funds are committed by September 2023. [Ei 25, 31] (BCM will prepare a monthly report to relevant directors that includes project updates from staff responsible for implementation of the 2017 Bond projects located in R/ECAP census tracts to ensure that the City remains on schedule with committing funds and completing projects within an acceptable timeframe. This project management process will be implemented in future programs.)

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

BOND & CONSTRUCTION MANAGEMENT

Strategic Priority: Transportation & Infrastructure



Progress Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating Department(s)
Ei # = 2019 Equity Indicator Report Number

2.

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 focus the infrastructure needs of historically disadvantaged communities in the future bond program. [Ei 37]
3.

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 accordance with civil rights and fair housing laws – in the next Bond program. [Specific amount to be updated in by December

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

BUDGET & MANAGEMENT SERVICES

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

- Provide fiscally responsible forecasting and allocation of resources
- Monitor of revenues, expenditures, and grant funds
- Track and monitor strategy and performance measures initiatives



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



Progress Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating Department(s)
Ei # = 2019 Equity Indicator Report Number

1.

Increase budget engagement outreach in historically disadvantaged communities (public hearings, surveys, town halls, engage with community organizations, neighborhood events) by 10% year over year [Ei 37]
2.

Increase translation of publication materials (budget development, budget in brief, community development, annual plans) by 5% year over year. [Ei 39]
3.

Increase participation in the annual budget survey in historically disadvantaged communities by 10% by June 2025. [Ei 37]
4.

Increase the percent of departments using the Racial Equity Plan (REP) measures as a budget book measure from 10% in 2023 to 40% by October 2025. [Ei 39]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

BUILDING SERVICES

Strategic Priority: Transportation & Infrastructure

 Key Department Actions:	<ul style="list-style-type: none">Provides facility services to customer departments in support of their service to residents, visitors, and businesses of Dallas.
 Aligned Equity Indicators:	<ul style="list-style-type: none">Indicator 5: Unemployment: Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.Indicator 52 - Chronic Disease: Ratio between the percentages of White adults and adults of color diagnosed with a chronic disease.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.Air Quality Monitor Indicator Under Development
 Progress Measures: Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none">Improve the indoor air quality at City buildings in historically disadvantaged communities with high asthma rates by installing HEPA filtration into 20% (35) buildings by October 2024 [\$] [Ei 52]Decrease the number of non-emergency repairs required at parks and recreation centers in historically disadvantaged communities by December 2024 [baseline to be established by EOY 2022] [\$] [Ei 59]BSD will identify positions to be allocated to the City's FreshStart program, providing a living wage and on-the job training opportunities to individuals from historically disadvantaged groups by 2024.[\$, SBC] [Ei 5]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

CITY CONTROLLER'S OFFICE

Strategic Priority: Government Performance & Financial Management

 Key Department Actions:	<ul style="list-style-type: none">Financial reporting and audits of state and federal grants, Dallas Water Utilities, Love Field Airport Modernization Corporation, and other related entities.Managing all bank accounts and processing a billion dollars in annual payroll for 13,000 employees and oversight and management of employee assets in the deferred compensation plansUpdating and managing all Administrative Directives, paying vendor invoices and contract management compliance. (Pending Director Approval)
 Aligned Equity Indicators:	<ul style="list-style-type: none">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 9: Median Household Income: Ratio between the median household incomes for White and Black households.Indicator 27: Home Loan Denials: Ratio between the percentages of home loan application denials to Black and White applicants.
 Progress Measures: Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none">Increase by 25% the number of annual audits for suppliers with contracts exceeding \$500k regarding compliance with the living wage on general services contracts by 2022. [Ei 9]Increase invoices paid via electronic fund transfer to M/WBE vendors by 2024. [Ei 2] (Paying M/WBE vendors electronically promotes equity because it allows them to get paid for the goods or services provided by the city within 1-2 days of the invoices being processed increasing cash flow for their operations.)

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

CITY CONTROLLER’S OFFICE

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating Department(s)
Ei # = 2019 Equity Indicator Report Number

3. CCO will increase from 0 to 1 socially responsible banking factor during the procurement of banking services, starting in 2024. [Ei 27]
4. Per the Responsible Banking Ordinance, CCO will become an annual recipient of a report from the City’s depository bank detailing the institution’s statement of work, including factors related to socially responsible banking according to section 2-78 including commitment to long-term community reinvestment strategies, anti-predatory lending practices, community banking needs, community involvement, homeownership and consumer credit needs, small business lending and other community development services in historically disadvantaged communities in Dallas by 2025. [Ei 27]
5. Increase the percent of invoices (that are eligible for payment) to M/WBE vendors paid within 30 days from 80% to 95% by 2025. [Ei 2]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

CIVIL SERVICE

Strategic Priority: Government Performance and Financial Management



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating Department(s)
Ei # = 2019 Equity Indicator Report Number

1. Expand recruiting efforts to increase the diversity of candidates for city employment. (historically disadvantaged communities) [HR] [Ei 9]
2. 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] [Ei 9]
3. 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] [Ei 6, 9]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

CIVIL SERVICE

Strategic Priority: Government Performance and Financial Management



Progress Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating Department(s)
Ei # = 2019 Equity Indicator Report Number

- 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 historically disadvantaged communities from 0 to 4 annually. [\$] [All Depts] [Ei 9]
- By FY23-24, recommend an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff equity surveys and employment barriers assessment, in compliance with applicable employment laws. [All Depts] [✓] [Ei 5]
- Seek diversity by increasing inclusive pool of candidates by December 2027. [Baseline to be established] [All Depts] [Ei 9]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

CODE COMPLIANCE

Strategic Priority: Quality of Life/Arts & Culture



Key Department Actions:

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



Aligned Equity Indicators:

- Indicator 2** - Business Ownership: Ratio between the percentages of White and Black adults who are self-employed.
- Indicator 5** - Unemployment: Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- Indicator 28** - Housing Cost Burden: Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- Indicator 31**- Long-term Rental Vacancies: Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.



Progress Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating Department(s)
Ei # = 2019 Equity Indicator Report Number

- Recommend Boarding Home ordinance improvements (related to living conditions, repeat violations, etc.) to City Council by May 2023. [✓] [Ei 31]
- Increase the number of proactive Illegal Dumping Pro-TEAMS deployed in historically disadvantaged communities from 2 to 4 by May 2024 to reduce blight. [Ei 31]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

CODE COMPLIANCE

Strategic Priority: Quality of Life/Arts & Culture



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

- 3. Increase community engagement to build relationships between Code Inspectors and community members in historically disadvantaged communities by December 2025. [baseline to be established EOY 2022. [Ei 28]
- 4. Through outreach, increase the number of independent, M/WBE mobile food vending companies registered in historically disadvantaged communities from 0 to 75 by June 2027. Baseline established by EOY 2023. [\$] [Ei 2,5]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

COMMUNICATIONS, OUTREACH, & MARKETING SERVICES

Strategic Priority: Workforce, Education and Equity



Key Department
Actions:

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



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.
- **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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

COMMUNICATIONS, OUTREACH, & MARKETING SERVICES

Strategic Priority: Workforce, Education and Equity



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. Increase number of outreach events to interfaith and multicultural organizations including information on how to apply for board and commission vacancies to 12 by December 2023 [baseline to be established in 2023 progress shown in FY2024].[\$] [Ei 38]
2. Increase the number of outreach deliverables supporting M/WBE vendor recruitment by December 2023 [baseline set this FY2022-23]. [Ei 2]
3. Increase the number of communication deliverables supporting recruitment of historically disadvantaged women and community members in the City of Dallas by December 2023 [baseline set this FY2022-23]. [Ei 39]
4. Audit existing methods for targeting and engaging residents in order to inform a standardized policy for cross-departmental communication, outreach and engagement by 2024. [Ei 37]
5. By November 2024, establish cross-departmental policy rooted in equity and inclusion by incorporating audit outcomes to explicitly define outreach, engagement, and the processes for meaningful public participation. [Ei 37]
6. Increase views of City department-created original content in Spanish by 5-10% yearly by 2025. [Ei 39]
7. Increase subscribers to Spanish text and social channels by 5-10% yearly by 2025. [Ei 39]

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APPENDIX A.
DEPARTMENT PROGRESS MEASURES

COMMUNICATIONS, OUTREACH, & MARKETING SERVICES

Strategic Priority: Workforce, Education and Equity



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

8. Increase investment in advertising in Spanish and Asian language and Black media outlets as percentage of all departmental advertising Citywide by 2025. [\$] [Ei 39]
9. Increase investment in marketing City programs and services through paid advertising and in-kind support for nonprofits partners serving historically disadvantaged communities by December 2026 [baseline to be established in FY2022-23]. [\$] [Ei 2]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

CONVENTION & EVENT SERVICES

Strategic Priority: Economic Development



Key Department
Actions:

- Provides the management, marketing and promotion of the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) and facilitation of the management agreement with OVG360
- Conducts contract compliance and management oversight for the American Airlines Center, Shed 1 of the Dallas Farmers Market, the Omni Dallas Hotel and Dallas Convention Center Hotel Development Corporation, VisitDallas, and Hotel Occupancy Tax distribution
- Oversees the lease agreement, capital projects and general operations of the Eddie Bernice Johnson Union Station
- Approves permitting for outdoor events, street pole banners, street seats, filming, the Dallas Farmers Market, and neighborhood farmers markets through the Office of Special Events
- Processes registrations for the Promoters Ordinance and facilitate the nighttime economy division through the Office of Special Events
- Manages, coordinates, and facilitates the process for the development of the KBHCCD Master Plan with implementation planned for 2024

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

CONVENTION & EVENT SERVICES

Strategic Priority: Economic Development



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



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. Permit mobile food vending areas in 3 historically disadvantaged communities with goal of adding 1-2 per year (Per Council Approval) [✓] [Ei 2]
2. Increase diversity from historically disadvantaged high school and college hotelier interns who once employed full-time achieve living wage employment from 0 to 60 by December 2025 with a 3% increase afterwards [CVS, HR] [Ei 8]
3. Increase the percent of historically disadvantaged 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 [\$] [Ei 2]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

CONVENTION & EVENT SERVICES

Strategic Priority: Economic Development



Progress Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating Department(s)
Ei # = 2019 Equity Indicator Report Number

- 4. Increase the percent of historically disadvantaged businesses contracted through VisitDallas from 16.4% to 18.4% by October 2025, and 21.6% by 2027. [\$] [Ei 2]
- 5. 5. Through the IAVM partnership, increase the number of historically disadvantaged hotel employees participating actively provide mentorship opportunities from 0 to 120 by December 2027 [\$] [Ei 9]
- 6. 6. Procure 50% historically disadvantaged business participation through contracts related to the master plan by October 2027. [\$] [Ei 2]
- 7. Further diversify and expand recruiting efforts to include historically disadvantaged women and groups in the Convention Center Internship program with a 3% increase per year through 2027 (By end of 2023- First 20) [\$, CVS, HR] [Ei 8]
Permit mobile food vending areas in 3 historically disadvantaged communities with goal of adding 1-2 per year (Per Council Approval) [✓] [Ei 2]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

COURT & DETENTION SERVICES

Strategic Priority: Public Safety



Key Department Actions:

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



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 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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

COURT & DETENTION SERVICES

Strategic Priority: Public Safety



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. Increase community engagement meetings to provide education resources to historically disadvantaged communities about illegal dumping from 5 to 10 by September 2023. [Ei 40]
2. Increase percentage of residents from historically disadvantaged communities agreeing to a referred service to 30% respectively by December 2023 [baseline to be established EOY 2022]. [Ei 41]
3. Reduce the number of chronic dumpsites in Southern Dallas from 28 to 25 by September 30, 2022. [Ei 40]
4. Based on observation, provide considerations addressing underlying cause of illegal dumping by December 2022 : [✓]
 - Add a Transfer Station in Southern Dallas. [\$] [Ei 39]
 - Increase the operation of landfills from 1 day a week to 3 days a week for residents in
 - Southern Dallas. [\$] [Ei39]
5. Increase percentage of historically disadvantaged residents who respond within the initial appearance date to avoid additional fines and fees by September 2025 [baseline to be established EOY 2022]. [Ei 40]
6. Increase participation of historically disadvantaged residents in non-payment court programs by September 2025 [baseline to be established EOY 2022]. [\$] [Ei 40]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

DALLAS ANIMAL SERVICES

Strategic Priority: Quality of Life/Arts & Culture



Key Department
Actions:

- Enforce animal-related laws and ordinances and ensure public safety.



Aligned Equity
Indicators:

- **Indicator 2** - Business Ownership: Ratio between the percentages of White and Black adults who are self-employed.
- **Indicator 5** - Unemployment: Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- **Indicator 28** - Housing Cost Burden: Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- **Indicator 31**- Long-term Rental Vacancies: Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. Recommend Boarding Home ordinance improvements (related to living conditions, repeat violations, etc.) to City Council by May 2023. [✓] [Ei 31]
2. Increase the number of proactive Illegal Dumping Pro-TEAMS deployed in historically disadvantaged communities from 2 to 4 by May 2024 to reduce blight. [Ei 31]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

DALLAS FIRE & RESCUE


Strategic Priority: Public Safety

 Key Department Actions:	<ul style="list-style-type: none">• Fire, Emergency, and Medical Services• Fire Prevention, Education, and Investigation• Communications, Recruiting, and Information Technology
 Aligned Equity Indicators:	<ul style="list-style-type: none">• 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 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 19 - College Readiness: Ratio between the percentages of White and Hispanic students rated college-ready in English and math.• Indicator 53 - Mortality: Ratio between the percentages of deaths for White and Hispanic residents.
 Progress Measures: Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none">1. Improve DFR's diversity composition by October 1, 2027. [Ei 6, 7]2. Increase the number of fire safety training/educational program deliveries and smoke alarm installations by 5%, to reduce the number of civilian fire fatalities in historically disadvantaged communities by October 1, 2027.[\$] [Ei 53]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

DALLAS FIRE & RESCUE

Strategic Priority: Public Safety

 Progress Measures: Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none">3. Assess and recommend strategies to code enforcement for improving signage and lighting of multi-family dwellings (apartment complexes) in historically disadvantaged communities to help improve response times by an average of 10 seconds by October 1, 2027. [\$] [✓][Ei 53]4. 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. [\$] [Ei 19]
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APPENDIX A.
DEPARTMENT PROGRESS MEASURES

DALLAS POLICE DEPARTMENT


Strategic Priority: Public Safety

 Key Department Actions:	<ul style="list-style-type: none">• Provide preventive, investigative, and enforcement services• Partner with community to deploy crime prevention/monitoring tactics• Provide Public safety.
 Aligned Equity Indicators:	<ul style="list-style-type: none">• Indicator 42 - Juvenile Detentions: Ratio between the number of detentions, internal placements, and external placements of Black and Asian juveniles (under age 18) per 1,000• Indicator 43 – Arrests: Ratio between the number of Black and Asian individuals per 1,000 arrested by the Dallas Police Department.• Indicator 44 - Police Force Diversity: Ratio between the proportional representation of White and Hispanic residents in the Dallas Police Department.• Indicator 45 - Traffic Stops and Searches: Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search.• Indicator 48 - Domestic Violence: Ratio between the number of domestic violence incidents reported in Black and Asian neighborhoods per 1,000 residents.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

DALLAS POLICE DEPARTMENT

Strategic Priority: Public Safety

 Progress Measures:	<ol style="list-style-type: none">1. Increase the number of students from P-TECH high schools who are hired onto DPD from 3 to 9 by December 2023. [Ei 44]1. Increase recruiting visits to include Hispanic Association for Colleges and Universities, Hispanic Serving Institutions and Historically Black Colleges and Universities by December 2024. [Ei 44]2. Increase the number of students from [schools] served by {prevention program} by December 2025. [new program to be established]. [Ei 42]3. Increase the number of Domestic Violence engagements related to awareness and outreach resources available from 4 per year to 12 per year by December 2025. [Ei 48]4. Increase the number of home visits to prior domestic Violence offenders from 0 to 480 by December 2025. [Ei 48]5. Decrease the percent of residents from historically disadvantaged communities arrested for low-level offenses from 7,585 to 6,068 by December 2025. [Ei 43, 45]6. Increase the number of youths from historically disadvantaged communities engaged in the First Offenders Program in lieu of criminal prosecution by December 2027. [Ei 42]7. Decrease the number of youth runaways from historically disadvantaged communities by December 2027. [Ei 42]8. Seek diversity by increasing inclusive pool of candidates by December 2027 [Ei 44]
Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

DALLAS PUBLIC LIBRARY


Strategic Priority: Priority: Workforce,
Education & Equity

 Key Department Actions:	<ul style="list-style-type: none">• Manage Digital and Physical Library Resources• Promote Lifelong Learning and Literacy
 Aligned Equity Indicators:	<ul style="list-style-type: none">• Indicator 5 - Unemployment: Ratio between the percentages of Black and White adults aged 25-64 who are unemployed• 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 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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

DALLAS PUBLIC LIBRARY

Strategic Priority: Priority: Workforce,
Education & Equity

 Progress Measures:	<ol style="list-style-type: none">1. Increase enrollment in High School Equivalency programs from 66 to 120 in libraries serving historically disadvantaged communities by September 30, 2024 (Fiscal) [\$] [Ei 22]2. Increase workforce development programs from 100 to 200 offered at libraries serving historically disadvantaged communities by September 30, 2024 [\$] [Ei 5]3. Increase early childhood literacy initiatives, i.e., Storytime, kindergarten readiness programs, early literacy outreach, from 12 to 48 at libraries serving historically disadvantaged communities by September 30, 2024. [Ei 15]4. Increase enrollment in the S.M.A.R.T Summer Reading Challenge from 394 to 1,102 at libraries serving historically disadvantaged communities by September 30, 2024. [\$] [Ei 16]5. Increase the percentage users from historically disadvantaged communities who rate the materials collection as poor/fair to good/excellent from 65% to 75% by September 30, 2026. [Ei 39]6. Increase the percentage of residents from historically disadvantaged communities who report visiting the library from 35.6% to 45.6% by September 30, 2026. [Ei 39]7. In partnership with OEI, increase the number of residents who access the Enhanced Library Card from 0 to 13,000 by December 2027 [OEI] [\$] [Ei 39]
Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

DALLAS WATER UTILITIES


Strategic Priority: Government Performance & Financial Management

 Key Department Actions:	<ul style="list-style-type: none">• Provide water production and delivery services• Provide wastewater collection and treatment services• Provide storm drainage and floodplain management services
 Aligned Equity Indicators:	<ul style="list-style-type: none">• Indicator 28 - Housing Cost Burden: Ratio between the percentages of Black and White households with housing costs exceeding 30% of income• 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 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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

DALLAS WATER UTILITIES

Strategic Priority: Government Performance & Financial Management

 Progress Measures:	<ol style="list-style-type: none">1. 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 by December 2022. [\$] [OAC] [Ei 38]2. 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 by 2023. [\$] [OAC] [Ei 37]3. Complete an inventory of all city owned lines and provide outreach and free lead and copper testing programs at private schools in historically disadvantaged communities with the greatest need by 2023. [Ei 39]4. 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%. [\$] [Ei 30]5. 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 from historically disadvantaged communities. Continue to increase the flood risk mitigation for Council Districts 4, 5, 6 and 7 by Fall of 2026. The projects combined cost estimates exceed \$350M. [\$] [Ei 28]
Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

DEVELOPMENT SERVICES


Strategic Priority: Economic Development

 Key Department Actions:	<ul style="list-style-type: none">• Plan review services for commercial and residential development• Issue construction and trade permits• Process Certificate of Occupancy applications for new and existing businesses
 Aligned Equity Indicators:	<ul style="list-style-type: none">• 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 3 - Long-Term Business Vacancies: Ratio between the percentages of long-term business vacancies in majority-Hispanic and racially diverse neighborhoods• Indicator 9 - Median Household Income: Ratio between the median household incomes for White and Black households.• 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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

DEVELOPMENT SERVICES

Strategic Priority: Economic Development

 Progress Measures:	<ol style="list-style-type: none">1. Increase participation of diverse developers, contractors, architects, from historically disadvantaged communities to be a part of the Building Code development process. [Ei 9]2. Streamline permitting processes for small business owners within historically disadvantaged communities. [Ei 2, 3]3. Track and increase trainings on the permitting process with historically disadvantaged contractors, developers, residents from 0 to 25% by December 2023. [\$] [Ei 2, 31]4. Decrease average number of days to complete first review of residential permit application in historically disadvantaged communities from 12 to 4 weeks by May 2024. [Ei 31]5. Streamline permitting process for affordable housing developers to reduce the amount of time to build affordable housing from 12 weeks to 4 weeks by May 2024. [Ei 25, 31]
Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

ECONOMIC DEVELOPMENT

Strategic Priority: Economic Development



Key Department
Actions:

- Promote Dallas as a diverse, equitable, and globally competitive business destination
- Provide tools and incentive programs to assist real estate, community development, and job creation projects within the City of Dallas
- Develop a citywide business retention and recruitment strategy



Aligned Equity
Indicators:

- **Indicator 1: Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods..
- **Indicator 3: Long-Term Business Vacancies:** Ratio between the percentages of long-term business vacancies in majority-Hispanic and racially diverse neighborhoods.
- **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.
- **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 7: Business Establishments:** Ratio between the median annual incomes for currently employed White and Hispanic adults aged 25-64 working 30+ hours per week
- **Indicator 25: Homeownership:** Ratio between the percentages of White and Black households who own their home.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

ECONOMIC DEVELOPMENT

Strategic Priority: Economic Development



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. Increase amount of incentive dollars or number of incentivized projects that assist non-residential projects in historically disadvantaged communities. The goal metrics will be determined once baseline data is evaluated by September 2023.
[\$] [Ei 1, 3]
2. 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 in historically disadvantaged communities by October 2023.
[\$] [Ei 1, 4, 6, 7]
3. 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.
[\$] [Ei 25]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

EQUIPMENT & FLEET MANAGEMENT


Strategic Priority: Transportation & Infrastructure

 Key Department Actions:	<ul style="list-style-type: none">• Promote Dallas as a diverse, equitable, and globally competitive business destination• Provide tools and incentive programs to assist in workforce development of underserved communities• Develop collaborative strategies with customer departments to promote equity in service delivery
 Aligned Equity Indicators:	<ul style="list-style-type: none">• 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 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 9 - Median Household Income: Ratio between the median household incomes for White and Black 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

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

EQUIPMENT & FLEET MANAGEMENT

Strategic Priority: Transportation & Infrastructure

 Progress Measures:	<ol style="list-style-type: none">1. Develop credible supplier/vendor list comprised of businesses from historically disadvantaged communities 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 historically disadvantaged communities. [Ei 2]2. Use EFM's position on various Advisory Boards of Automotive and Diesel Technology vocational schools (UTI, TSTC, Dallas College, Lincoln Tech) to enhance the diversity of recruiting students from historically disadvantaged communities. [CVS,HR] [Ei 6]3. Promote no greater than 10% difference for on-time preventative maintenance by service area. [Ei 39]4. 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] [Ei 9]
Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

HOUSING & NEIGHBORHOOD REVITALIZATION


Strategic Priority: Housing & Homeless Solutions

 Key Department Actions:	<ul style="list-style-type: none">Invest in the development and preservation of housing in DallasProvide homebuyer assistance to qualified householdsDevelop policy to improve availability, quality, and equity of housing in Dallas
 Aligned Equity Indicators:	<ul style="list-style-type: none">Indicator 25 - Homeownership: Ratio between the percentages of White and Black house holds who own their homeIndicator 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 31 - Long-Term Residential Vacancies: Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

HOUSING & NEIGHBORHOOD REVITALIZATION




Strategic Priority: Housing & Homeless Solutions

 Progress Measures:	<ol style="list-style-type: none">Complete revisions to the Comprehensive Housing Policy based on the Equity Audit by December 2022. [✓] [Ei 25, 28]Develop a strategy for identifying neighborhoods most at risk of gentrification and displacement by December 2023. [Ei 25,31]Complete at least three impact assessments of catalytic projects, neighborhood revitalization efforts, or housing programs to ensure equitable program impacts by October 2024. [Ei 27,31]Increase the proportion of unrestricted market rate units in City-supported developments in historically disadvantaged communities from 11% to 30% by October 2027. [\$] [Ei 31]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 historically disadvantaged communities by December 2027. [\$] [Ei 25,31]
Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

HUMAN RESOURCES

Strategic Priority: Government Performance,
Workforce

 Key Department Actions:	<ul style="list-style-type: none">• Maintain a diverse, talented, innovative, and engaged workforce delivering services to the residents of Dallas
 Aligned Equity Indicators:	<ul style="list-style-type: none">• Indicator 14 - Early Education Enrollment by Income: Ratio between the percentages of three- and four-year-olds in the top and middle-income groups enrolled in pre-K.• 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 50 – Health Insurance: Ratio between the percentages of Hispanic and White residents without health insurance.
 Progress Measures: Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none">1. 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. [Ei 14]2. HR will develop outreach initiatives designed to better educate and increase enrollment of lower-wage employees in the health plan by a minimum of 1–3% by 2027. [Ei 50]3. Increase the percentage of diverse and hourly employees positively responding to questions related to “sense of community” in the City of Dallas Employee Engagement survey 1-3% annually beginning FY2022 thru 2027. [Ei 37]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

INFORMATION & TECHNOLOGY SERVICES

Strategic Priority: Government Performance &
Financial Management

 Key Department Actions:	<ul style="list-style-type: none">• Guides technology acquisition, business process changes and architecture decisions• Provides the IT infrastructure, hardware, software, and technical support for processing 911 telephone calls.• Provide secure, reliable, and responsive enterprise-level technology, data, and business solutions• Provides installation, repair, and replacement of handhelds, fixed, and in-car mobile radio communication technology
 Aligned Equity Indicators:	<ul style="list-style-type: none">• 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 29 - Internet Access: Ratio between the percentages of Black and White households without access to the internet.• 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

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

INFORMATION & TECHNOLOGY SERVICES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating Department(s)
Ei # = 2019 Equity Indicator Report Number

1. Host or participate in 5 events targeting students from historically disadvantaged communities through IT initiatives, P-TECH and Innovation Lab. [Ei 39]
2. 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 historically disadvantaged communities where 6 of the top 10 zip codes with the highest percentage of households without internet. [\$] [PKR] [Ei 29]
3. By December 2023, upgrade the City's existing financial system to support all departments which manage invoices and payments to vendors. The upgrade will automate the accounts payable process improving accuracy and efficiency. [\$] [BMS, CCO] [Ei 2,39]
4. Redesign the City's website by December 2023 to include enhancements to the style guide for more user-friendly designs and site-wide accessibility and language access improvements to ensure equitable access to resources and information. A comprehensive website audit is underway to analyze content, components, and features. [\$] [Ei 39]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

MAYOR & CITY COUNCIL

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

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



Aligned Equity Indicators:

- **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:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating Department(s)
Ei # = 2019 Equity Indicator Report Number

1. Devote annual professional development funds for City Council, Commissions and Boards to hire external non-profits and organizations to conduct trainings and provide resources associated with implicit bias and inclusive governing. [\$] [Ei 39]
2. 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. [✓] [Ei 38]
3. Increase the number of cross-city Council events focused on an equity-indicator from 0 to 14 by December 2023. [Ei 39]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

INFORMATION & TECHNOLOGY SERVICES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating Department(s)
Ei # = 2019 Equity Indicator Report Number

- 4. Increase the number of relationships with social justice-oriented non-profits and organizations to strengthen the civic engagement of historically disadvantaged community members in government from 0 to 5 by 2023. [Ei 38]
- 5. 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 historically disadvantaged communities by 10 percent. [\$] [✓] [Ei 39]
- 6. Increase the number of cross-collaborative council partnerships focused on equity-focused initiatives from 10 per year to 30 per year by December 2025. [Ei 39]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF ARTS & CULTURE

Strategic Priority: Quality of Life, Arts & Culture



Key Department Actions:

- Fund Programs for artist, nonprofits, and Dallas residents
- Manage Public Art Programs
- 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 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

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF ARTS & CULTURE

Strategic Priority: Quality of Life, Arts & Culture



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. In collaboration with Dallas Water Utilities, construct the Memorial for Victims of Racial Violence public art project at Martyn's Park contributing a total of \$812,000 for this public art space by December 2022. **[\$] [OAC] [Ei 38]**
2. Increase percentage of cultural services funding to historically disadvantaged artists and organizations from 25% to 35% by FY 2023-24 **[\$] [Ei 2]**
3. Celebrate the many international cultures and people that make Dallas thrive by increasing the City's support dollars for historically disadvantaged community programming by 2023. **[\$] [Ei 37]**
4. Increase the number of historically disadvantaged community 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. **[Ei 2]**
5. Increase historically disadvantaged community representation on arts boards from an average of 34% diversity to 39% diversity by 2025. **[Ei 38]**
6. To add and develop a historical committee to civil rights and racial equity. **[Ei]**

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY CARE

Strategic Priority: Workforce, Education & Equity



Key Department
Actions:

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



Aligned Equity
Indicators:

- **Indicator 9 - Median Household Income:** Ratio between the median household incomes for White and Black households.
- **Indicator 10- Child Poverty:** Ratio between the percentage of Black and White children 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 13 - Early Education Enrollment by Race:** Ratio between the percentages of White and Hispanic three- and four-year-olds enrolled in pre-K.
- **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 58 - Child Food Insecurity:** Ratio between the percentages of Black and White households with children under 18 that received SNAP benefits in the past 12 months.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY CARE

Strategic Priority: Workforce, Education & Equity



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. The Financial Empowerment Center will serve a minimum of 400 residents through professional financial coaching and financial capability clinics in historically disadvantaged communities by September 2023. [Ei 9]
2. 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 by September 2023. [Ei 39]
3. Support local providers in early childhood and out of school time programs with grants to increase the numbers of available quality childcare slots in historically disadvantaged communities by Goal: 20 facilities served.
4. Host four (1 per quarter) food service community engagement events in historically disadvantaged communities to provide 400 nutritional meal packages specifically targeting Single female-headed households, with children under 18 by October 2023. [Ei 10, 58]
5. Serve 500 families with cash transfers of \$250/mo. for one year, including case management as needed and additional wraparound supports by July 2024, as permitted by law. [\$][Ei12]
6. Through the Early Childhood/Out of School Time (ECOST) Program, increase the number of children served residing in historically disadvantaged communities from 94 to 127 by July 2024. [\$][Ei 13]
7. Increase the monthly number of WIC clients receiving nutrition services by 25% in historically disadvantaged communities areas by July 2024. [Ei 10, 58]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY POLICE OVERSIGHT

Strategic Priority: Public Safety



Key Department
Actions:

- Provide operative support to the Community Police Oversight Board
- Receive external civilian complaints and recommend outcomes to DPD: mediation, Internal Affairs investigation, or Divisional Referral investigations
- Community engagement on police matters and police issues that erode the public trust.
- Monitor DPD investigations regarding complaints, critical incidents, and other related issues.
- Review DPD policies and make recommendations regarding changes, updates, and/or items that may need to be removed from the General Orders and/or standard operating procedures for various departments.



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.
- **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 45 - Traffic Stops and Searches:** Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY POLICE OVERSIGHT

Strategic Priority: Public Safety



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. Increase the number of community-based organizations serving as OCPO Complaint Intake sites in [historically disadvantaged communities]. [Ei 39].
2. Increase partnerships with organizations serving youth and young adults serving as OCPO Complaint Intake sites in [historically disadvantaged communities]. [Ei 42]
3. Increase the number of organizations serving LGBTQ+ residents from historically disadvantaged communities serving as OCPO Complaint Intake sites in historically disadvantaged communities]. [Ei 37]
4. Increase the number of organizations serving immigrant residents serving as OCPO Complaint Intake sites in [historically disadvantaged communities]. [Ei 37]
5. Increase the number of organizations serving senior residents in historically disadvantaged communities as OCPO Complaint Intake sites. [Ei 37]
6. By December 2024, make a recommendation to DPD to extend the time to make a complaint from 60 days to 90 days. [✓] [Ei 40]
7. Increase the number of community-based organizations serving as 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 historically disadvantaged communities from 12 to 25 by May 2024. [Ei 45]
 - Decrease the time between the occurrence of an incident and filing of complaint made by May 2027. [Baseline to be established] [Ei 39]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF EMERGENCY MANAGEMENT

Strategic Priority: Public Safety



Key Department
Actions:

- Provide planning, training, and exercise assistance to City departments and stakeholders responsible for mitigation, prevention, response, and recovery activities
- Utilize existing technology to ensure emergency management initiatives are efficient and effective
- 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 26 - Evictions:** Ratio between the eviction rates in majority-Hispanic 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 31 - Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White 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 53 - Mortality:** Ratio between the percentages of deaths for White and Hispanic residents.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF EMERGENCY MANAGEMENT

Strategic Priority: Public Safety



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. 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] [Ei 31]
2. Increase the number of Community Emergency Response Team (CERT) participants historically disadvantaged communities from 134 to 168 by December 2025 (25%) [Ei 53]
3. Translate 100% of our digital emergency preparedness outreach materials into the five most commonly spoken languages in the City of Dallas by December 2024.[\$] [Ei 39]
4. Increased number of community partnerships supporting renters' insurance in historically disadvantaged communities areas from 0 to 20 by May 2025 [\$] [Ei 28]
5. Increase number of partnerships with landlords of multi-dwelling units in historically disadvantaged communities from 0 to 40 by May 2025 [Ei 39]
6. Decrease the yearly number of displaced residents seeking shelter after apartment fines historically disadvantaged communities from 235 to 188 by May 2027 [Ei 26]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF ENVIRONMENTAL QUALITY & SUSTAINABILITY

Strategic Priority: Environment & Sustainability



Key Department
Actions:

- Air Pollution Control and Air Quality
- Stormwater Management Compliance
- Comprehensive Environmental Climate Action Plan



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.
- **Indicator 52 - Chronic Disease:** Ratio between the percentages of White adults and adults of color diagnosed with a chronic disease.
- **Indicator 58 - Childhood Food Insecurity:** Ratio between the percentages of Black and White households with children under 18 that received SNAP benefits in the past 12 months.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF ENVIRONMENTAL QUALITY & SUSTAINABILITY

Strategic Priority: Environment & Sustainability



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. Increase the amount of neighborhood level air quality monitors in historically disadvantaged communities by end of fiscal year 2025 [Baseline to be developed] [\$] [Ei 52]
2. Provide access to community solar opportunities for qualified households with the greatest need by December 2025. [Ei 30]
3. Increase acreage of neighborhood growing sites (e.g., commercial, community, and resident gardens) serving historically disadvantaged communities from 7 acres to 17 acres by December 2027. [\$] [Ei 58]
4. Increase the number of environmental outreach materials translated into [Asian-Pacific languages] from 1 annually to 8 annually (1 per quarter) by June 2027 [\$] [Ei 39]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF EQUITY & INCLUSION

Strategic Priority: Workforce, Education & Equity



Key Department
Actions:

- Provide technical assistance, education, and policy analysis to build robust community by promoting justice, diversity, and inclusiveness
- Build opportunities for strategic engagement, leveraging community partnerships, and collaborating and strengthening communication with all residents and constituents.
- 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 26 - Evictions:** Ratio between the eviction rates in majority-Hispanic and majority-White neighborhoods.
- **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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF EQUITY & INCLUSION

Strategic Priority: Workforce, Education & Equity



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. Increase education surrounding items mandated under the Texas Property Code (i.e., provide tenants with a copy of their lease, following the proper procedures for evictions) to Dallas tenants. [Ei 26]
2. Develop a fair housing action plan to improve fair housing outcomes while reducing burdens/challenges associated with the fair housing planning process. (Date based on federal government's publication of the new Affirmatively Furthering Fair Housing framework.) [\$] [Ei 26]
3. Increase the number of immigrant leaders on WCIA Taskforce from 25% to 40% by December 2023. [Ei 38]
4. By December 2023, all City of Dallas departments will adopt language access protocols to ensure a process for residents to effectively communicate with city staff and receive information in their preferred language [All Depts] [Ei 39]
5. Increase the percent of ADA service requests in historically disadvantaged communities completed within Service Level Agreement to 85% by October 2024. [Ei 39]
6. Increase the number of outreach programs targeted to increase historically disadvantaged residents' attendance and participation in the Fair Housing education and outreach programs from 10% to 25% by June 2024. [Ei 26]

continued on next page

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF EQUITY & INCLUSION

Strategic Priority: Workforce, Education & Equity



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

7. 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). [Ei 26]
8. Annually, increase the percent of progress reporting on REP implementation across departments to WEE Committee and the Equity Indicators Symposium.[Ei 39]
9. In partnership with DPL, increase the number of residents who access the Enhanced Library Card from 0 to 13,000 by December 2027 [\$] [LIB] [Ei 37]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF GOVERNMENT AFFAIRS


Strategic Priority: Government Performance

 Key Department Actions:	<ul style="list-style-type: none">• Serve as a primary contact for the City to local, regional, and federal level governments and external stakeholders.• Manage the City’s state and federal legislative agendas.• Coordinate across departments to develop appropriate responses to state and federal legislative matters.
 Aligned Equity Indicators:	<ul style="list-style-type: none">• 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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF GOVERNMENT AFFAIRS

Strategic Priority: Government Performance

 Progress Measures:	<ol style="list-style-type: none">1. Increase number of community engagement activities to gather feedback on the City’s federal and state legislative priorities in historically disadvantaged communities from 0 to 4 by December 2022.[\$] [Ei 39]2. Seek diversity by increasing the number of referrals to departments for grants and other resources that support equity-focused initiatives in historically disadvantaged communities by May 2023. [baseline to be established EOY 2022] [All Depts] [Ei 38]3. 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 historically disadvantaged communities by March 2023. [Ei 39]4. Increase number of community members engaged in providing feedback on the City’s federal and state legislative priorities in historically disadvantaged communities by December 2024. [Baseline to be established EOY 2022] [\$] [Ei 39]5. Track the City’s lobbying efforts against federal and state legislative initiatives/programs that could negatively impact historically disadvantaged communities by December 2024. [Ei 39]
Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF HISTORIC PRESERVATION


Strategic Priority: Economic Development

 Key Department Actions:	<ul style="list-style-type: none">• Administer the Landmark (historic) Designation process.• Administer the Certificate of Appropriateness and Certificate for Demolition processes for exterior work on historic properties.• Administer the Tax Exemption program for historic districts and historic landmarks.• Administer Code Enforcement relating to historic districts and historic landmarks.
 Aligned Equity Indicators:	<ul style="list-style-type: none">• Indicator 28: Housing Cost Burden: Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.• 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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF HISTORIC PRESERVATION

Strategic Priority: Economic Development

 Progress Measures:	<ol style="list-style-type: none">1. 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 historically disadvantaged communities will increase by October 2024. [\$][✓][Ei 28]2. Make a recommendation to City Council to assess City support for historical homes/structures that are not tied to property value [\$][✓][Ei 28]3. Increase number of historical preservation pieces of collateral, outreach events, education and awareness presentations/publications, in historically disadvantaged communities provided in English and Spanish from 0 to 3 by May 2025. [\$][Ei 39]4. Make a recommendation to increase the number of residents from historically disadvantaged communities on the Landmark Commission by October 2026. [✓][Ei 38]
Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF HOMELESS SOLUTIONS


Strategic Priority: Housing & Homeless Solutions

 Key Department Actions:	<ul style="list-style-type: none">• Manage Landlord Subsidized Leasing Program and consider expanding to those who are unstably housed.• Build transitional and permanent supportive housing to target chronic homelessness.
 Aligned Equity Indicators:	<ul style="list-style-type: none">• Indicator 28 - Housing Cost Burden: Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.• 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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF HOMELESS SOLUTIONS


Strategic Priority: Housing & Homeless Solutions

 Progress Measures:	<ol style="list-style-type: none">1. 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] [Ei 28]2. In partnership with OGA and OEI, recommend a source of income discrimination legislation by December 2023. [OGA, OEI] [Ei 39]3. 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] [Ei 28]4. Decrease the number of unsheltered among those populations that exhibit the greatest need by 2025. [Ei 39]5. In partnership with HOU, OCC, MDHA, and Dallas County add an additional 248 units to the availability of permanent supportive housing stock by December 2027. [\$] [✓] [HOU, OCC] [Ei 28]6. Decrease the average placement time for program enrollment to housing placement for historically disadvantaged residents in Dallas REAL Time Rapid Rehousing from an average of 77 days to an average of 59 days by December 2027. [Ei 39]
Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety

 Key Department Actions:	<ul style="list-style-type: none">• Providing a proactive response to persons experiencing behavioral or mental health crisis• Facilitating response operations utilizing non-traditional law enforcement partners• Improving quality of life by implementing Crime Prevention through Environmental Design principles• Enhancing efforts to reduce violent crime and recidivism
 Aligned Equity Indicators:	<ul style="list-style-type: none">• 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 43 - Arrests: Ratio between the number of Black and Asian individuals per 1,000 arrested by the Dallas Police Department.• Indicator 46 - Property Crime: Ratio between the number of property crimes reported per 1,000 residents living in majority Black and racially diverse neighborhoods.• Indicator 47 - Violent Crime: Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety

 Progress Measures:	<ol style="list-style-type: none">1. Through Crisis Intervention Teams, increase number of eligible referrals for access to mental health resources in historically disadvantaged communities from 400 to 800 by December 2027 [new program - baseline to be established EOY 2022] [DPD] [41, 43]2. Increase the percent of eligible behavioral health calls responded to by RIGHT Care teams in predominately historically disadvantaged communities from 60% to 80% by December 2025 [DPD] [Ei 41, 43]
Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety



Key Department
Actions:

- Providing a proactive response to persons experiencing behavioral or mental health crisis
- Facilitating response operations utilizing non-traditional law enforcement partners
- Improving quality of life by implementing Crime Prevention through Environmental Design principles
- Enhancing efforts to reduce violent crime and recidivism



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 43 - Arrests:** Ratio between the number of Black and Asian individuals per 1,000 arrested by the Dallas Police Department.
- **Indicator 46 - Property Crime:** Ratio between the number of property crimes reported per 1,000 residents living in majority Black and racially diverse neighborhoods.
- **Indicator 47 - Violent Crime:** Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. Through Crisis Intervention Teams, increase number of eligible referrals for access to mental health resources in historically disadvantaged communities from 400 to 800 by December 2027 **[new program - baseline to be established EOY 2022] [DPD] [41, 43]**
2. Increase the percent of eligible behavioral health calls responded to by RIGHT Care teams in predominately historically disadvantaged communities from 60% to 80% by December 2025 **[DPD] [Ei 41, 43]**
3. In partnership with Code, increase the investment in environmental improvements in high crime areas from \$250,000 to \$500,000 by December 2027 **[\$] [CODE] [Ei 46]**
4. 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] [Ei 46, 47]**
5. Increase the number of eligible Jail Diversions by RIGHT Care teams in predominately historically disadvantaged communities from 18% to 25% by December 2027 **[DPD] [Ei 41]**

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

OFFICE OF RISK MANAGEMENT

Strategic Priority: Government Performance & Financial Management

 Key Department Actions:	<ul style="list-style-type: none">• Protect the City of Dallas' assets• Guard against risk and safety hazards that could adversely impact City operations
 Aligned Equity Indicators:	<ul style="list-style-type: none">• 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: Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none">1. Increase the number of trainings offered outside of regular hours (multi-shift schedule) from 85 to 95 by December 2022. [Ei 39]2. Increase the number of trainings offered in Spanish from 14 to 18 by December 2022 and from 18 to 36 by December 2023 (If new position is approved). [Ei 39]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

PARK & RECREATION

Strategic Priority: Quality of Life/Arts & Culture

 Key Department Actions:	<ul style="list-style-type: none">• Oversee & Maintain Parks and Trails• Oversee & Maintain City Owned Facilities (fields, aquatic, athletic, Dallas Zoo, Fair Park, etc.)• Provide comprehensive recreation programming including health and wellness initiatives, for youth, adults and seniors.
 Aligned Equity Indicators:	<ul style="list-style-type: none">• 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 10- Child Poverty: Ratio between the percentage of Black and White children living at or below 100% of the poverty threshold.• Indicator 33 - Access to Parks: Ratio between the average number of parks in majority-Black and racially diverse neighborhood.• 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 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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

PARK & RECREATION

Strategic Priority: Quality of Life/Arts & Culture



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. Recommend amendments to governing policy and PKR guidelines to allow for the permitting of mobile food units to include pushcarts and Palateros on park property by Fall 2023.[✓][Ei 2]
2. Increase out of school programming in historically disadvantaged communities by 10% by May 2024. [Ei 10, 39, 59]
3. Increase the percentage of residents enrolled in Park & Recreation active/fitness programming in historically disadvantaged communities by 10% of baseline by May 2024. [Ei 59]
4. Increase the percent of historically disadvantaged communities with access to parks within a 10-minute walk from 73% to 78%,impacting 46,000 plus residents by May 2027. [Ei 33]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

PLANNING & URBAN DESIGN

Strategic Priority: Economic Development, Housing, Environment & Sustainability



Key Department
Actions:

- Manage Land Use & Zoning
- Support Citywide & Area Planning
- Oversee Neighborhood Development + Planning



Aligned Equity
Indicators:

- **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.
- **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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

PLANNING & URBAN DESIGN

Strategic Priority: Economic Development, Housing, Environment & Sustainability



Progress Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating Department(s)
Ei # = 2019 Equity Indicator Report Number

1. The P+UD will host a minimum of 5 capacity building training modules in historically disadvantaged communities by December 31, 2022. Capacity building modules will include Navigating City Services, Data is Power, Neighborhood Organization Guide and Let's Plan Together. [Ei 37]
2. 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 FY22-23. [Ei 38]
3. Work with MCC to develop training for community members, related to serving on boards and commissions, to reflect the City population in accordance with the City Charter by end of FY22-23. [MCC] [Ei 38]
4. 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 to reflect the city's population in accordance with the City Charter by end of FY22-23. [✓][MCC] [Ei 38]

continued on next page

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

PLANNING & URBAN DESIGN

Strategic Priority: Economic Development, Housing, Environment & Sustainability



Progress Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating Department(s)
Ei # = 2019 Equity Indicator Report Number

5. Make land use recommendations to HOU, ECO and City Council, as needed, to increase the developability of historically disadvantaged communities, with high residential vacancies, at the end of the ForwardDallas Policy development process (estimated June 2023). [✓] [HOU, ECO, City Council] [Ei 31]
6. Identify through ForwardDallas, mixed-use land uses in historically disadvantaged communities and rezone to increase walkable and affordable housing and economic development, specifically near transit to reduce overall housing and transportation costs by End of ForwardDallas Project Close Estimated July 2023. [Ei 25]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

PROCUREMENT SERVICES

Strategic Priority: Government Performance & Financial Management



Key Department
Actions:

- Purchase the City's goods and services through strategic and competitive procurement
- Provides oversight of Contract Management to support compliance, performance, and vendor relations
- Increase supplier diversity into contracting through incorporation of vendor equity initiatives into evaluation and award decisions
- Oversight and administration of the City's Local Preference Program, supporting local suppliers
- Increase transparency, training, and outreach to small, minority and non-profits to increase business diversity



Aligned Equity
Indicators:

- **Indicator 1 - Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.
- **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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

PROCUREMENT SERVICES

Strategic Priority: Government Performance & Financial Management



Progress
Measures:



Key Department Actions:
\$ = Fiscal Impact
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Ei # = 2019 Equity Indicator
Report Number

1. 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**] [Ei 2, 12]
2. Increase procurement educational training in historically disadvantaged communities from 0 to 4 annually by May 2024 (0-2 annually by May 2022 and 2 to 4 annually by May 2023) [\$] [Ei 1, 2, 39]
3. Increase the opportunity for M/WBE firms to submit a proposal or bid where the City's M/WBE program does not apply by October 2027. (Except construction contracts, not handled by OPS) [Ei 2]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

PUBLIC WORKS


Strategic Priority: Transportation & Infrastructure

 Key Department Actions:	<ul style="list-style-type: none">• Maintain city streets, alleys, and sidewalks• Create and maintain the fundamental transportation infrastructure systems• Provide right-of-way management• Oversee bond programs
 Aligned Equity Indicators:	<ul style="list-style-type: none">• Indicator 25 - Homeownership: Ratio between the percentages of White and Black households who own their home.• Indicator 32 - Street Quality: Ratio between the average pavement condition index (PCI) ratings in racially diverse and majority-White 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 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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

PUBLIC WORKS

Strategic Priority: Transportation & Infrastructure

 Progress Measures:	<ol style="list-style-type: none">1. Paving model will be refined to have a minimum of 20% of lane miles come from historically disadvantaged communities starting in FY 23. [Ei 32]2. Reconstruct or provide maintenance in historically disadvantaged communities in FY 2023, increasing from 70 lane miles to 153 lane miles. [\$][Ei 25, 39]3. Updates to the Sidewalk Masterplan will include 20% of the projects in historically disadvantaged communities by 2027. [Ei 32]4. Increase the percent of sidewalk maintenance projects completed in historically disadvantaged communities from 5% to 20% by 2027. [\$] [Ei 59]
Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

SANITATION SERVICES

Strategic Priority: Quality of Life/Arts & Culture



Key Department
Actions:

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



Aligned Equity
Indicators:

- **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 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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

SANITATION SERVICES

Strategic Priority: Quality of Life/Arts & Culture



Progress
Measures:

Key Department Actions:
\$ = Fiscal Impact
✓ = Policy Impact
DEPT = Collaborating
Department(s)
Ei # = 2019 Equity Indicator
Report Number

1. Make a recommendation to City Council to develop a Dallas Rate Assistance Program to support income-eligible households with utility fees by October 2023.
[\$] [✓] [Ei 12, 30]
2. 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 historically disadvantaged communities by September 2024.
[CODE] [Ei 30]
3. Increase the number of commercial roll carts at scheduled/known charitable feeding events from 25 to 50 in historically disadvantaged communities by September 2024. [Ei 39]
4. Increase fiscal aid to support income-eligible households with franchise fees assessed on Sanitation enterprise fund from \$0 to \$1 million by May 2027 (Offset rate increases).
[\$] [Ei 12, 39]

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

SMALL BUSINESS CENTER


Strategic Priority: Workforce, Education & Equity

 Key Department Actions:	<ul style="list-style-type: none">• Provide workforce development and reentry services• Increase entrepreneurship opportunity and foster growth and development• Promote business diversity
 Aligned Equity Indicators:	<ul style="list-style-type: none">• Indicator 1 - Business Establishments: Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.• 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 4 - Labor Force Non-Participation: Ratio between the percentages of Black and White adults aged 25-64 who are not in the labor force.• Indicator 5 - Unemployed: 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.• 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.

APPENDIX A.
DEPARTMENT PROGRESS MEASURES

SMALL BUSINESS CENTER

Strategic Priority: Workforce, Education & Equity




 Progress Measures:	<ol style="list-style-type: none">1. Annually track how many MWBE subcontractors transition to become Primes in the City of Dallas on a year over year basis.[Ei 2, 6,7]2. Increase spending by 25% with M/WBE subcontractors in accordance with the city's Business and Inclusion Development plan. [Ei 2, 6,7]3. By 2024, breakdown and publicly publish the percentages within the City's M/WBE Categories. [Ei 1,6, 7]4. Increase the number of M/WBE businesses engaged in the mentor protege program from 10 to 20 by December 2024. [Ei 4,5, 6, 7]
Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

TRANSPORTATION

Strategic Priority: Transportation & Infrastructure

 <p>Key Department Actions:</p>	<ul style="list-style-type: none">• Manage citywide system of traffic signals and signs.• Implement neighborhood traffic calming• Generate parking tickets and collect ticket fees• Respond to Service Requests for Traffic Issues• Implement Vision Zero Action Plan
 <p>Aligned Equity Indicators:</p>	<ul style="list-style-type: none">• Indicator 32 - Street Quality: Ratio between the average pavement condition index (PCI) ratings in racially diverse and majority-White neighborhoods• Indicator 45 - Traffic Stops and Searches: Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search.• Indicator 47 - Violent Crime: Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents.
 <p>Progress Measures:</p> <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none">1. In partnership with Office of Integrated Public Safety Solutions, implement 30 new street lighting projects in historically disadvantaged communities by May 2023 (from 40 to 70). [\$] [OIPSS] [Ei 47]2. Increase implementation of traffic calming projects as noted in the Vision Zero Action Plan in historically disadvantaged communities from 7 to 10 by May 2023. [\$] [DPD] [Ei 32,45]3. Increase number of street lighting projects in historically disadvantaged communities to 100 by May 2024 (from 70). [\$] [Ei 47]

APPENDIX B.

BIG AUDACIOUS GOALS



APPENDIX B. BIG AUDACIOUS GOALS



1. BIG AUDACIOUS GOAL

ECONOMIC, WORKFORCE, & COMMUNITY DEVELOPMENT

ACTION TARGETS

Ei Report Theme 1: Economic Opportunity

Become the most economically inclusive City by eliminating the wealth gap through workforce and economic inclusion, fostering full participation in cultural and civic life of Dallas by acknowledging contributions of historically disadvantaged communities, and investing in economic and human development in equity priority areas.

APPENDIX B. BIG AUDACIOUS GOALS, CON'T



1. BIG AUDACIOUS GOAL ECONOMIC, WORKFORCE, & COMMUNITY DEVELOPMENT

Become the most economically inclusive City by eliminating the wealth gap through workforce and economic inclusion, fostering full participation in cultural and civic life of Dallas by acknowledging contributions of historically disadvantaged communities, and investing in economic and human development in equity priority areas.

ECONOMIC OPPORTUNITY

ACTION TARGETS

- 1.1** Integrate Economic Development Policy equity efforts across multiple departments.
- 1.2** Increased procurement accessibility by building a pipeline of diverse contractors, vendors, and suppliers to increase economic stability and workforce development.
- 1.3** Improving small to large scale development where food insecurity and predatory lending institutions have further marginalized residents from historically disadvantaged communities.
- 1.4** Implement new economic incentive policies to address commercial developments in need of economic incentives.
- 1.5** Enhance economic vitality for historically disadvantaged communities to encourage mid- and long-term growth placing all residents in opportunities to thrive with increased economic and workforce development.
- 1.6** Pilot “prepared meal opportunities” for historically disadvantaged families to help working parents overcome cost barriers to serving nutritious foods.
- 1.7** Invest in community gardens and urban agriculture with capacity for meaningful production of produce and edible goods.

- 1.8** Support alternative community-based retail, like community farmers markets, corner stores, community- owned/co-op food stores, etc.
- 1.9** Increase access to quality, affordable, nutritious options for food and meals by aligning social services, nutrition education, urban agriculture, and financial investments in communities with greatest barriers to access.
- 1.10** Engage residents through arts and cultural programs that fully integrate neighborhoods and historically disadvantaged communities into civic life and create a community ecosystem where art and culture are valued in every neighborhood.
- 1.11** Invest with small businesses and entrepreneurs to support and increase banking transactions in historically disadvantaged communities.
- 1.12** Implement Workforce Dallas with leadership from the Mayor’s Workforce Czar to address young adult male residents (18-24 years of age) from historically disadvantaged groups and communities with workforce re-entry skills, FreshStart opportunities, upskilling and on-the-job training employment requirements.
- 1.13** Economic Development Agency Fellow Opportunity

APPENDIX B. BIG AUDACIOUS GOALS, CON'T



2. BIG AUDACIOUS GOAL ENVIRONMENTAL JUSTICE

Equitably engage and address the disproportionate impact pollution and climate issues have on historically disadvantaged communities.

NEIGHBORHOOD AND INFRASTRUCTURE; 5: PUBLIC HEALTH

ACTION TARGETS

- 2.1** Quantify negative environmental impacts on historically disadvantaged communities through data analytics (e.g., screening tool).
- 2.2** Implement annual citywide environmental justice training for staff and integrate environmental justice screening analysis into city employee work.
- 2.3** Improve air and water quality in historically disadvantaged communities to promote equitable environmental and public health outcomes using data to assess trends and areas of concern (e.g., nature-based solutions, neighborhood air quality monitoring program by deploying non-regulatory air monitors in overburdened communities).
- 2.4** Use EJ Screen, incorporate policies and programs (e.g., Forward Dallas and other available data) on existing pollution sources to identify compatible land use decisions in/near historically disadvantaged communities.
- 2.5** Support building relationships with and in historically disadvantaged communities to advance, investigate, and address illegal dumping site cleanups. (e.g., expediting site cleanup and reducing environmental and human health exposures).
- 2.7** Increase green infrastructure and other tools to address flooding conditions in historically disadvantaged communities by completing flooding and drainage analysis for neighborhood drainage, (e.g., particularly in historically disadvantaged communities).
- 2.8** Implement actions to increase both access to local health food and local production.
- 2.9** Protect and enhance the tree canopy in historically disadvantaged communities while encouraging sustainable development.
- 2.10** Provide better community understanding and engagement through improved language access and increased engagement with historically disadvantaged communities during City decision making processes.
- 2.11** Reduce illegal commercial truck parking and idling in historically disadvantaged communities.
- 2.12** Increase building efficiency through weatherization, access to clean energy through community solar programs, and reduce energy use in historically disadvantaged communities through other related programs.
- 2.13** Implement a new Brownfield Program.
- 2.14** Support the local urban agriculture ecosystem in communities overburdened by environmental pollution.
- 2.15** Develop and implement an Environmental Equity checklist for use on City projects to prevent inappropriate batch plant locations in or near critical receptors, particularly on City-construction efforts. (OEQS/OBC/PBW)
- 2.16** Address persistent apartment sanitary overflows in problem properties.

APPENDIX B. BIG AUDACIOUS GOALS, CON'T



3. BIG AUDACIOUS GOAL Housing

Close the homeownership gap and secure housing stability.

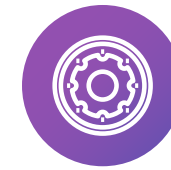
ECONOMIC OPPORTUNITY; 3: NEIGHBORHOOD AND INFRASTRUCTURE

ACTION TARGETS

- 3.1** Target affordable housing investments and neighborhood revitalization in stronger housing markets (e.g., Market Value Analysis – MVA), underserved communities to address longstanding inequities in one of the 15 federally-designated Opportunity Zones; areas where it is possible to drive capital to support new businesses and investments by providing deferred capital gains taxes, among other tax benefits.
- 3.2** Deploy anti-displacement strategies in transitioning neighborhoods (e.g., gentrification) to address longstanding inequities by ensuring zoning is inclusive of historically disadvantaged communities to encourage sustainability and thriving opportunities.
- 3.3** Improve and build stable housing communities for unhoused populations that contribute to neighborhood safety and economic opportunity.
- 3.4** Address properties in areas with identified environmental rehabilitation challenges (e.g., new Brownfields programs, the Texas Voluntary Cleanup Program, and other ways of addressing site contaminants) to ensure future development is protective of human health and the environment.

- 3.5** Address pre-development costs (e.g., rehabilitation) in historically disadvantaged communities.
- 3.6** Revitalize and renovate existing housing stock that currently does not meet code requirements.
- 3.7** Integrate photovoltaic solar panels, electric vehicle charging infrastructure, energy efficiency measures, and weatherization into development of new homes and renovation of existing homes through city programs.
- 3.8** Provide resources to purchase and maintain homes and improve availability and access to mortgage financing services throughout the City regardless of location.
- 3.9** Provide construction financing and other incentives for affordable and mixed income housing projects.

APPENDIX B. BIG AUDACIOUS GOALS, CON'T



4. BIG AUDACIOUS GOAL Infrastructure

Close infrastructure gaps where intentional historical disinvestment previously occurred.

NEIGHBORHOOD AND INFRASTRUCTURE

ACTION TARGETS

- 4.1** Prioritize the FY 2023-24 Infrastructure Bonds Package/Proposition to address Infrastructure investments in historically disadvantaged communities (e.g., Jeffries-Meyers, The Bottoms, 5-Mile, etc.).
- 4.2** Build and improve infrastructure services to support increases in historically disadvantaged communities who have been burdened by floods and high energy utility costs.
- 4.3** Address infrastructure needs to ensure future development of affordable and mixed-market homes.
- 4.4** Ensure capacity for current and future developers to recognize the advantage of developing South of I-30 (Specific areas to be identified). This target is here to highlight the economic good and benefit of implementing infrastructure equity (e.g., attracting businesses).
- 4.5** Work with the City of Dallas, DISD, and DART to transition the bus and light duty fleet to 100% electric by 2040.
- 4.6** Work with DART to improve bus shelter amenities in historically disadvantaged communities.
- 4.7** Increase Electric Vehicle (EV) charging infrastructure in historically disadvantaged communities.
- 4.8** Utilize partnerships to increase access to micro-mobility services in historically disadvantaged communities (e.g., buses, biking trails, scooters, etc.).
- 4.9** Work with DART to fund and construct mobility hubs in historically disadvantaged communities.
- 4.10** Plans for I-345 (the highway segment connecting US75 and I-45) on the east and I-30 on the south of Downtown will dramatically change our urban core for the next generation. City's components of these projects include I-345/City Street grid improvements, I-30/City street grid improvements, and D2/I-345 /City street grid improvements.

APPENDIX B. BIG AUDACIOUS GOALS, CON'T



5. BIG AUDACIOUS GOAL Public Safety and Wellness

Make Dallas communities safe in ways that prevent harm and promote wellness, healing, and justice.

JUSTICE AND GOVERNMENT

ACTION TARGETS

5.1 Decrease the percent of historically disadvantaged communities arrested for low-level offenses.

5.2 Decrease the number of detentions, internal and external placements of historically disadvantaged juveniles.

5.3 Decrease the number of domestic violence incidents in historically disadvantaged communities (e.g., collaborative partnership with law enforcement and other agencies that encourage a holistic approach).

5.4 Reduce number of gun violence incidents.

5.5 Allow volunteer work that impacts the community instead of arrest and charges (e.g., highway clean-up).

5.6 Create alternatives in the criminal justice system to positively impact outcomes for historically disadvantaged groups.

5.7 Providing resources and services to low-level offenders (e.g., referring offenders in the sobriety center to assisting agencies).

5.8 Prioritize community impact to mitigate low level offenses through partnerships with outside entities, associations, and organizations.

5.9 Prioritize Police Department and community organization collaboration to better address city public safety.

5.10 Provide mental health assistance to juveniles from historically disadvantaged communities.

5.11 Train community and provide resources to address trauma (e.g., coping/overcoming traumatic events).

5.12 Work with historically disadvantaged communities and entities (e.g., Inter-Tribal Center) to address Missing Murdered Indigenous Women/Persons (MMIW/P) – (DPD Community Affairs).

5.13 Uphold community wellness while utilizing a holistic approach in tandem with public safety (e.g., community outreach and education on rights).

APPENDIX C. RELATED CITY PLANS

INFRASTRUCTURE CITY PLANS/INITIATIVES

Neighborhood Plus

Forward Dallas - 2000 residents engaged

Complete Streets Design Manual - 518 interviews

Connect Dallas: Strategic Mobility Plan - 8,806 residents engaged

Dallas Park and Recreation Comprehensive Plan - 1,200 responses to public survey

HOUSING RELATED CITY PLANS/INITIATIVES

Comprehensive Housing Policy - 98 participants for in-person town hall; 38,690 participants for virtual town hall

Housing Policy Audit - 93 residents; 20 events

Fair Housing Analysis - 400 participants in public meetings; 1500+ via survey

Dallas Collaborative for Equitable Development - 150 participants in outreach events/info sessions

PUBLIC SAFETY CITY PLANS/INITIATIVES

DPD Violent Crime Reduction Plan - N/A

RIGHT Care Teams - N/A

Office of Community Police Oversight - N/A

Mayor's Task Force on Safe Communities - N/A

Dallas Risk Terrain Modeling - N/A

Audit of City Boards and Commissions - N/A

ECONOMIC, WORKFORCE, & COMMUNITY DEVELOPMENT CITY PLANS/INITIATIVES

Strategic Engagement Plan - N/A

Economic Development Policy - N/A

Dallas Economic Development Entity - N/A

Dallas Blueprint - N/A

Industry Profiles - N/A

Community Driven Growth - 4,337 surveys; 550 residents/stakeholders participated in 20+ events

ENVIRONMENTAL JUSTICE CITY PLANS/INITIATIVES

Comprehensive Environmental & Climate Action Plan (CECAP) (April 2020) - 6 formal community meetings, 40 informal CECAP events, 1,235 survey responses, 3,000+ community suggestions

Memorandum



CITY OF DALLAS

DATE August 5, 2022

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

SUBJECT **WEE Legislative Priorities**

The 88th Session of the Texas Legislature will convene in January 2023 and many issues affecting local governments will be considered. This memorandum provides information on recommendations submitted to the Office of Government Affairs for possible inclusion in the City of Dallas Legislative Program. Items included in the adopted legislative program will be communicated to the Texas Legislature.

Workforce

- Increased access and pathway to citizenship for immigrants including recipients of Deferred Action for Childhood Arrivals, Temporary Protected Status and Humanitarian Parolees (OEI)
- Legislation that supports clean energy job creation and training (OEQS)
- Developing programs that include shoring up ID, birth certificate, food, security, housing employment for successful reentry into society (OCC)
- Funding for job training in any census tract with poverty level 35% or more and willing applicants. (OCC)

Equity

- Protections for renters or any other policy intervention to increase renter rights in eviction cases (OCC/OEI)
- Requiring evictions be removed from credit reports when the tenant wins the case (OCC/OEI)
- Addressing income discrimination in renting (OCC/OEI)
- Investing \$300B in unspent ARPA funds into rental assistance/housing stabilization (OCC/OEI)
- Promote funding for farmers markets, double dollars programs, and other programs that help lower-income residents of food deserts access nutritious food and leverage available benefits (OCC)
- Continuing TDCJ funding allocation to Dallas and Houston for re-entry service (OCC/OEI)
- Increasing access to citizenship for immigrants including recipients of Deferred Action for Childhood Arrivals, Temporary Protected Status and Humanitarian Parolees (OEI)
- Any regulation of predatory lenders - such as payday lenders and auto title (OCC)
- Advocating for the removal of the "period tax" (OCC)
- Increasing WIC Benefits (OCC)
- Extending "notice period" for renters regarding Notices to Vacate to 21 days (OEI)
- Amending state's Texas Fair Housing Act to include "Source of Income" as a protected class that will include Section 8 vouchers as a legal protected source of income (OEI)
- Amending state's Texas Property Statute to include penalties for landlords engaging in retaliatory action if a tenant seeks to exercise their rights pursuant to the lease agreement and/or if a tenant seeks protection from a regulatory or enforcement agency such as Code Compliance or a fair housing agency (OEI)

- Requiring housing provider/owner to inform tenants of the sale of property at least 60 days in advance of the sale (OEI)
- Adopting a “Rent Stabilization” statute that protects tenants from inflationary conditions and wild swings in the economy (OEI)

Education

- Protecting first amendment rights of Texans in school, public, and academic libraries (LIB)
- Texas State Library & Archives Commission-affordable e-resources for work and study (LIB)
- Board-funding for grants to develop Open Educational Resources and expand usage of OERTX and OER (LIB)
- Expanding cooperation between ISDs and Cities (OEI)
- Digital Equity (CMO)
- Providing online educational programs for youth in school (OEI)
- Funding increase for Social, Emotional Learning efforts (OEI)

The Office of Government Affairs is currently reviewing recommendations from all City departments. The final program will be presented to the full Council during the first quarter of FY23.



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

cc: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera 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
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, Assistant City Manager
Carl Simpson, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE August 5, 2022

TO Honorable Members of Workforce, Education, & Equity Committee

SUBJECT **Workforce, Education, & Equity Committee Priorities**

Workforce, Education, and Equity (WEE) Committee members,

We have the unique and challenging task among the Council Committees to assist the City in advancing equity and inclusion across city departments to ensure strong futures for every Dallas resident.

We were all briefed on the historic, first City of Dallas Racial Equity Plan that is planned to be voted on at full Council on August 24, 2022. This work has been some of the most important work that I as a Council Member have worked on and will have lasting effects that transcend our service time with the City.

Recently, I provided an update to Mayor Johnson on the 6 WEE Committee priorities he established for the 2022-23 year. Attached to this memo you can find a table providing updates on all the priorities and the next steps to continue moving them forward.

I would appreciate receiving your input on the work we have advanced thus far in the WEE Committee and those efforts you are interested in advancing in the new fiscal year so we can begin the process of forecasting.

Here is some material and data that can continue to inform the work that lies ahead.

- [Dallas Equity Indicators](#)
- [Racial Equity Plan Presentation With Appendix](#)
- [Kellogg Foundation Making the Case for Racial Equity](#)

Thank you,



Jaynie Schultz
Chair – Workforce, Education, & Equity Committee
City Council, District 11

DATE August 5, 2022
SUBJECT **Workforce, Education, & Equity Committee Priorities**

C: T.C. Broadnax, City Manager
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Priority	WEE Committee Timeline	Update and Next Steps	Point of Contact
1. Working with the Mayor's workforce czar to implement recommendations from Upskilling Dallas: How to Modernize the City's Workforce for the Jobs of Tomorrow and other upskilling efforts, including at the city's new Small Business Center.	<p>The report Upskilling Dallas: How to Modernize the City's Workforce for the Jobs of Tomorrow was briefed to WEE committee on 12/13/21 and the SBC plan was briefed to committee in February 2022</p>	<p>Updates: Chair Schultz and the executive leadership team, DCM Tolbert and ACM Cedillo-Pereira, along with Joyce Williams hosted a workforce meeting with Lynn McBee, workforce Czar, with a focus on the following goals:</p> <ol style="list-style-type: none"> 1.Researching the workforce skills gaps of the City as one of the largest employers Dallas 2.Deep dive on barriers for workforce (i.e., childcare) in the City of Dallas 3.Use ARPA funded grant to address middle- skill and advance skill employment gaps within Dallas DCM Tolbert and Nina Arias , director of HR, have pilot the Future of Work initiative with a focus on the closing the skills gaps for existing employees and effective training through internal and external partnerships. In addition, there have been preliminary conversations with Texas Workforce Commission on the sponsorship for training 500 or more City employees. <p>The dependent care program was implemented for employees to support childcare needs for City employees up to \$2000.00 per employee.</p> <p>Next Steps: The Upskilling RFP in the amount of \$500K is currently out for solicitation with a projected date for Council approval September 2022. Chair Schultz and ELT to meet with Czar to follow up with goals that have been established in summer 2022.</p>	<p>Small Business Center, Joyce Williams</p>
2. Overseeing coordination with Dallas ISD to ensure city programming and Social and Emotional Learning programs, as recommended by the Mayor's Task Force on Safe Communities, are leveraged for the greatest impact.	<p>Leading non-profit organization on social emotional learning, Big Thought, led briefing to WEE on SEL programs and City partnerships on 4/11/2022</p>	<p>Updates: The Office of Community Care (OCC), in partnership with the City Manager's Office, Dallas Parks and Recreation Department, and Dallas Public Libraries, has launched the Period Access Dallas (PAD) initiative to promote wellness by making menstrual hygiene products free and available in more than 20 public facilities across the City. Through our Drivers of Poverty funds, OCC supports positive youth development programming and mental health services for youth. In FY 2021-22, Big Thought's full year of programming and operations (including coordination with Dallas ISD) is supported by the City of Dallas by \$682,664. To bridge the opportunity gap, Big Thought's programs are centered on empowering youth from all backgrounds to succeed in school and beyond. Strategically, programs are focused on youth outcomes that will allow them to achieve one of four long-term goals: 1) to achieve a post-secondary degree, 2) to earn an accredited certificate, 3) to establish and entrepreneurial venture, or 4) to earn a living wage. They accomplish that through three services: Direct-to-youth Programs, Learning Systems such as the Dallas City of Learning and Learning Partners, and the Big Thought Institute to share best practices.</p> <p>Next Steps: OCC is investing in mental health, making over \$4M in American Rescue Plan Act (ARPA) funds available for local nonprofits to administer mental health services, outreach and education programming.</p>	<p>Office of Community Care, Jessica Gallenshaw</p>
3. Overseeing the development and implementation of the City of Dallas' Racial Equity Plan.	<p>On 3/24/21 City Council adopted the Racial Equity Resolution. On 12/13/21 and on 3/8/22 Racial Equity Plan update was briefed to WEE committee. On 6/13/22 Racial Equity Plan draft measures were briefed to WEE committee. On 8/3/2022 the full Racial Equity Plan is scheduled to be briefed to city council and considered for adoption on August 24, 2022</p>	<p>Updates: On March 24, 2021 the City Council unanimously approved the Racial Equity Resolution, which called for a Racial Equity Plan.</p> <p>The Racial Equity Plan is a strategic framework to support the City in understanding and addressing disparities across Dallas, this is done by collaboration between 42 departments to create plans, policies and initiatives with measurable goals addressing racial/ethnic and socioeconomic equity. To date three WEE briefings have taken place (12/13/2021, 3/8/22, and 6/13/22). On June 13, 2022 the racial equity plan draft measures were briefed to WEE. OEI is now integrating feedback and working to finalize the REP.</p> <p>Next Steps: To seek approval from City Council and develop and coordinate implementation plan.</p>	<p>Office of Equity and Inclusion, Dr. Lindsey Wilson</p>

<p>4. Working with early childhood education and childcare partners and providers to make sure families in Dallas have access to affordable, high-quality early childhood education and childcare options.</p>	<p>On 9/10/21 and 10/8/21 status of childcare services was briefed to WEE committee.</p>	<p>Updates: Annually, the City of Dallas invests in child care services by allocated \$650k in Community Development Block Grant funds to support the ECOST (Early Childhood and Out of School Time program). The City, through the Office of Community Care (OCC), has allocated \$1M in American Rescue Plan Act funds to support an ECOST Providers support program over the next two years. This will provide training, resources and grants to local providers. Finally, the Supplemental Nutrition Program for Women, Infants and Children (WIC) is working to partner with local early childhood programs providers and school districts on outreach and service delivery.</p> <p>Next Steps: OCC is in the process of procuring one or more providers to administer the ECOST Provider Support Program. The WIC team is striving to partner at the organization level, directly with district staff, and at the site level, with individual clinics building relationships with and conducting outreach to schools and early childhood programs in the immediate area. Additionally, \$2M has been allocated to support a universal home visiting program for new families that can help provide critical connections to resources, such as information on, WIC, early childhood programs, etc. , etc. OCC is in conversations with Dallas County and Parkland to finalize a plan for this project.</p>	<p>Office of Community Care, Jessica Gallenshaw</p>
<p>5. Reviewing the city's fine-and-fee structures to ensure residents are treated equitably by municipal courts.</p>	<p>On 6/7/21 the fine and fee effort was briefed to WEE committee.</p>	<p>Updates: City of Dallas is working to eliminate "Unjust" Fines and Fees through the participation of the Cities & Counties Fine and Fee Justice network with PolicyLink. City of Dallas eliminated the City's participation in both the Scofflaw program with Dallas County and the Omni program with the State of Texas was successful thru collaboration with Courts, Judiciary and OEI.</p> <p>Currently, the Courts department is finalizing work with a consultant funded thru the Fines and Fee Justice Network to redevelop community outreach materials that break down barriers and increase access to communities of color and lower income residents who are disproportionately impacted by fines and fees.</p> <p>Next Steps: Implement Court's new community outreach plan and provide a plan to the WEE committee. Provide an update to the WEE Committee in September 2022 and City has been invited to participate in the National League of Cities Fines and Fee Reform Cohort.</p>	<p>Office of Equity and Inclusion, Dr. Lindsey Wilson</p>
<p>6. Examining policies and procedures related to City of Dallas employees to ensure the city government is competitive as it relates to its culture and benefits and is in a position to attract the most talented and reliable workforce in the State of Texas.</p>	<p>On 11/8/21 FreshStart employment program was briefed to WEE committee. On 3/4/22 City of Dallas diversity dashboard was briefed to WEE committee.</p>	<p>Updates: This specific priority has evolved via communications with Mayor's Office and Chairs of WEE and GPFM committees. The City's FreshStart is one of two national efforts implemented to address workforce gaps within municipalities to increase opportunities for underserved and unemployed diverse populations. The program is designed to provide justice-impacted individuals with the opportunity to apply for eligible unfilled positions within the City of Dallas. The diversity dashboard was created to provide monthly updates related to departmental FreshStart hires, separations, and promotions. This data would be useful in the strategic guidance for the current racial equity initiatives, community safety and crime reduction analysis, and driving models for private public partnerships to address workforce issues. Skilled Immigrant Integration Program has collaborated with the city to enhance local workforce development systems, engage employers in recognizing and leveraging skilled immigrant talent, and identifying levers in higher education system to support skilled immigrant immigrants in professional and academic pathways.</p> <p>Next Steps: City is part of a municipal reentry cohort to share and gain promising practices to effectively work with justice-impacted residents. We are looking at issues such as housing, employment, and civic engagement opportunities. We plan to brief WEE committee in Fall 2022. Also seek Council input on the possible development of a Day Labor Center in strategic areas.</p>	<p>Small Business Center, Joyce Williams</p>