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CITY SECRETARY  
DALLAS, TEXAS

## City of Dallas

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

## Public Notice

220842

POSTED CITY SECRETARY  
DALLAS, TX



### Workforce, Education, and Equity Committee

September 12, 2022

9:00 AM



## 2022 CITY COUNCIL APPOINTMENTS

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

(C) – Chair, (VC) – Vice Chair

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

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<https://dallascityhall.webex.com/dallascityhall/j.php?MTID=m771dd04fbbaeee0e70320f08dc36d7ea>

### **Call to Order**

### **MINUTES**

- A. [22-2039](#) Approval of the August 8, 2022 Workforce, Education, and Equity Committee Meeting Minutes

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

### **BRIEFING ITEMS**

- B. [22-2040](#) Improving Housing Choice Voucher Acceptance  
[Ashley Flores, Senior Director, Child Poverty Action Lab; Brianna Harris, Housing Initiatives Manager, Child Poverty Action Lab]

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

- C. [22-2037](#) Digital Equity Initiatives Update  
[Genesis D. Gavino, Chief of Staff and Resilience Officer, City Managers Office]

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

- D. [22-2047](#) Special Supplemental Nutrition Program for Women, Infants and Children (WIC) Strategic Planning Update  
[Jessica Galleshaw, Director, Office of Community Care; Jeff Sullivan, Senior Director, Child Poverty Action Lab; Cierria Jones, Prenatal to Three Fellow, Child Poverty Action Lab]

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

### **BRIEFING MEMOS**



- E. [22-2046](#) Racial Equity Plan Community Engagement and Policy Measures  
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Managers Office]

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

- F. [22-2048](#) Small Business Center Workforce Development Pilot Pre- Entry and Re-Entry Grants  
[Kimberly Bizer Tolbert, Deputy City Manager, City Managers Office]

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

- G. [22-2049](#) Upcoming Office of Community Care Council Agenda Items  
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Managers Office]

**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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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, AUGUST 8, 2022

22-0019

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

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

ABSENT: [0]

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

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

After all business properly brought before the committee had been considered, the meeting adjourned at 10:57 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, AUGUST 8, 2022

EXHIBIT A



**RECEIVED**

2022 AUG - 5 AM 8:13

**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	
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<b>PUBLIC SAFETY</b> McGough (C), Mendelsohn (VC), Atkins, Moreno, Resendez, Thomas, Willis	<b>QUALITY OF LIFE, ARTS, AND CULTURE</b> Bazaldua (C), West (VC), Arnold, Blackmon, Narvaez, Ridley, Thomas
<b>TRANSPORTATION AND INFRASTRUCTURE</b> Narvaez (C), Atkins (VC), Bazaldua, Mendelsohn, Moreno, Schultz, Willis	<b>WORKFORCE, EDUCATION, AND EQUITY</b> Schultz (C), Thomas (VC), Blackmon, McGough, Moreno, Narvaez, Resendez
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<b>AD HOC COMMITTEE ON PROFESSIONAL SPORTS RECRUITMENT AND RETENTION</b> Johnson (C), Atkins, Bazaldua, Blackmon, Thomas	<b>AD HOC COMMITTEE ON GENERAL INVESTIGATING &amp; ETHICS</b> Mendelsohn (C), Atkins, Blackmon, McGough, Schultz
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### **Call to Order**

### **MINUTES**

1. 22-1766 Approval of the June 13, 2022 Workforce, Education, and Equity Committee Meeting Minutes

### **BRIEFING ITEMS**

- A. 22-1767 Workforce Dallas Briefing  
[Lynn McBee, Workforce Czar; Michael Thompson, Workforce Dallas, Executive Director]
- B. 22-1771 Employee Childcare Subsidy and Paid Parental Leave Update  
[Nina Arias, Human Resources, Director; Reginald C. Jackson, Human Resources, Project Manager]
- C. 22-1768 Racial Equity Plan Discussion  
[Dr. Lisa Rainey, Office of Equity and Inclusion, Equity Manager]

### **BRIEFING MEMOS**

- D. 22-1773 Legislative Priorities  
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager]
- E. 22-1772 Workforce, Education, & Equity Committee Priorities  
[Chair Jaynie Schultz, District 11]

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MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, AUGUST 8, 2022

EXHIBIT B



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

AUGUST 8, 2022

Item 1:           Approval of the June 13, 2022 Workforce, Education, and Equity Committee Meeting Minutes

Councilmember Blackmon moved to adopt the minutes as presented.

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



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

AUGUST 8, 2022

BRIEFING ITEMS

Item A: Workforce Dallas Briefing

The following individuals briefed the committee on the item:

- Lynn McBee, Workforce Czar;
- Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office; and
- Kimberly Tolbert, Deputy City Manager, City Manager's Office



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

AUGUST 8, 2022

BRIEFING ITEMS

Item B: Employee Childcare Subsidy and Paid Parental Leave Update

The following individuals briefed the committee on the item:

- Nina Arias, Director, Human Resources; and
- Kimberly Tolbert, Deputy City Manager, City Manager's Office



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

AUGUST 8, 2022

BRIEFING ITEMS

Item C: Racial Equity Plan Discussion

- Dr. Lisa Rainey, Equity Manager, Office of Equity and Inclusion;
- Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office;
- Lindsey Wilson, Director, Office of Equity and Inclusion; and
- Jessica Galleshaw, Director, Community Care Services



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

AUGUST 8, 2022

BRIEFING MEMOS

Item D: Legislative Priorities

Item E: Workforce, Education & Equity Committee Priorities

Councilmember Blackmon moved to forward item D to September 8, 2022 AD HOC Legislative Affairs Committee with recommendations.

Motion seconded by Councilmember Moreno and unanimously adopted.

The committee discussed item E.



MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, AUGUST 8, 2022

EXHIBIT C



**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](https://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

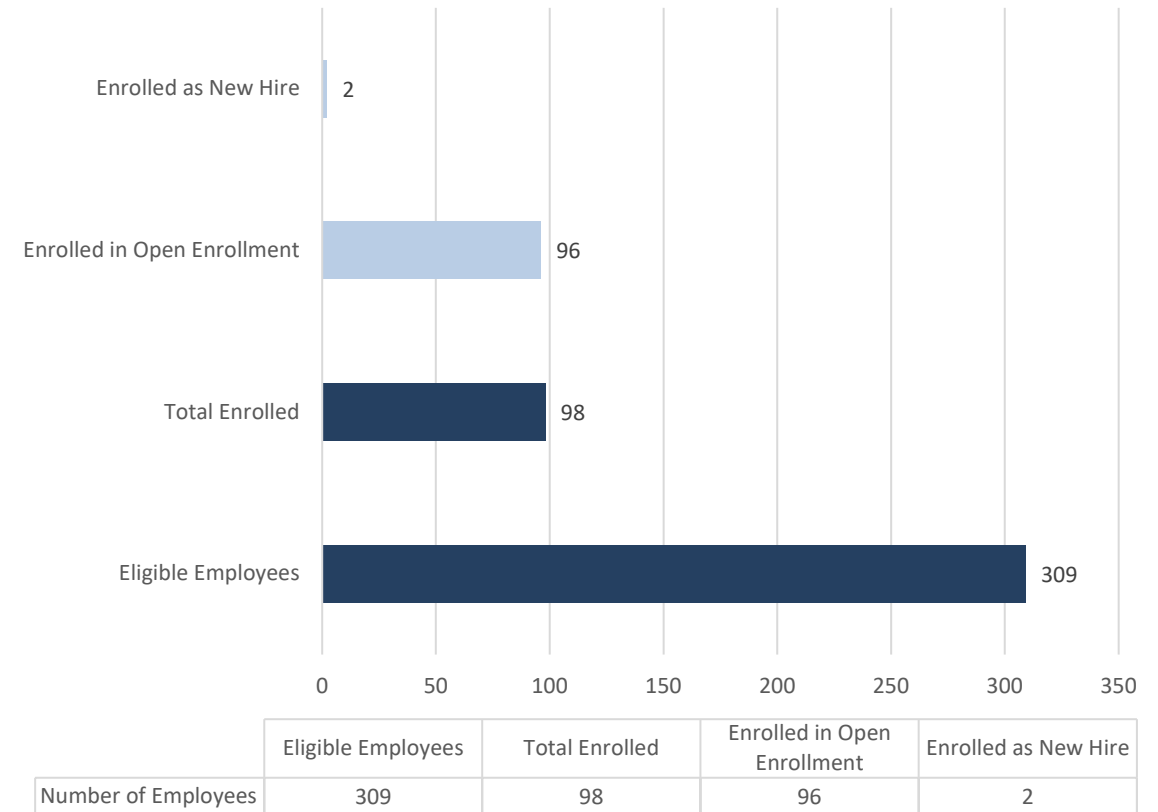
## June 2022

- 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

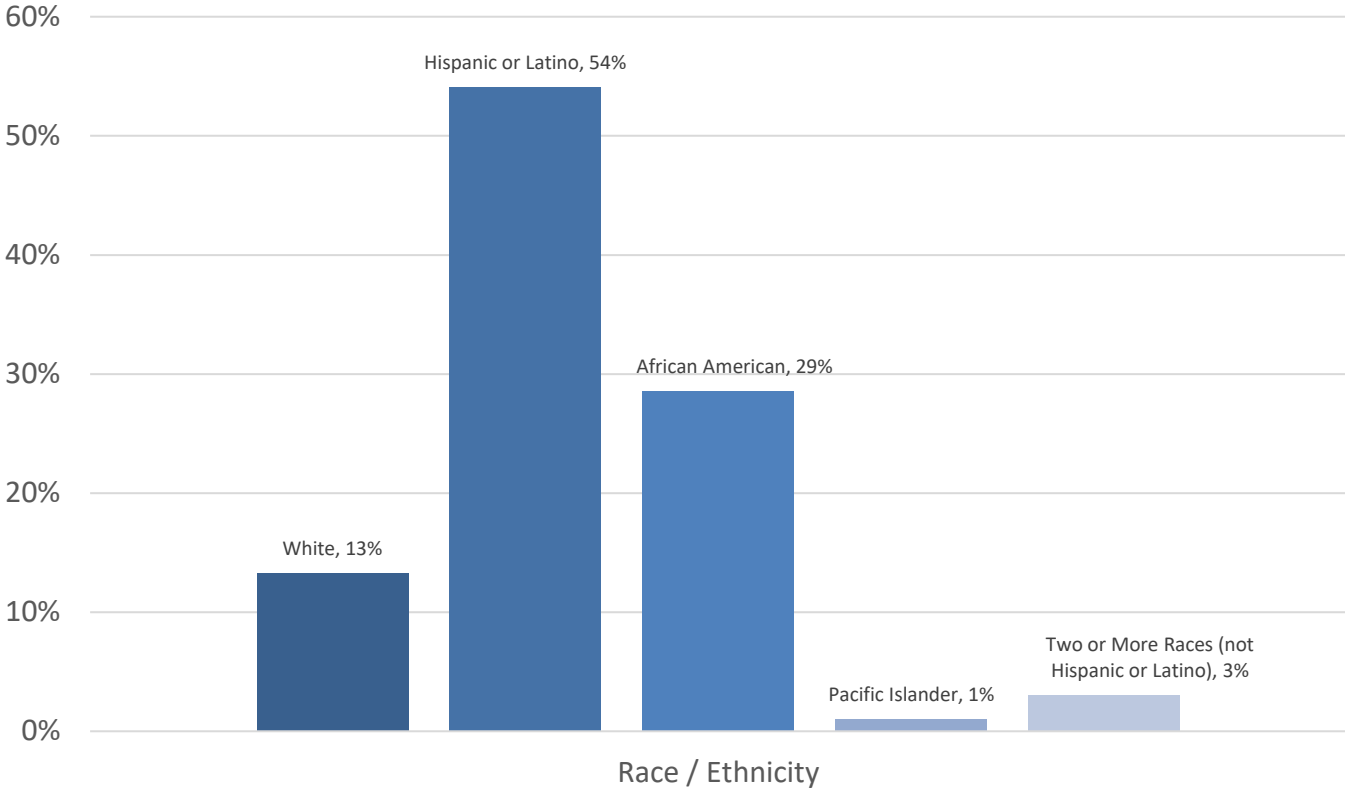




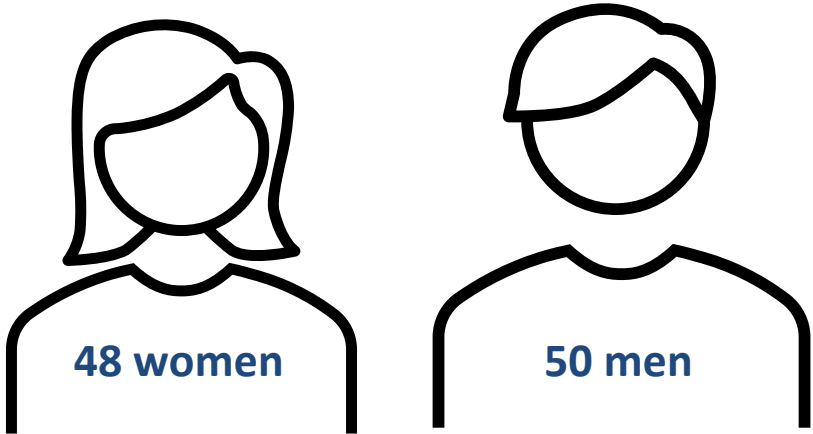
# Childcare Subsidy Participants by Race & Gender



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



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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

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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

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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)

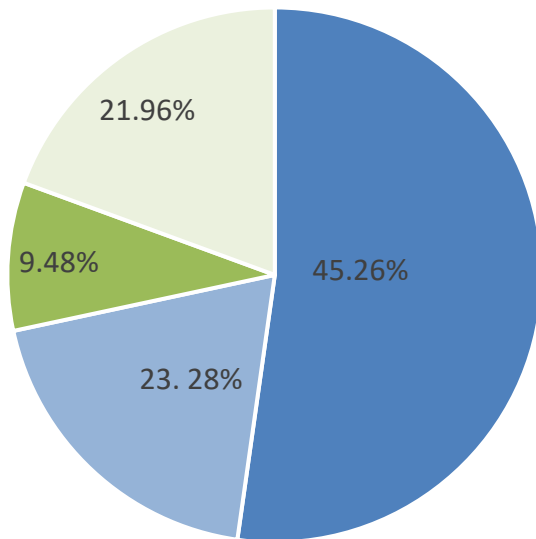




# Update on Paid Parental Leave Statistics



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

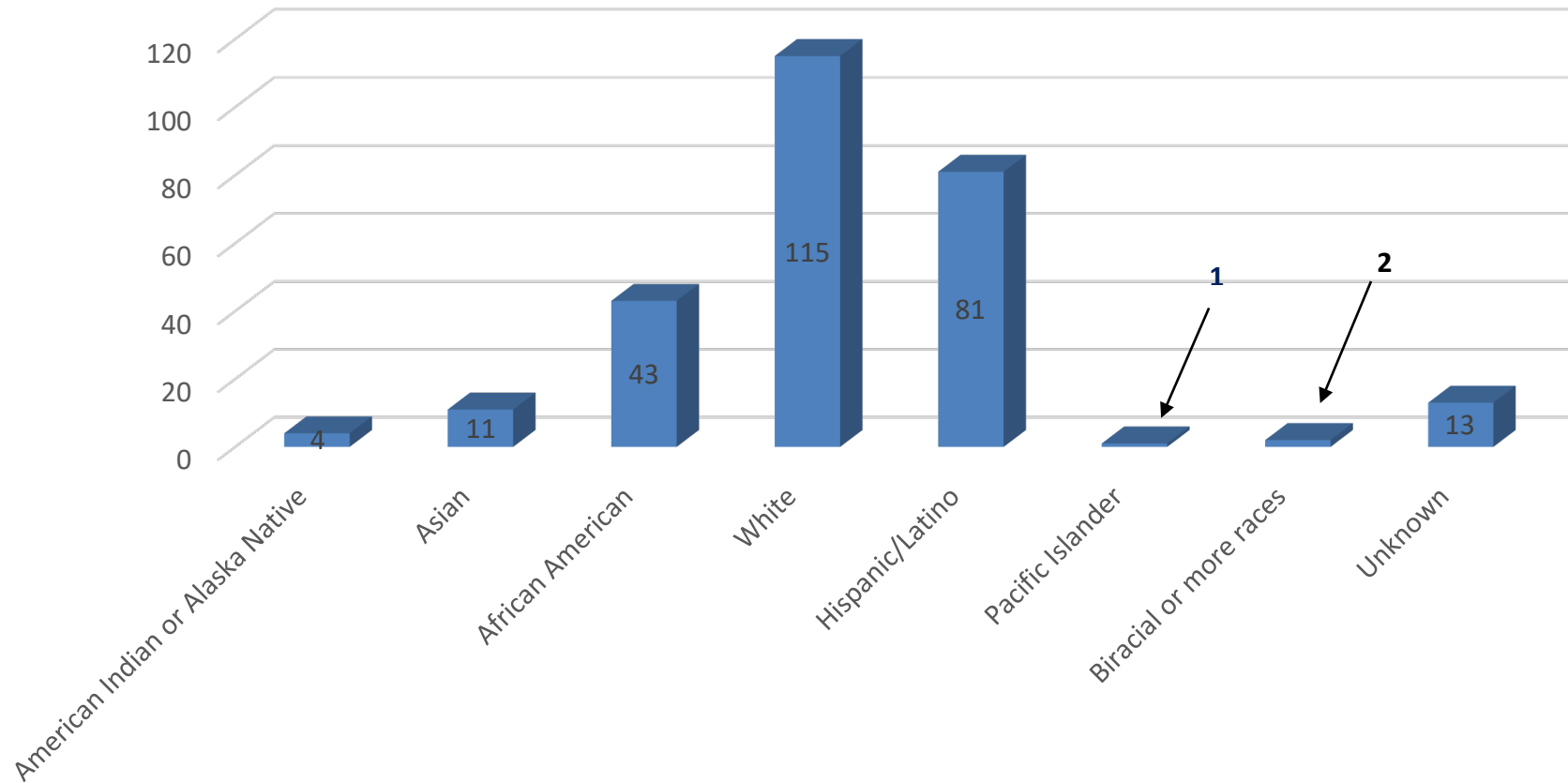




# Approved Paid Parental Leave by Race & Ethnicity



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*



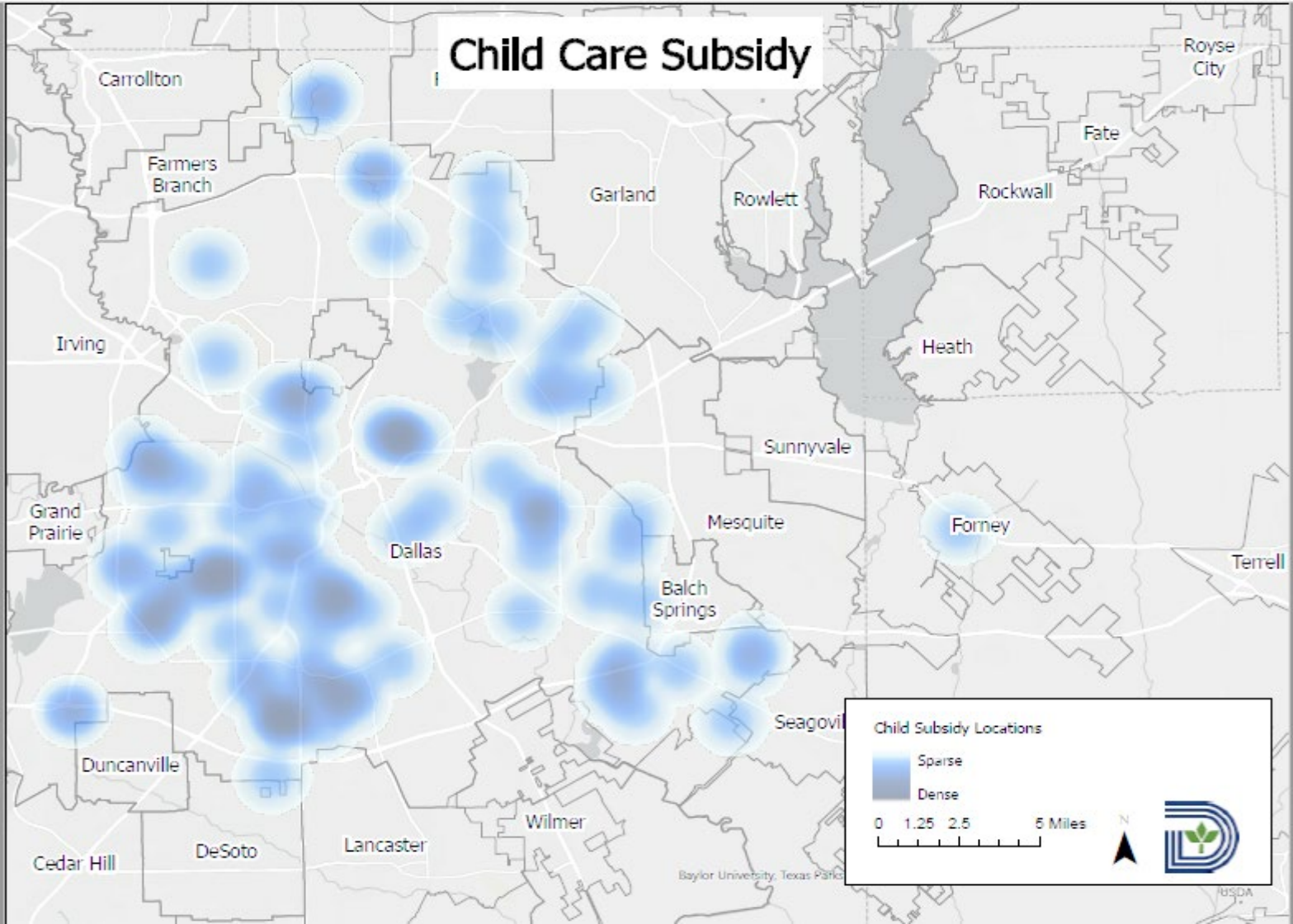


## Appendix





# Childcare Subsidy Participants by Residence Area





# Paid Parental Leave by Department



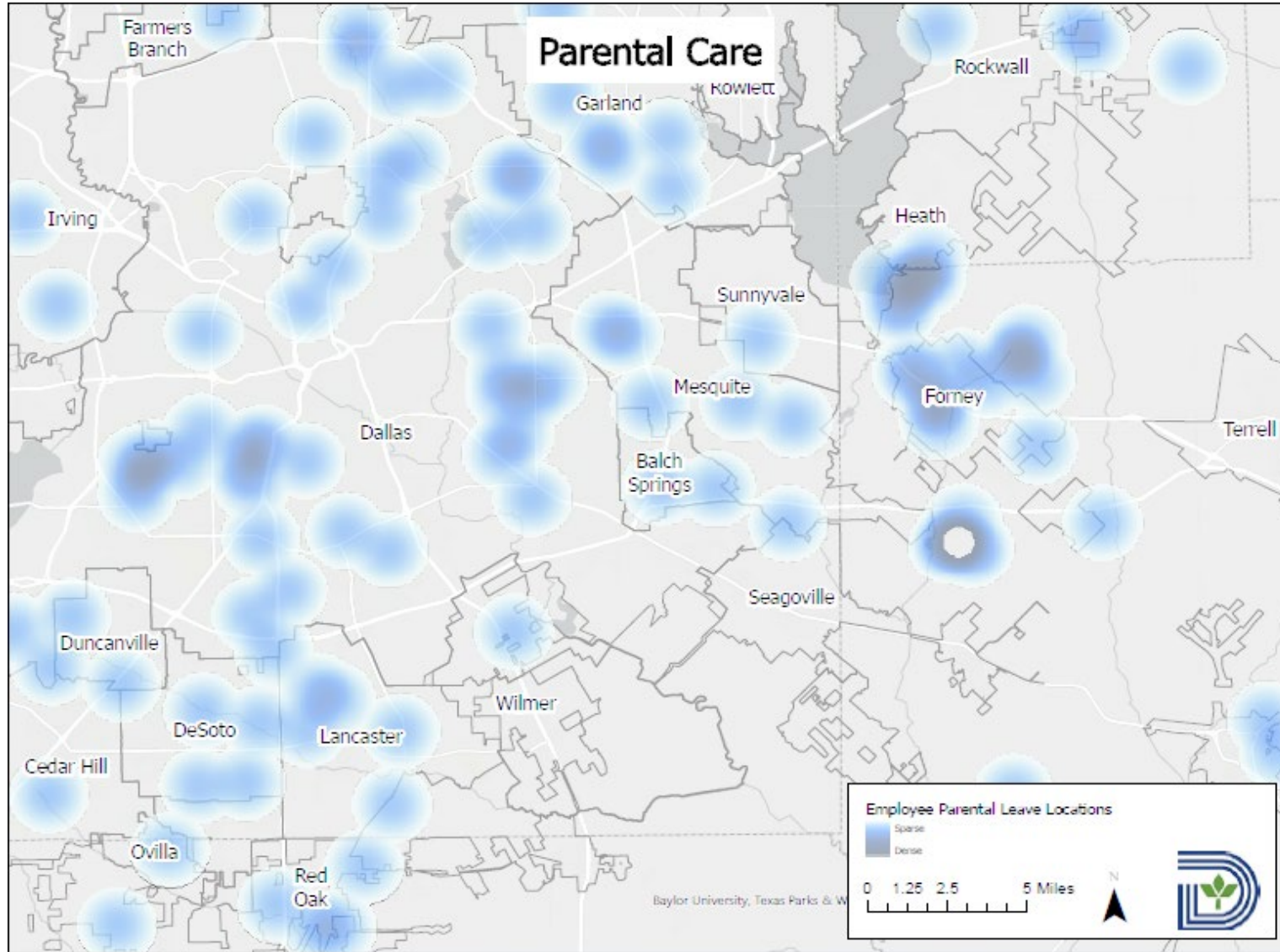
Department	Total Employees on PPL from 10/1/2021 – 7/31/2022
City Atty (ATT)	1
City Auditor (AUD)	2
Aviation (AVI)	3
City Comptroller Office (CCO)	1
Code Compliance (CCS)	5
City Manager Office (CMO)	1
Court & Detention Svcs (CTS)	4
Office of Data Analytics and Business Intelligence (DBI)	1
Sustainable 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
<b>TOTAL</b>	<b>270</b>

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 3<sup>rd</sup> 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](mailto: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

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August 1, 2022



## APPENDIX A. DEPARTMENT PROGRESS MEASURES

### 311 CUSTOMER SERVICE CENTER

#### Strategic Priority: Government Performance

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"> <li>Deliver support with access to City services via phone, web, mobile app, and City Hall On-the-Go</li> </ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"> <li><b>Indicator 39: Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey</li> </ul>
 <b>Progress Measures:</b>  Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none"> <li>Increase the number of City Hall On-the-Go visits/events in historically disadvantaged communities by 20% year over year. [\$] [Ei 39]</li> <li>Eliminate the wait time gap between English and Spanish speaking residents calling 311 by 3:00 minutes by the end of 2024. [Ei 39]</li> <li>Increase the percent of bilingual Supervisors in the 311 Department from 0% to 30% by December 2024.[\$] [Ei 39]</li> <li>Increase the percent of bilingual Customer Service Agents from 9% to 30% by December 2026.[\$] [Ei 39]</li> <li>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]</li> </ol>

## APPENDIX A. DEPARTMENT PROGRESS MEASURES

### AVIATION

#### Strategic Priority: Transportation & Infrastructure

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"> <li>Provide operation and maintenance of Dallas Love Field, Dallas Executive Airport, and the Dallas Vertiport</li> </ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"> <li>Indicator 5 - Unemployment: Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.</li> <li>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.</li> <li>Indicator 9 - Median Household Income: Ratio between the average number of businesses in racially diverse and majority-Black neighborhoods.</li> <li>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.</li> </ul>
 <b>Progress Measures:</b>  Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none"> <li>Expand recruiting efforts to increase the diversity of collegiate interns, particularly focusing on recruitment among historically disadvantaged students. [\$] [HR, CVS] [Ei 6]</li> <li>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]</li> <li>Increase the number of annual recruitment trips to HBCUs and HACs from 0 to 2 by December 2023 [\$][HR, CVS] [Ei 6]</li> </ol>



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

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>Provides facility services to customer departments in support of their service to residents, visitors, and businesses of Dallas.</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li><b>Indicator 5: Unemployment:</b> Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.</li><li><b>Indicator 52 - Chronic Disease:</b> Ratio between the percentages of White adults and adults of color diagnosed with a chronic disease.</li><li><b>Indicator 59 - Physical Activity:</b> Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job.</li><li>Air Quality Monitor Indicator Under Development</li></ul>
 <b>Progress Measures:</b>  Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none"><li>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 <b>[\$] [Ei 52]</b></li><li>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 <b>EOY 2022</b>] <b>[\$] [Ei 59]</b></li><li>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.<b>[\$, SBC] [Ei 5]</b></li></ol>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

CITY CONTROLLER'S OFFICE

Strategic Priority: Government Performance & Financial Management

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>Financial reporting and audits of state and federal grants, Dallas Water Utilities, Love Field Airport Modernization Corporation, and other related entities.</li><li>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 plans</li><li>Updating and managing all Administrative Directives, paying vendor invoices and contract management compliance. (Pending Director Approval)</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li><b>Indicator 2: Business Ownership:</b> Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e., own an incorporated or unincorporated business)</li><li><b>Indicator 9: Median Household Income:</b> Ratio between the median household incomes for White and Black households.</li><li><b>Indicator 27: Home Loan Denials:</b> Ratio between the percentages of home loan application denials to Black and White applicants.</li></ul>
 <b>Progress Measures:</b>  Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none"><li>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. <b>[Ei 9]</b></li><li>Increase invoices paid via electronic fund transfer to M/WBE vendors by 2024. <b>[Ei 2]</b> (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.)</li></ol>



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

4. 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]
5. 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]
6. 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

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

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]

continued on next page

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

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>• Fire, Emergency, and Medical Services</li><li>• Fire Prevention, Education, and Investigation</li><li>• Communications, Recruiting, and Information Technology</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li>• <b>Indicator 6 - High-Growth, High-Paying Employment:</b> Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.</li><li>• <b>Indicator 7 - Median Full-Time Income:</b> Ratio between the median annual incomes for currently employed White and Hispanic adults aged 25-64 working 30+ hours per week.</li><li>• <b>Indicator 19 - College Readiness:</b> Ratio between the percentages of White and Hispanic students rated college-ready in English and math.</li><li>• <b>Indicator 53 - Mortality:</b> Ratio between the percentages of deaths for White and Hispanic residents.</li></ul>
 <b>Progress Measures:</b>  Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none"><li>1. Improve DFR's diversity composition by October 1, 2027. [Ei 6, 7]</li><li>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]</li></ol>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS FIRE & RESCUE

Strategic Priority: Public Safety

 <b>Progress Measures:</b>  Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none"><li>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]</li><li>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]</li></ol>
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APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS POLICE DEPARTMENT


Strategic Priority: Public Safety

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

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS POLICE DEPARTMENT

Strategic Priority: Public Safety

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

- Manage Digital and Physical Library Resources
- Promote Lifelong Learning and Literacy



Aligned Equity  
Indicators:

- **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:

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

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]



APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS WATER UTILITIES


Strategic Priority: Government Performance & Financial Management

	<b>Key Department Actions:</b> <ul style="list-style-type: none"><li>• Provide water production and delivery services</li><li>• Provide wastewater collection and treatment services</li><li>• Provide storm drainage and floodplain management services</li></ul>
	<b>Aligned Equity Indicators:</b> <ul style="list-style-type: none"><li>• <b>Indicator 28 - Housing Cost Burden:</b> Ratio between the percentages of Black and White households with housing costs exceeding 30% of income</li><li>• <b>Indicator 30 - Utility Expenses:</b> Ratio between the percentages of household income going to electricity, gas, heating fuel, and water in Hispanic and Asian households</li><li>• <b>Indicator 37 - Sense of Community:</b> Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey</li><li>• <b>Indicator 38: Representation in Government:</b> Ratio between the proportional representation of White and Hispanic residents on boards and commissions</li><li>• <b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey.</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS WATER UTILITIES

Strategic Priority: Government Performance & Financial Management

	<b>Progress Measures:</b>  <b>Key Department Actions:</b> \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number
	<ol style="list-style-type: none"><li>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. <b>[\$] [OAC] [Ei 38]</b></li><li>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. <b>[\$] [OAC] [Ei 37]</b></li><li>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. <b>[Ei 39]</b></li><li>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%. <b>[\$] [Ei 30]</b></li><li>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. <b>[\$] [Ei 28]</b></li></ol>



APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DEVELOPMENT SERVICES


Strategic Priority: Economic Development

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>• Plan review services for commercial and residential development</li><li>• Issue construction and trade permits</li><li>• Process Certificate of Occupancy applications for new and existing businesses</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li>• <b>Indicator 2 - Business Ownership:</b> Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).</li><li>• <b>Indicator 3 - Long-Term Business Vacancies:</b> Ratio between the percentages of long-term business vacancies in majority-Hispanic and racially diverse neighborhoods</li><li>• <b>Indicator 9 - Median Household Income:</b> Ratio between the median household incomes for White and Black households.</li><li>• <b>Indicator 25 - Homeownership:</b> Ratio between the percentages of White and Black households who own their home</li><li>• <b>Indicator 31- Long-Term Residential Vacancies:</b> Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DEVELOPMENT SERVICES

Strategic Priority: Economic Development

 <b>Progress Measures:</b>	<ol style="list-style-type: none"><li>1. Increase participation of diverse developers, contractors, architects, from historically disadvantaged communities to be a part of the Building Code development process. <b>[Ei 9]</b></li><li>2. Streamline permitting processes for small business owners within historically disadvantaged communities. <b>[Ei 2, 3]</b></li><li>3. Track and increase trainings on the permitting process with historically disadvantaged contractors, developers, residents from 0 to 25% by December 2023. <b>[\$] [Ei 2, 31]</b></li><li>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. <b>[Ei 31]</b></li><li>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. <b>[Ei 25, 31]</b></li></ol>
<b>Key Department Actions:</b> \$ = 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

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>• Promote Dallas as a diverse, equitable, and globally competitive business destination</li><li>• Provide tools and incentive programs to assist in workforce development of underserved communities</li><li>• Develop collaborative strategies with customer departments to promote equity in service delivery</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li>• <b>Indicator 2 - Business Ownership:</b> Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).</li><li>• <b>Indicator 6 - High-Growth, High-Paying Employment:</b> Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.</li><li>• <b>Indicator 9 - Median Household Income:</b> Ratio between the median household incomes for White and Black households</li><li>• <b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

EQUIPMENT & FLEET MANAGEMENT

Strategic Priority: Transportation & Infrastructure

 <b>Progress Measures:</b>	<ol style="list-style-type: none"><li>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. <b>[Ei 2]</b></li><li>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. <b>[CVS,HR] [Ei 6]</b></li><li>3. Promote no greater than 10% difference for on-time preventative maintenance by service area. <b>[Ei 39]</b></li><li>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. <b>[CVS, HR] [Ei 9]</b></li></ol>
<b>Key Department Actions:</b> \$ = 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

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>Invest in the development and preservation of housing in Dallas</li><li>Provide homebuyer assistance to qualified households</li><li>Develop policy to improve availability, quality, and equity of housing in Dallas</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li><b>Indicator 25 - Homeownership:</b> Ratio between the percentages of White and Black house holds who own their home</li><li><b>Indicator 27: Home Loan Denials:</b> Ratio between the percentages of home loan application denials to Black and White applicants.</li><li><b>Indicator 28: Housing Cost Burden:</b> Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.</li><li><b>Indicator 31 - Long-Term Residential Vacancies:</b> Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

HOUSING & NEIGHBORHOOD REVITALIZATION

Strategic Priority: Housing & Homeless Solutions




 <b>Progress Measures:</b>	<ol style="list-style-type: none"><li>Complete revisions to the Comprehensive Housing Policy based on the Equity Audit by December 2022. [✓] [Ei 25, 28]</li><li>Develop a strategy for identifying neighborhoods most at risk of gentrification and displacement by December 2023. [Ei 25,31]</li><li>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]</li><li>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]</li><li>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]</li></ol>
<b>Key Department Actions:</b> \$ = 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

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"> <li>Maintain a diverse, talented, innovative, and engaged workforce delivering services to the residents of Dallas</li> </ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"> <li><b>Indicator 14 - Early Education Enrollment by Income:</b> Ratio between the percentages of three- and four-year-olds in the top and middle-income groups enrolled in pre-K.</li> <li><b>Indicator 37 - Sense of Community:</b> Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey</li> <li><b>Indicator 50 – Health Insurance:</b> Ratio between the percentages of Hispanic and White residents without health insurance.</li> </ul>
 <b>Progress Measures:</b>  Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none"> <li>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]</li> <li>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]</li> <li>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]</li> </ol>

## APPENDIX A. DEPARTMENT PROGRESS MEASURES

### INFORMATION & TECHNOLOGY SERVICES

#### Strategic Priority: Government Performance & Financial Management

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"> <li>Guides technology acquisition, business process changes and architecture decisions</li> <li>Provides the IT infrastructure, hardware, software, and technical support for processing 911 telephone calls.</li> <li>Provide secure, reliable, and responsive enterprise-level technology, data, and business solutions</li> <li>Provides installation, repair, and replacement of handhelds, fixed, and in-car mobile radio communication technology</li> </ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"> <li><b>Indicator 2 - Business Ownership:</b> Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).</li> <li><b>Indicator 29 - Internet Access:</b> Ratio between the percentages of Black and White households without access to the internet.</li> <li><b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey</li> </ul>



APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

INFORMATION & TECHNOLOGY 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. 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  
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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:  
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- 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  
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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  
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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  
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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:  
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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  
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DEPT = Collaborating  
Department(s)  
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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

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>• Serve as a primary contact for the City to local, regional, and federal level governments and external stakeholders.</li><li>• Manage the City’s state and federal legislative agendas.</li><li>• Coordinate across departments to develop appropriate responses to state and federal legislative matters.</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li>• <b>Indicator 38 - Representation in Government:</b> Ratio between the proportional representation of White and Hispanic residents on boards and commissions.</li><li>• <b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey.</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF GOVERNMENT AFFAIRS

Strategic Priority: Government Performance

 <b>Progress Measures:</b>	<ol style="list-style-type: none"><li>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]</li><li>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]</li><li>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]</li><li>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]</li><li>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]</li></ol>
<b>Key Department Actions:</b> \$ = 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

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>• Administer the Landmark (historic) Designation process.</li><li>• Administer the Certificate of Appropriateness and Certificate for Demolition processes for exterior work on historic properties.</li><li>• Administer the Tax Exemption program for historic districts and historic landmarks.</li><li>• Administer Code Enforcement relating to historic districts and historic landmarks.</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li>• <b>Indicator 28: Housing Cost Burden:</b> Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.</li><li>• <b>Indicator 38: Representation in Government:</b> Ratio between the proportional representation of White and Hispanic residents on boards and commissions.</li><li>• <b>Indicator 39: Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF HISTORIC PRESERVATION

Strategic Priority: Economic Development

 <b>Progress Measures:</b>	<ol style="list-style-type: none"><li>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]</li><li>2. Make a recommendation to City Council to assess City support for historical homes/structures that are not tied to property value [\$][✓][Ei 28]</li><li>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]</li><li>4. Make a recommendation to increase the number of residents from historically disadvantaged communities on the Landmark Commission by October 2026. [✓][Ei 38]</li></ol>
<b>Key Department Actions:</b> \$ = 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

	<b>Key Department Actions:</b> <ul style="list-style-type: none"><li>• Manage Landlord Subsidized Leasing Program and consider expanding to those who are unstably housed.</li><li>• Build transitional and permanent supportive housing to target chronic homelessness.</li></ul>
	<b>Aligned Equity Indicators:</b> <ul style="list-style-type: none"><li>• <b>Indicator 28 - Housing Cost Burden:</b> Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.</li><li>• <b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF HOMELESS SOLUTIONS

Strategic Priority: Housing & Homeless Solutions



	<b>Progress Measures:</b>  <b>Key Department Actions:</b> \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number
<ol style="list-style-type: none"><li>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. <b>[\$] [HOU, OCC] [Ei 28]</b></li><li>2. In partnership with OGA and OEI, recommend a source of income discrimination legislation by December 2023. <b>[OGA, OEI] [Ei 39]</b></li><li>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. <b>[\$] [HOU, OCC] [Ei 28]</b></li><li>4. Decrease the number of unsheltered among those populations that exhibit the greatest need by 2025. <b>[Ei 39]</b></li><li>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. <b>[\$] [✓] [HOU, OCC] [Ei 28]</b></li><li>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. <b>[Ei 39]</b></li></ol>	



APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>• Providing a proactive response to persons experiencing behavioral or mental health crisis</li><li>• Facilitating response operations utilizing non-traditional law enforcement partners</li><li>• Improving quality of life by implementing Crime Prevention through Environmental Design principles</li><li>• Enhancing efforts to reduce violent crime and recidivism</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li>• <b>Indicator 41 - Jail Admissions:</b> 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.</li><li>• <b>Indicator 43 - Arrests:</b> Ratio between the number of Black and Asian individuals per 1,000 arrested by the Dallas Police Department.</li><li>• <b>Indicator 46 - Property Crime:</b> Ratio between the number of property crimes reported per 1,000 residents living in majority Black and racially diverse neighborhoods.</li><li>• <b>Indicator 47 - Violent Crime:</b> Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents.</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety



 <b>Progress Measures:</b>	<ol style="list-style-type: none"><li>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 <b>[new program - baseline to be established EOY 2022] [DPD] [41, 43]</b></li><li>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 <b>[DPD] [Ei 41, 43]</b></li></ol>
<b>Key Department Actions:</b> \$ = 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

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>• Providing a proactive response to persons experiencing behavioral or mental health crisis</li><li>• Facilitating response operations utilizing non-traditional law enforcement partners</li><li>• Improving quality of life by implementing Crime Prevention through Environmental Design principles</li><li>• Enhancing efforts to reduce violent crime and recidivism</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li>• <b>Indicator 41 - Jail Admissions:</b> 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.</li><li>• <b>Indicator 43 - Arrests:</b> Ratio between the number of Black and Asian individuals per 1,000 arrested by the Dallas Police Department.</li><li>• <b>Indicator 46 - Property Crime:</b> Ratio between the number of property crimes reported per 1,000 residents living in majority Black and racially diverse neighborhoods.</li><li>• <b>Indicator 47 - Violent Crime:</b> Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents.</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety

 <b>Progress Measures:</b>	<ol style="list-style-type: none"><li>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 <b>[new program - baseline to be established EOY 2022] [DPD] [41, 43]</b></li><li>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 <b>[DPD] [Ei 41, 43]</b></li><li>3. In partnership with Code, increase the investment in environmental improvements in high crime areas from \$250,000 to \$500,000 by December 2027 <b>[\$] [CODE ] [Ei 46]</b></li><li>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 <b>[DPD] [Ei 46, 47]</b></li><li>5. Increase the number of eligible Jail Diversions by RIGHT Care teams in predominately historically disadvantaged communities from 18% to 25% by December 2027 <b>[DPD] [Ei 41]</b></li></ol>
<b>Key Department Actions:</b> \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	



APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF RISK MANAGEMENT

Strategic Priority: Government Performance & Financial Management

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>• Protect the City of Dallas' assets</li><li>• Guard against risk and safety hazards that could adversely impact City operations</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li>• <b>Indicator 39: Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.</li></ul>
 <b>Progress Measures:</b>  Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none"><li>1. Increase the number of trainings offered outside of regular hours (multi-shift schedule) from 85 to 95 by December 2022. [Ei 39]</li><li>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]</li></ol>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

PARK & RECREATION

Strategic Priority: Quality of Life/Arts & Culture

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>• Oversee &amp; Maintain Parks and Trails</li><li>• Oversee &amp; Maintain City Owned Facilities (fields, aquatic, athletic, Dallas Zoo, Fair Park, etc.)</li><li>• Provide comprehensive recreation programming including health and wellness initiatives, for youth, adults and seniors.</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li>• <b>Indicator 2: Business Ownership:</b> Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).</li><li>• <b>Indicator 10- Child Poverty:</b> Ratio between the percentage of Black and White children living at or below 100% of the poverty threshold.</li><li>• <b>Indicator 33 - Access to Parks:</b> Ratio between the average number of parks in majority-Black and racially diverse neighborhood.</li><li>• <b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.</li><li>• <b>Indicator 59 - Physical Activity:</b> Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job.</li></ul>



APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PARK & RECREATION

Strategic Priority: Quality of Life/Arts & Culture



Progress Measures:

Key Department Actions:  
\$ = Fiscal Impact  
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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  
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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:  
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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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DEPT = Collaborating  
Department(s)  
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

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>• Maintain city streets, alleys, and sidewalks</li><li>• Create and maintain the fundamental transportation infrastructure systems</li><li>• Provide right-of-way management</li><li>• Oversee bond programs</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li>• <b>Indicator 25 - Homeownership:</b> Ratio between the percentages of White and Black households who own their home.</li><li>• <b>Indicator 32 - Street Quality:</b> Ratio between the average pavement condition index (PCI) ratings in racially diverse and majority-White neighborhoods.</li><li>• <b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.</li><li>• <b>Indicator 59 - Physical Activity:</b> Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job.</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

PUBLIC WORKS

Strategic Priority: Transportation & Infrastructure

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

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>• Provide workforce development and reentry services</li><li>• Increase entrepreneurship opportunity and foster growth and development</li><li>• Promote business diversity</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li>• <b>Indicator 1 - Business Establishments:</b> Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.</li><li>• <b>Indicator 2 - Business Ownership:</b> Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).</li><li>• <b>Indicator 4 - Labor Force Non-Participation:</b> Ratio between the percentages of Black and White adults aged 25-64 who are not in the labor force.</li><li>• <b>Indicator 5 - Unemployed:</b> Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.</li><li>• <b>Indicator 6 - High-Growth, High-Paying Employment:</b> Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.</li><li>• <b>Indicator 7 - Median Full-Time Income:</b> Ratio between the median annual incomes for currently employed White and Hispanic adults aged 25-64 working 30+ hours per week.</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

SMALL BUSINESS CENTER

Strategic Priority: Workforce, Education & Equity

 <b>Progress Measures:</b>	<ol style="list-style-type: none"><li>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]</li><li>2. Increase spending by 25% with M/WBE subcontractors in accordance with the city's Business and Inclusion Development plan. [Ei 2, 6,7]</li><li>3. By 2024, breakdown and publicly publish the percentages within the City's M/WBE Categories. [Ei 1,6, 7]</li><li>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]</li></ol>
<b>Key Department Actions:</b> \$ = 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><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"><li>• Manage citywide system of traffic signals and signs.</li><li>• Implement neighborhood traffic calming</li><li>• Generate parking tickets and collect ticket fees</li><li>• Respond to Service Requests for Traffic Issues</li><li>• Implement Vision Zero Action Plan</li></ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"><li>• Indicator 32 - Street Quality: Ratio between the average pavement condition index (PCI) ratings in racially diverse and majority-White neighborhoods</li><li>• Indicator 45 - Traffic Stops and Searches: Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search.</li><li>• Indicator 47 - Violent Crime: Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents.</li></ul>
 <p><b>Progress Measures:</b></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"><li>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]</li><li>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]</li><li>3. Increase number of street lighting projects in historically disadvantaged communities to 100 by May 2024 (from 70). [\$] [Ei 47]</li></ol>



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.

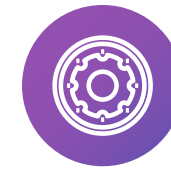
#### ECONOMIC OPPORTUNITY; 3: NEIGHBORHOOD AND INFRASTRUCTURE

##### 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 88<sup>th</sup> 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  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
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Priority	WEE Committee Timeline	Update and Next Steps	Point of Contact
<b>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.</b>	<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><b>Updates:</b> 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"> <li>1.Researching the workforce skills gaps of the City as one of the largest employers Dallas</li> <li>2.Deep dive on barriers for workforce (i.e., childcare) in the City of Dallas</li> <li>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.</li> </ol> <p>The dependent care program was implemented for employees to support childcare needs for City employees up to \$2000.00 per employee.</p> <p><b>Next Steps:</b> 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>
<b>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.</b>	<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><b>Updates:</b> 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><b>Next Steps:</b> 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>
<b>3. Overseeing the development and implementation of the City of Dallas' Racial Equity Plan.</b>	<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><b>Updates:</b> 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><b>Next Steps:</b> To seek approval from City Council and develop and coordinate implementation plan.</p>	<p>Office of Equity and Inclusion, Dr. Lindsey Wilson</p>



<p><b>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.</b></p>	<p>On 9/10/21 and 10/8/21 status of childcare services was briefed to WEE committee.</p>	<p><b>Updates:</b> 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><b>Next Steps:</b> 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><b>5. Reviewing the city's fine-and-fee structures to ensure residents are treated equitably by municipal courts.</b></p>	<p>On 6/7/21 the fine and fee effort was briefed to WEE committee.</p>	<p><b>Updates:</b> City of Dallas is working to eliminate "Unjust" Fines and Fees through the participation of the Cities &amp; 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><b>Next Steps:</b> 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><b>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.</b></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><b>Updates:</b> 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><b>Next Steps:</b> 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>



# Improving Housing Choice Voucher Acceptance

A PROJECT IN COLLABORATION WITH CPAL + IDEO.ORG • JULY 2022



CPAL x IDEO.ORG • JULY 2022





We believe that families should have the choice to live affordably in areas that are best suited to their needs and equipped for upward economic mobility.

This includes access to **“high opportunity” areas**, neighborhoods with strong economic, environmental, and educational outcomes. Research shows that these neighborhoods can yield long-term benefits, particularly for young children.



Housing Choice Vouchers (HCVs) are an important financial tool to help low-income households access housing.

Source: Housing Choice Voucher Data Dashboard, maintained by HUD [here](#). Center on Budget and Policy Priorities research reported [here](#).

\*Average Per Unit Cost = Total Housing Assistance Payments (HAP) / Total Units Under Lease as of that month's report date.

Locally, for the Housing Authority of the City of Dallas (DHA)

15,441

Vouchers currently leased  
(June 2022)

~\$18M

Total Housing Assistance  
Payments (HAP) made  
monthly

\$1,184

DHA average Per Unit Cost  
monthly\*  
(June 2022)

Other types of housing vouchers

### Emergency Housing Vouchers

For individuals and families who are homeless, at-risk of homelessness, fleeing or attempting to flee domestic violence or human trafficking.

### Veteran Affairs Supportive Housing

Rental assistance for homeless veterans with case management; in partnership with the VA.

### Walker Settlement Housing Voucher

A specific voucher administered by DHA for Black residents to access low poverty/"high opportunity" neighborhoods.

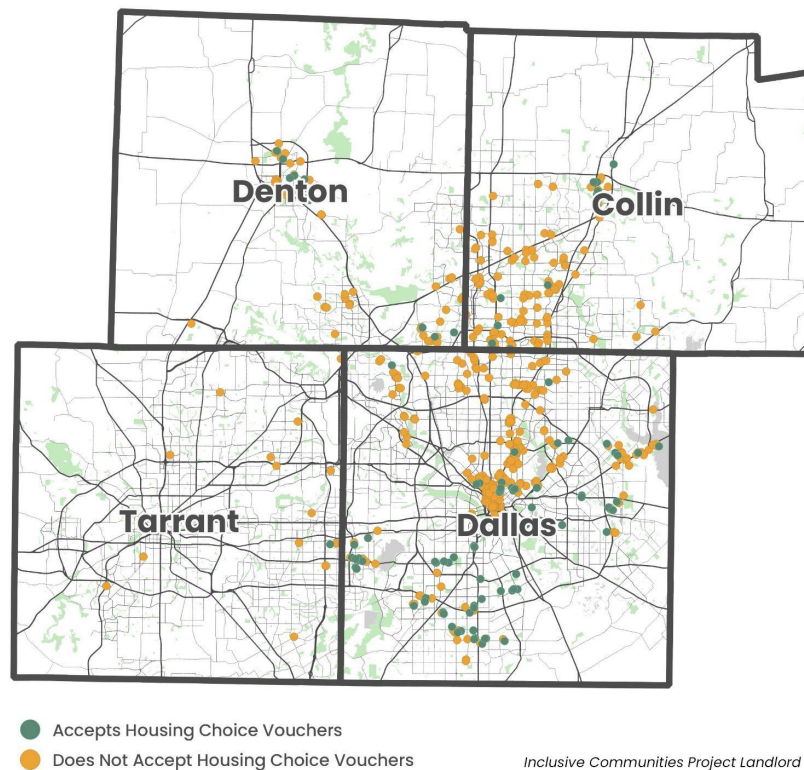


**Only 7% of surveyed apartment complexes reported accepting vouchers, according to a survey by the Inclusive Communities Project across four North Texas counties in 2020.**

Only 5% of the apartment complexes in majority white non-Hispanic zip codes accepted HCVs, while 22% in majority Black zip codes accepted HCVs.

Source: [ICP's 2020 survey of landlords](#) in North Texas (Dallas, Collin, Denton, and Rockwall Counties).

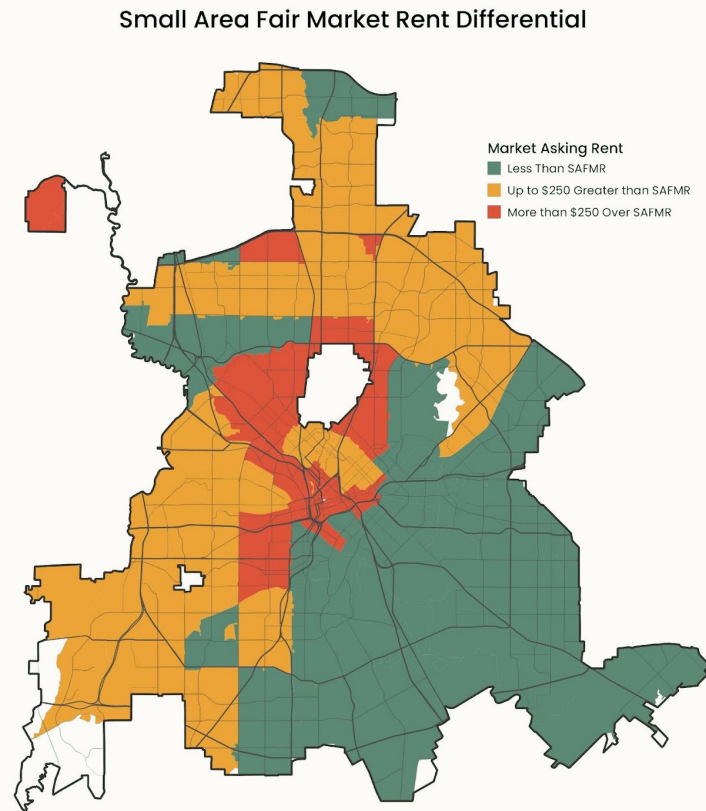
#### Apartments that Accept Housing Choice Vouchers



*Inclusive Communities Project Landlord Survey (2017 and 2020)*



Market Asking Rent is greater than Small Area Fair Market Rent (SAFMR) in many Dallas neighborhoods. Renting in neighborhoods where Market Asking Rent exceeds SAFMR is nearly impossible for voucher holders because they don't have the same purchasing power as conventional renters.



U.S. Department of Housing and Urban Development. (2022). Fair Market Rent  
CoStar 2022 Q1 Two-Bedroom Asking Rent

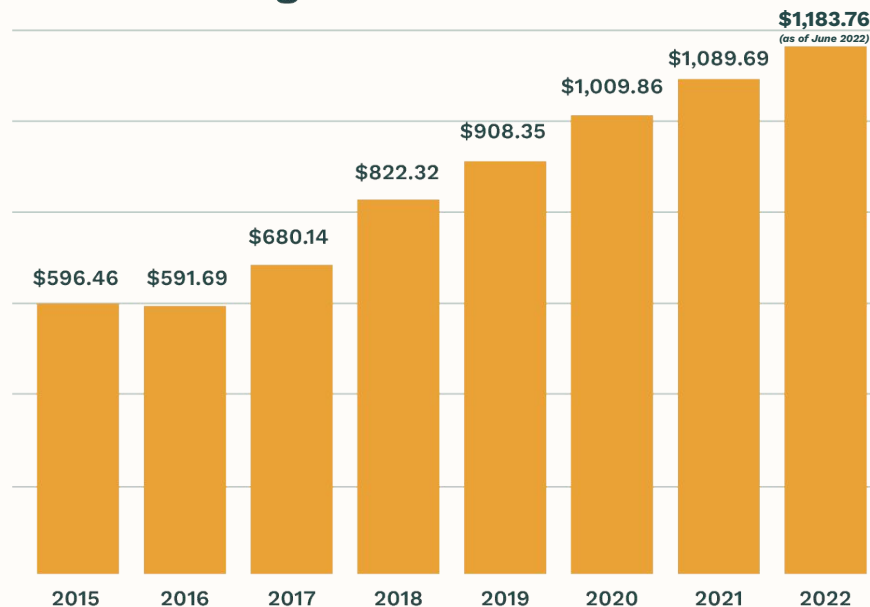


DHA has realized increasing average Per Unit Costs (PUC) to track with rising market rent...

... but this only limits how many vouchers they can put into circulation.

*For perspective, DHA has realized the second-highest PUC growth (97%) of all housing authorities nationwide in the past five years.*

## Average PUC Year over Year



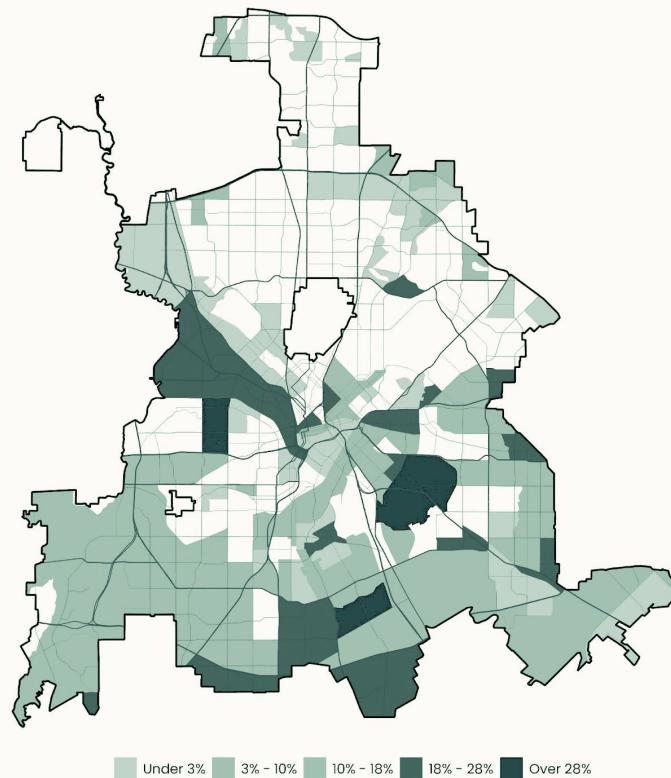
Source: Housing Choice Voucher Data Dashboard, maintained by HUD [here](#).



Within the City of Dallas, voucher holders are overwhelmingly housed in the **southern half of the city** and are concentrated in a handful of census tracts.

The map at right illustrates the share of renter-occupied households that are voucher holders. In areas shaded dark green, more than 28% of the renter population are voucher holders.

Percent of Housing Choice Vouchers in Renter-Occupied Units



U.S. Department of Housing and Urban Development. (2021). Housing Choice Vouchers.



Census tracts without voucher holders tend to have more white residents, greater household income, and less poverty than in census tracts where voucher holders live.

To improve low income families' access to opportunity, HCVs will need to be more widely accepted in neighborhoods equipped for upward economic mobility.

Source: US Census Bureau American Community Survey 2020 5-year estimates.

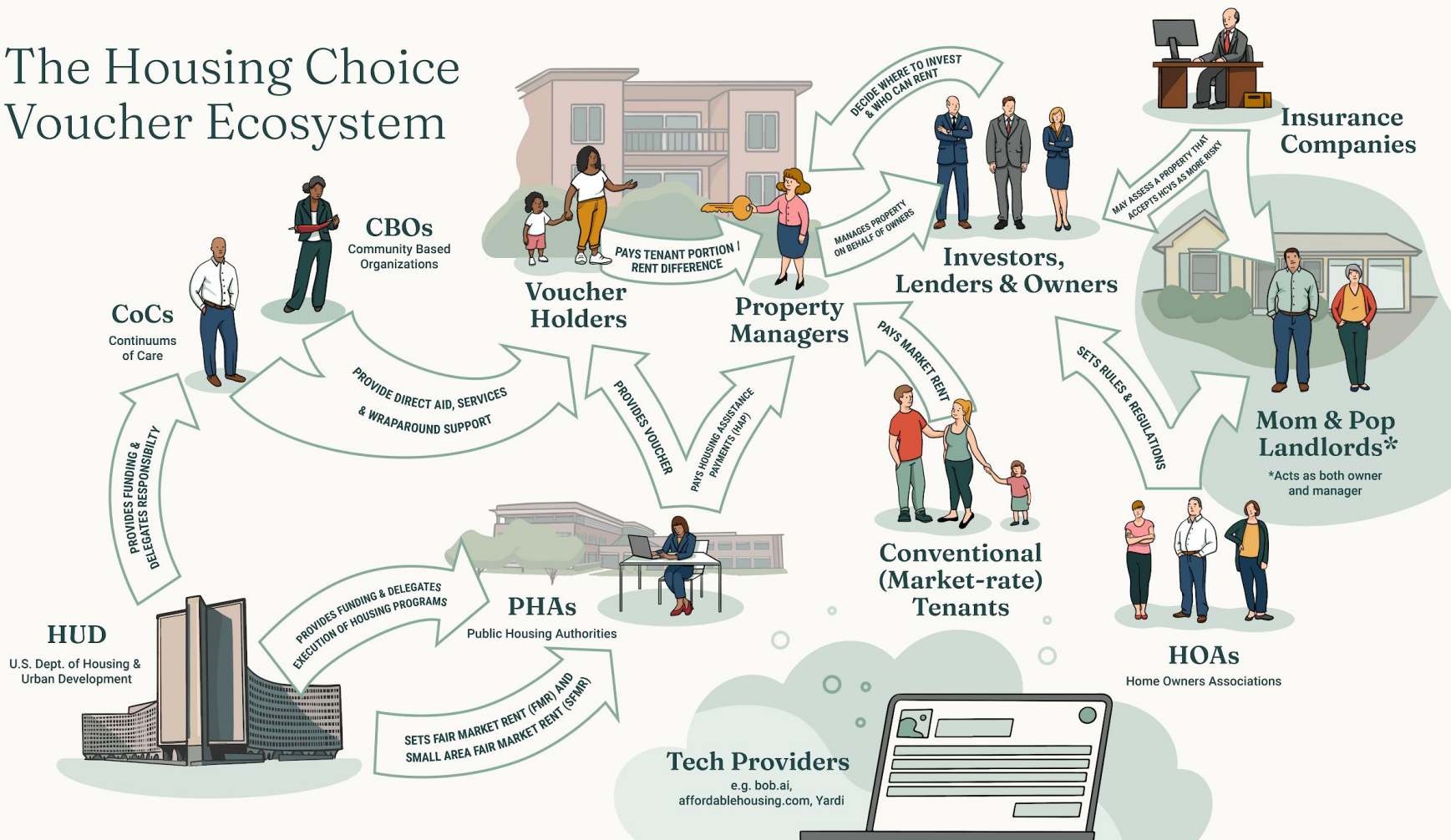
\*An HCV Tract is a census tract in the City of Dallas where one or more residents rent using a voucher. A non HCV Tract is a census tract in the City of Dallas where no residents hold a voucher. \*\*Total population does not equal sum of HCV and non HCV population because census tracts do not perfectly align with City of Dallas boundaries.

Demographics in Housing Choice Voucher Census Tracts in Dallas

Metric	City of Dallas	HCV Tracts*	Non HCV Tracts*
Total Population**	1,330,612	<b>749,551</b>	612,932
Asian	3.4%	<b>3.5%</b>	4.5%
Black or African American	24%	<b>35.3%</b>	10%
White Non-Hispanic	29%	<b>17.1%</b>	43%
Hispanic or Latino	41.8%	<b>42.4%</b>	40.2%
Poverty Rate	18.7%	<b>23.6%</b>	12.7%
Child Poverty Rate	29%	<b>34.9%</b>	20.3%
Median Household Income	\$52,528	<b>\$40,714</b>	\$70,338
Median Rent	\$1,086	<b>\$930</b>	\$1,270



# The Housing Choice Voucher Ecosystem





## WHO WE TALKED TO

Over the course of 6 weeks, we conducted 17 learning sessions with 21 people, including 2 collaborative workshops, to learn from stakeholders in the system.



11

### Landlords

Including those who accept vouchers today, those who don't but would consider it, and those who have in the past but no longer do



3

### Housing Choice Voucher Clients

Referrals from Inclusive Communities Project. One client had retired their voucher, two continue to use them



2

### Local Agencies & Continuums of Care

Local PHA, Dallas Housing Authority, and continuum of care, Metro Dallas Homeless Alliance



2

### Community Based Organizations

Inclusive Communities Project (Dallas) and NestQuest (Houston)



# Our Key Learnings

Through the project, we surfaced over 60 distinct barriers or tensions, organized across six categories. *The barriers that follow may not be universally experienced by landlords or voucher holders but exist for some or many of them.*

## Perception of Voucher Holders

Harmful narratives that are generalized to all voucher holders

## Myths & Misinformation

Inaccurate understandings about the HCV process

## Process-Related Barriers

Issues still ripe for continuous improvement at PHAs and HUD

## Ecosystem Barriers

Big, sticky issues that are embedded in systemic or institutional practices

## Voucher Client-Related Barriers

What voucher holders face outside of (but tangential to) the PHA process

## Finance & Operations

Pain-points felt by apartment staff and leadership in day-to-day administration of voucher program



# Stakeholder Archetypes



CHAPTER 1

Tracey

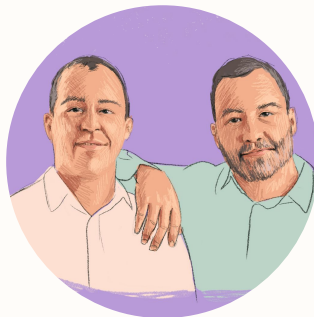
Voucher Holder



CHAPTER 2

Janice

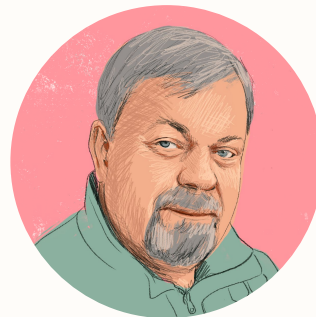
Regional Property  
Manager



CHAPTER 3

Jerome &  
Jared

Mom-and-Pop  
Owner/Landlord &  
Corporate Owner



CHAPTER 4

Marcus

Public Housing  
Authority Staff



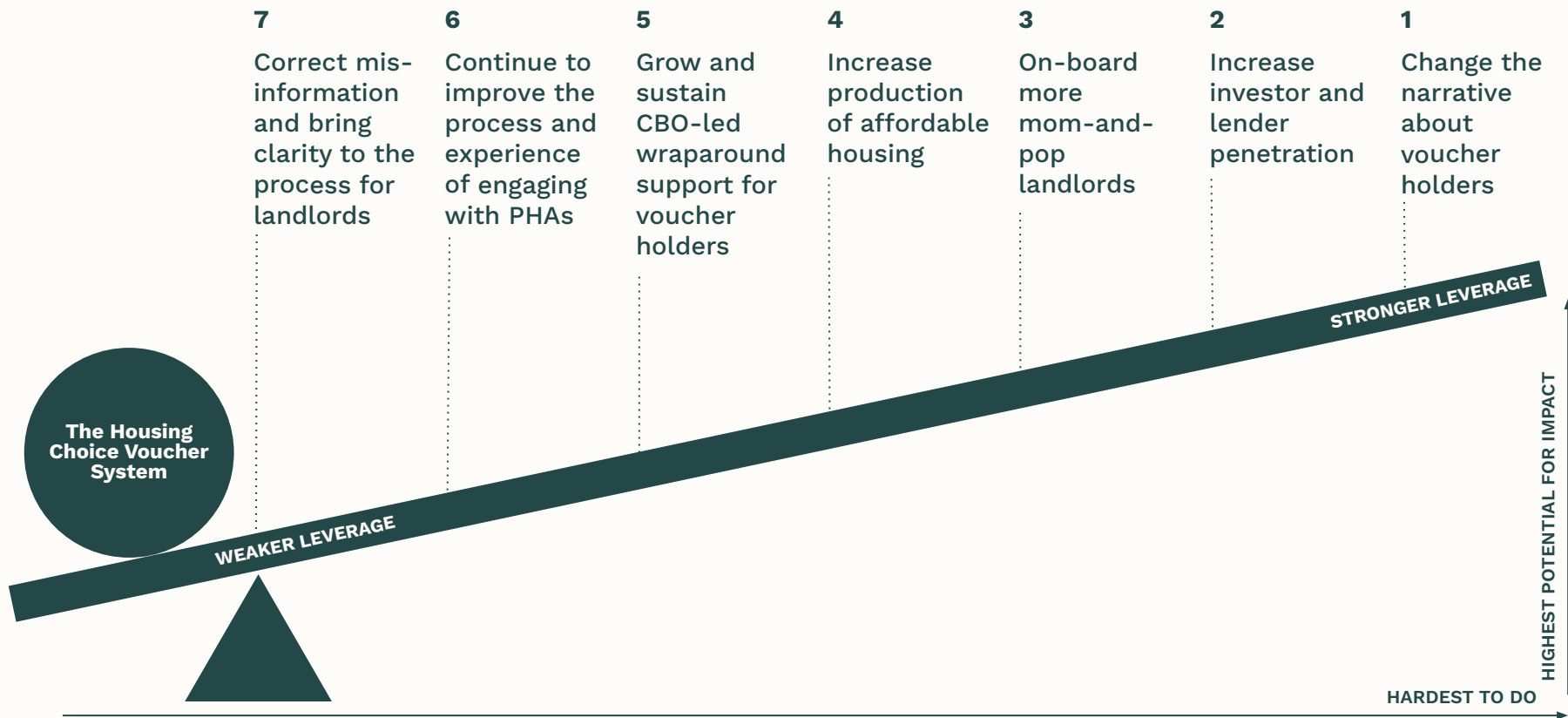
CHAPTER 5

Andrea

Community Based  
Organization



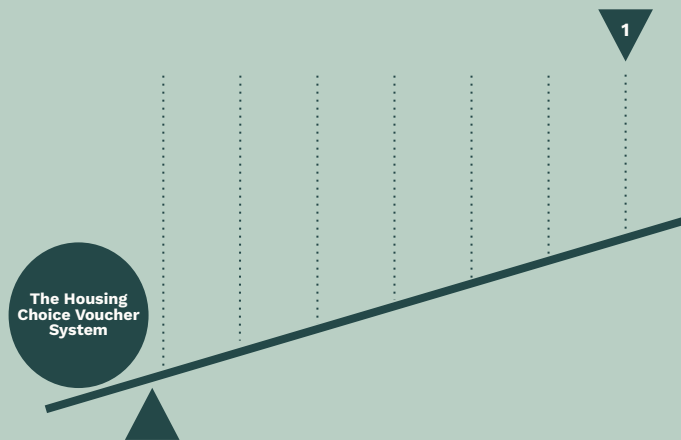
# How to start tipping the scale?



Based on Donella Meadow's "Leverage Points: Places to intervene in the system"



# Change the narrative about voucher holders



*The shift we wish  
to see in future*

---

**FROM**

Perception that voucher holders  
are risky and undesirable

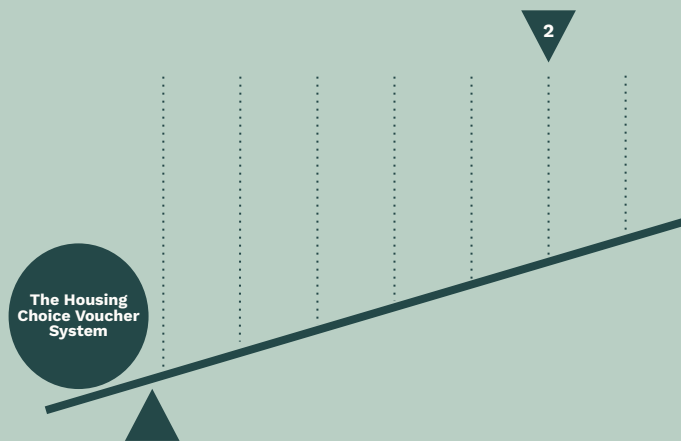


**TO**

Recognition that voucher holders  
are just the same as any other renter



# Increase investor and lender penetration



*The shift we wish  
to see in future*

---

## **FROM**

Investors being unaware of or hesitant to participate in the HCV program

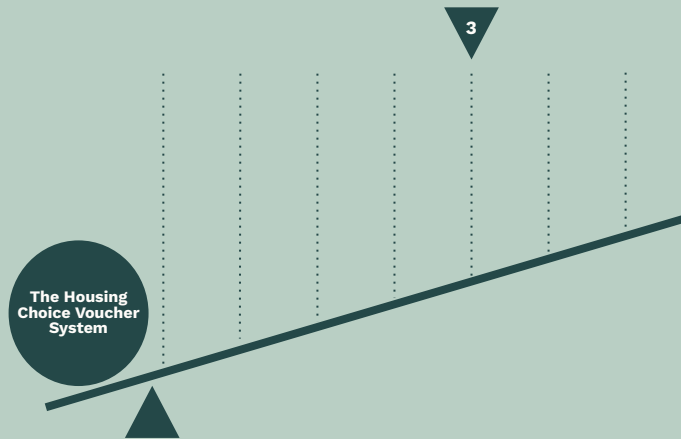


## **TO**

Investors encouraging or even requiring that properties in their portfolio accept vouchers



# Onboard more mom-and-pop landlords



*The shift we wish  
to see in future*

---

**FROM**

Outsized administrative and  
compliance burden

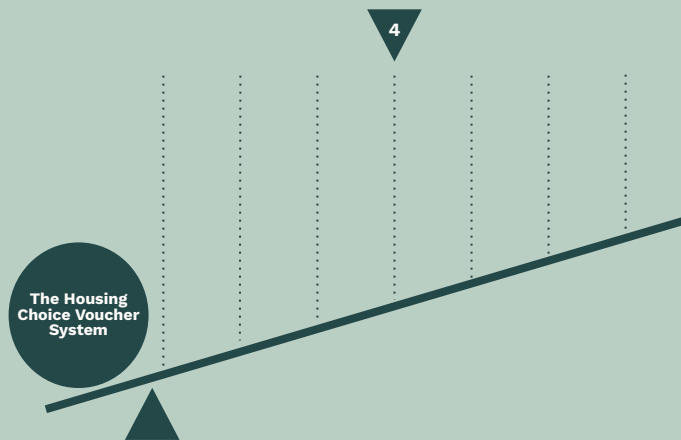


**TO**

Seamless, integrated administration and  
outsourced compliance



# Increase production of affordable housing



*The shift we wish  
to see in future*

---

## **FROM**

An acute shortage of rental units  
affordable to low-income families

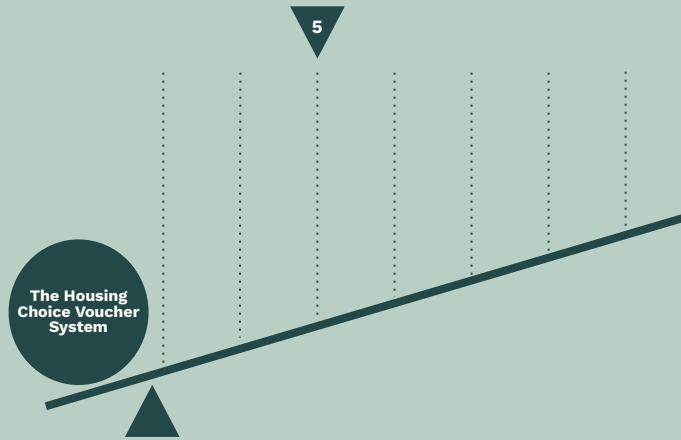
▼

## **TO**

Housing supply that better  
matches demand



# Grow and sustain CBO-led wraparound support for voucher holders



*The shift we wish  
to see in future*

---

## **FROM**

Some voucher holders have robust support, but most are on their own

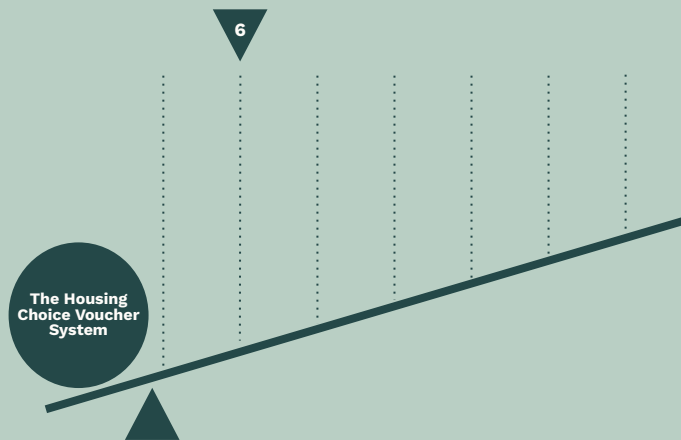


## **TO**

All voucher holders have access to tools, contacts, programs, and financial support needed to realize success



# Continue to improve the experience of engaging with PHAs



*The shift we wish  
to see in future*

---

## **FROM**

A process with pain points

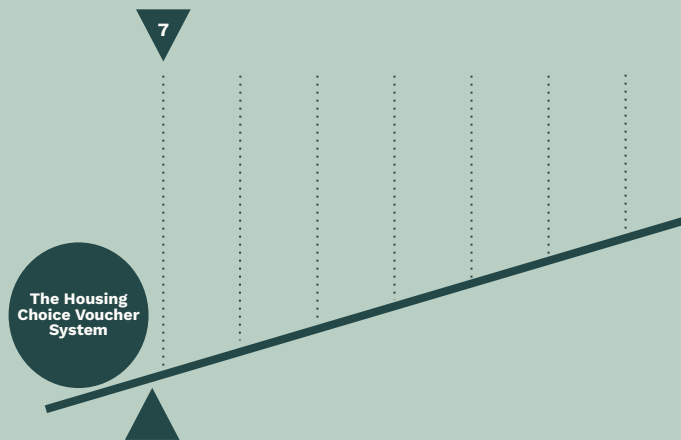


## **TO**

A smooth, seamless, and responsive process



# Correct misinformation and bring clarity to the process for landlords



*The shift we wish  
to see in future*

---

## **FROM**

Landlords leaning on myths and long ago experiences with PHAs



## **TO**

Landlords equipped with current and accurate information about how vouchers work



# Where to start tomorrow: quick(ish) wins

1	Master Sublease/ Corporate Sublease Agreements	To get voucher holders in units with the same speed as conventional renters, a third party organization (likely a nonprofit) can sign master lease agreements with an apartment and then sub-lease to voucher holders
2	Risk Mitigation Fund	A pool of funding to make repairs ensures that landlords are not financially responsible for any damage caused to a unit or any upgrades that need to be made to pass the HUD inspection; mitigation fund helps with peace of mind against worst-case scenarios
3	Close the Gap Fund	A pool of funding to bridge the gap between what the PHA can pay for the voucher standard and asking rent at a particular property so that voucher holders can access high-opportunity neighborhoods and landlords don't have to forfeit profit; fund can also help with miscellaneous costs to the voucher holders, like security deposits, application fees, etc.
4	Landlord Advocate	Peer-to-peer guidance between an experienced HCV landlord and a novice HCV landlord; landlords new to HCV will be assigned a veteran landlord to serve as a resource along the way; ideally, advocates would be paid for their time and expertise
5	HCV Process and Compliance SWAT Team	Funded and housed at a housing nonprofit, this external team could support landlords willing to accept vouchers but in need of help to get started and ensure compliance; could also conduct training for apartment staff and help troubleshoot when questions arise
6	PHA Hotline	Dedicated phone line for landlords and voucher holders to get questions answered on-the-spot
7	HCV Rent Calculator	A digital tool for HCV clients to instantly assess the asking rent of a prospective unit to determine if it meets the PHA's constraints and also works for their household budget



Increasing voucher uptake in and around Dallas will require complex systems-level change and a concerted expansion of involved stakeholders.

Most importantly, change requires fresh narratives about who voucher holders are. At the end of the day, voucher holders are just the same as any other renter, with similar aspirations and needs and constraints, who deserve a place to call home that they can be proud of.





**City of Dallas**

# **Digital Equity Initiatives Update**

**Workforce, Education,  
and Equity Committee**

**September 12, 2022**

Genesis D. Gavino  
Chief of Staff and Resilience Officer  
City Manager's Office



# Agenda



- Digital Divide Landscape
  - Households With No Internet Access
  - Fiber Availability
- Digital Equity Initiatives
  - Affordable Connectivity Program
  - Dallas Public Library Programs and Services
  - Digital Navigators Program
  - Digital Inclusion Week







# Digital Divide Landscape





<https://dallasgis.maps.arcgis.com/apps/webappviewer/index.html?id=3076076c348e4617859b213687147dc7>



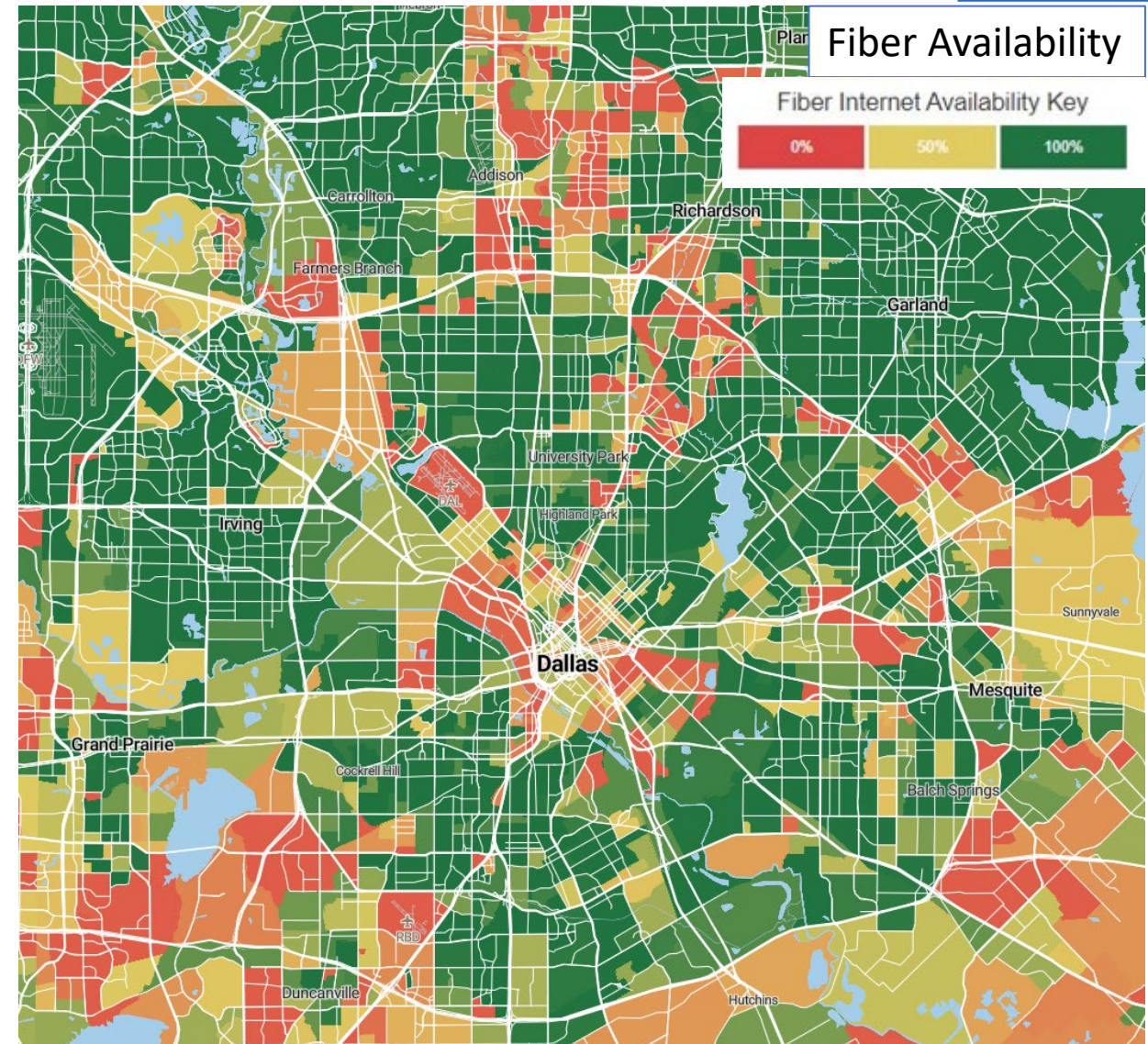


# Digital Divide Landscape: Fiber Availability



		Internet Providers in Dallas, TX	
Provider Name	Type of Service	Availability	Avg. Speed
AT&T	DSL	68.2%	64 Mbps
AT&T	Fiber	38.9%	999 Mbps
Spectrum	Cable	87.5%	940 Mbps
Frontier	DSL	22.0%	7 Mbps
Frontier	Fiber	21.2%	115 Mbps
Suddenlink	Cable	4.2%	818 Mbps
CenturyLink	DSL	2.4%	27 Mbps
Astound	Cable	2.2%	854 Mbps
Ultra Home	Fixed Wireless	41.8%	25 Mbps
NextLink	Fixed Wireless	34.6%	69 Mbps
Cirra	Fixed Wireless	29.3%	105 Mbps
Rise Broadband	Fixed Wireless	28.7%	35 Mbps

Source: <https://bestneighborhood.org/fiber-tv-and-internet-dallas-tx/>







# Digital Equity Initiatives





# Affordable Connectivity Program



- Discount of up to \$30/month toward internet service for eligible households
- One-time discount of up to \$100 to purchase a laptop, desktop computer or tablet
- Eligibility:
  - Household income at or below 200% of the Federal Poverty Guidelines;
  - Participant in SNAP, Medicaid, Federal Public Housing Assistance, Veterans Pension or Survivor Benefits, SSI, WIC or Lifeline;
  - Participant in Free and Reduced-Price Lunch Program or the School Breakfast Program

A graphic for the Affordable Internet Program. It features a blue banner with the text 'AFFORDABLE INTERNET' in white. Below the banner are three houses of different sizes, each with a Wi-Fi symbol above it. A yellow circle in the top right corner says 'Save up to \$30'. Below the houses, a text box states: 'A new initiative from the federal government, Affordable Connectivity Program, helps qualifying families pay their monthly Internet bill. <https://bit.ly/3zHKZLm>'. Below this is a blue box with the text 'WHO IS ELIGIBLE:' followed by three bullet points: 'Household income at or below 200% of the Federal Poverty Guidelines', 'Participant in SNAP, Medicaid, Federal Public Housing Assistance, Veterans Pension or Survivor Benefits, SSI, WIC or Lifeline', and 'Participant in Free and Reduced-Price School Lunch Program or the School Breakfast Program'. Below that is a green box with the text 'HOW TO ENROLL:' followed by two steps: 'Step 1: Call 877-384-2575 between 9 a.m. and 9 p.m. EST' and 'Step 2: Contact participating Internet provider'. A note below the steps says '\*Eligible households must both apply for the program and contact a provider.' At the bottom right are the FCC and City of Dallas logos.

**AFFORDABLE INTERNET**

Save up to \$30

A new initiative from the federal government, **Affordable Connectivity Program**, helps qualifying families pay their monthly Internet bill.  
<https://bit.ly/3zHKZLm>

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**HOW TO ENROLL:**

- **Step 1:** Call 877-384-2575 between 9 a.m. and 9 p.m. EST
- **Step 2:** Contact participating Internet provider

*\*Eligible households must both apply for the program and contact a provider.*

FCC City of Dallas





# ACP: Mayor's Back to School Fair



\$360 a year back into the pockets of residents



400 flyers distributed (300 English & 100 Spanish)



150 families visited the booth



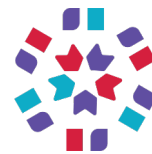
50 paper applications and pre-paid envelopes provided



40 applications successfully completed online



25:00 spent on average per applicant



Dallas Public  
**LIBRARY**

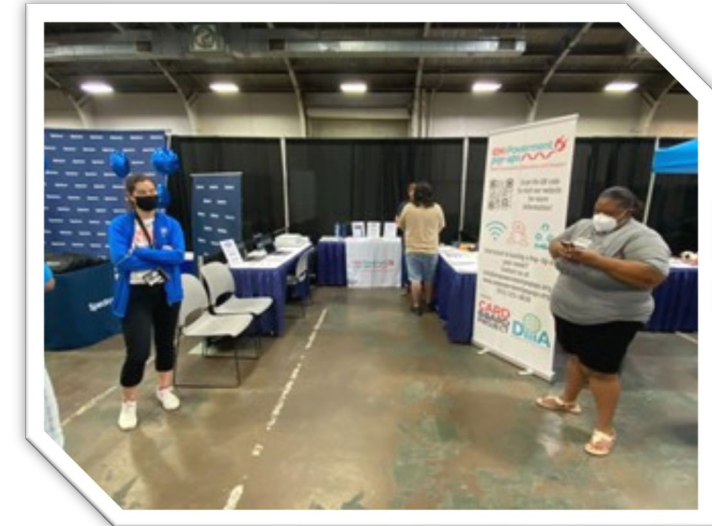
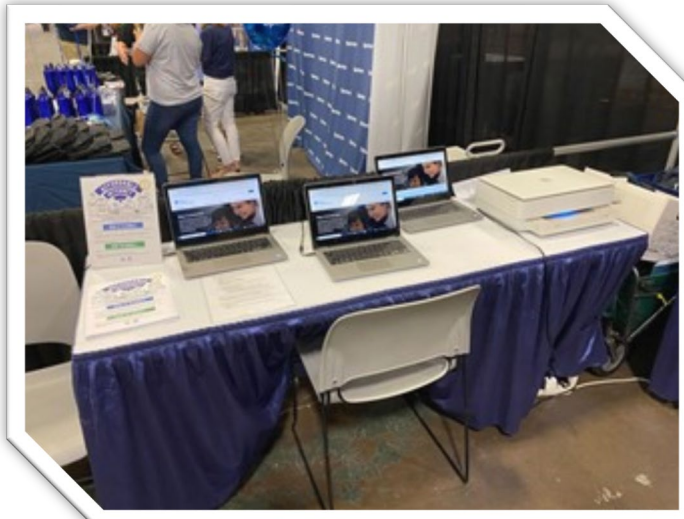
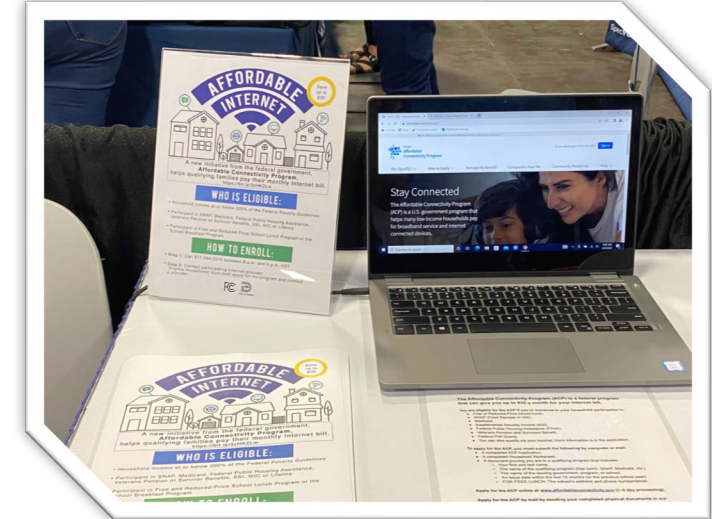
**CARD**  
**BOARD**  
**PROJECT**

**DIIA**  
Dallas Innovation Alliance





# ACP: Mayor's Back to School Fair





# ACP: Community Engagement Lessons Learned



- Language Accessibility
  - Multilingual staff are critical
  - All materials should be translated, at minimum, in Spanish
- Logistics
  - Assigned roles for staff and volunteers
  - Additional laptops needed and dedicated stations for each laptop
  - Signage and banners to direct attention
  - Laptops should have a camera function
- Training
  - FCC training on filling out the ACP





# ACP Enrollment by Zip Code



Zip Code	Estimated # of HH	Estimated # of HH, No Internet	# of Subscribers ACP Enrolled
75216	18,827	8,583	6,143
75217	23,659	8,499	5,236
75228	25,843	7,075	4,460
75227	19,059	5,797	3,604
75211	22,763	5,238	3,598
75243	28,350	4,235	4,966
75241	10,701	4,143	3,379
75232	11,467	3,626	2,151
75237	9,197	3,230	2,613
75220	14,495	3,178	1,642
75287	28,296	3,178	2,800
75231	17,849	2,888	2,830
75224	11,879	2,661	2,356
75212	8,183	2,469	2,351
75215	6,601	2,424	2,892
75203	6,759	1,996	1,342
75238	13,292	1,887	982
75240	10,283	1,859	1,260
75236	5,869	1,715	1,261
75214	16,061	1,480	611





# ACP Outreach Grant Program



- \$100M Allocation to FCC to administer program (competitive application)
- Funding to support eligible partners in their outreach efforts to increase awareness of the ACP
- Expand and support diverse and impactful outreach efforts to diverse communities
  - “Diverse populations include people of color, persons with disabilities, persons who live in rural or Tribal areas, and others who have been historically underserved, marginalized, or adversely affected by persistent poverty or inequality.”





# ACP Outreach Grant Program



**ACP Outreach Grant  
Program - \$100 Million**



**Your Home, Your  
Internet Pilot  
Program**

(up to \$10M)

Grants to  
Eligible  
Entities  
(\$5M)

FCC-Led  
Outreach  
(\$5M)



**ACP Navigator  
Pilot**

(up to \$5M)



**General  
ACP Grants**

Formula  
Allocation  
to States &  
Territories

Competitive  
Allocation to  
Tribal Govs

Competitive  
National  
Pool





# Dallas Public Library



- Hotspot and Laptop Lending Program
  - Over 20K checkouts of hotspots during FY22
- Created a Digital Literacy Coordinator position to streamline technology classes and education
- Partnerships with community organizations for digital literacy and skills training
  - CARDBoard Project
  - Parkland Health Services
  - Dallas Innovation Alliance
- Adult Learning Program
  - 296 Technology Education Programs
  - 1,280 Attending
- WiFi expansion at Library Buildings utilizing E-rate funding

## Bring the internet home



### Laptop + WiFi Hotspot

Check out a computer to use at home plus a mobile WiFi hotspot to access the internet!  
Laptops are checked out for 30 days with the option to renew if there are no outstanding requests. Request a laptop just like a library book and pick it up curbside through Library To Go.  
Laptops must be returned in person to the same location where they were borrowed during library hours.



Request a laptop+hotspot bundle using your library card! Visit <http://catalog.dallaslibrary.org/polaris/> or call the library.

## Traiga internet a casa



### Laptop + WiFi Hotspot

Saca una computadora para usar en casa con un punto de acceso inalámbrico para acceder a Internet. Computadoras portátiles sacan por 30 días con la opción de renovar si no hay peticiones pendientes. Se pide computadora portátil de la misma manera que un libro de la biblioteca y se la recoge en la acera de la biblioteca con cita. Se debe entregar las computadoras portátiles en persona al mismo sucursal de la biblioteca durante horario de trabajo.





# Digital Navigators Program



- **Access:** broadband infrastructure and reliable high-speed broadband plans available for purchase.
- **Affordability:** broadband service that is not only available but can be obtained at reasonable prices by all.
- **Devices:** residents own or have access to well-functioning, up-to-date computers-and have capacity to maintain and replace these devices if needed.
- **Skills:** Residents are able to make full use of computers and online resources, and thus are able to use these tools to communicate, work, learn, attend medical appointments, and accomplish other desired tasks all while avoiding online risks and harms.





# Digital Navigators Program



- Targeted Populations
  - Families with school-age children and adolescents
  - Higher-education students
  - Individuals who have lost employment or are otherwise income insecure
  - Immigrant and refugee communities
  - Senior citizens
  - Residents living in zip codes and census tracts identified in the “Households with No Internet Access” map
  - Residents living in 2022 Qualified Census Tracts
  - Residents living in communities of concentrated poverty





# Digital Navigators Program Timeline



- **September 2022**
  - Solicitation Published, Applications Accepted
- **November 2022**
  - Application Evaluation and Selection
- **December 2022**
  - City Council Action to Award Contracts





# Digital Inclusion Week 2022



- “Turning Our Moment into Movement”
- Nationwide week of awareness, recognition, and celebration
  - Addressing home internet access
  - Personal devices
  - Local technology training and support programs



**Digital**  
**Inclusion**  
W E E K

#DIW2022 | October 3-7, 2022





# NDIA Digital Inclusion Trailblazer Award

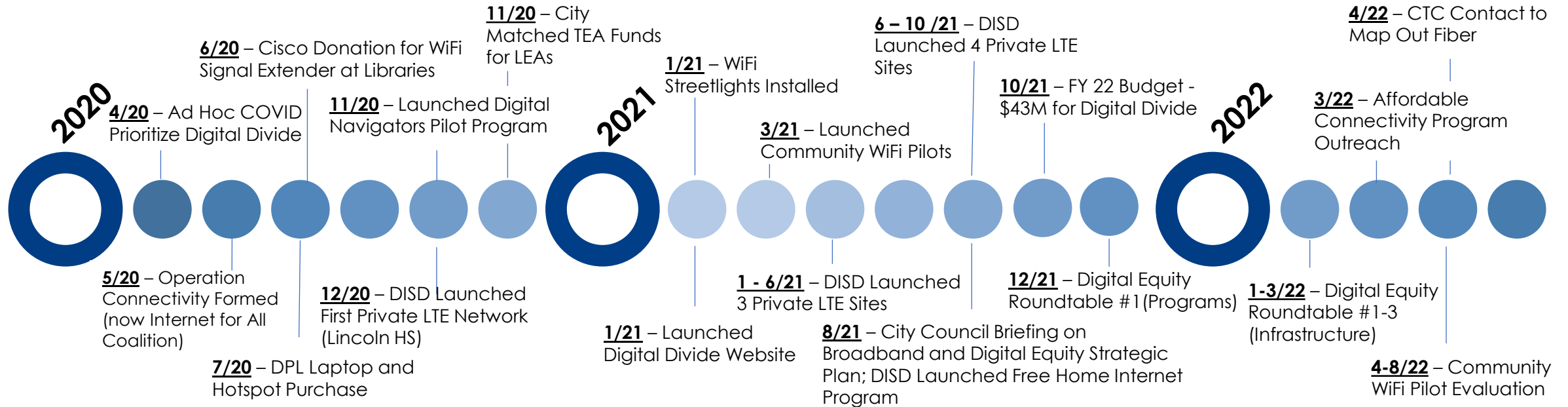


- One of 32 cities and counties recognized
- Six Indicators
  - Your local government has, or directly funds, at least one full-time staff dedicated to digital inclusion initiatives, policies and/or programs.
  - Your local government has a digital inclusion plan or is in the process of developing a plan.
  - Representatives of your local government participate in an open-access digital inclusion coalition.
  - Your local government has conducted or plans to conduct and publish survey research on Internet access and use by your residents.
  - Your local government directly funds community digital inclusion programming.
  - Your local government is taking steps to increase affordability of home broadband service.





# Digital Divide Actions



## Short Term

- WiFi Hotspots and Hardware Purchase
- Signal Extender Projects at Library locations
- Digital Navigators
- TEA Matching Funds Support for LEAs

## Medium Term

- Broadband and Digital Equity Strategic Plan
- Private Wireless Networks
- Community WiFi Pilots
- Street Light Pilot Project

## Long Term

- Implementation of Plan Recommendations
- Smart City Integration
- Leverage Additional Funds







# Internet for Dallas

powered by the Internet for All coalition



## Education



## Government



Federal Reserve Bank of Dallas



## Business



## Non-Profits, Community & Philanthropy



The Meadows Foundation  
Serving the People of Texas



## Collective Impact



EDUCATE TEXAS  
at COMMUNITIES FOUNDATION of TEXAS



NORTH TEXAS  
Innovation Alliance





# Next Steps



- **September – December 2022**
  - Digital Navigators RFCSP Solicitation, Evaluation, and Selection
- **October 2022**
  - Digital Inclusion Week 2022
- **Ongoing**
  - Community Engagement and Outreach







**City of Dallas**

# **Digital Equity Initiatives Update**

**Workforce, Education,  
and Equity Committee**

**September 12, 2022**

Genesis D. Gavino  
Chief of Staff and Resilience Officer  
City Manager's Office





**City of Dallas**

# **Supplemental Nutrition Assistance Program for Women, Infants and Children (WIC) Strategic Planning Update**

Jessica Galleshaw  
Director, Office of Community Care

Jeff Sullivan  
Senior Director, Child Poverty Action Lab

Cierria Jones  
Prenatal to Three Fellow, Child Poverty Action Lab



# Agenda for Today



WIC Program Overview

Strategic Partnership with CPAL

Progress this Year

Strategic Planning Update

Questions and Discussion







## The **Value** of the WIC Program

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



# WIC Racial Equity Plan Alignment



**Departmental Progress Measures:** Increase the monthly number of WIC clients receiving nutrition services by 25% in equity priority areas by July 2024 (zip codes 75210, 75215, and 75216)

- Baseline: 1,649 (September 2022)
- Target: 2,062 (July 2024)

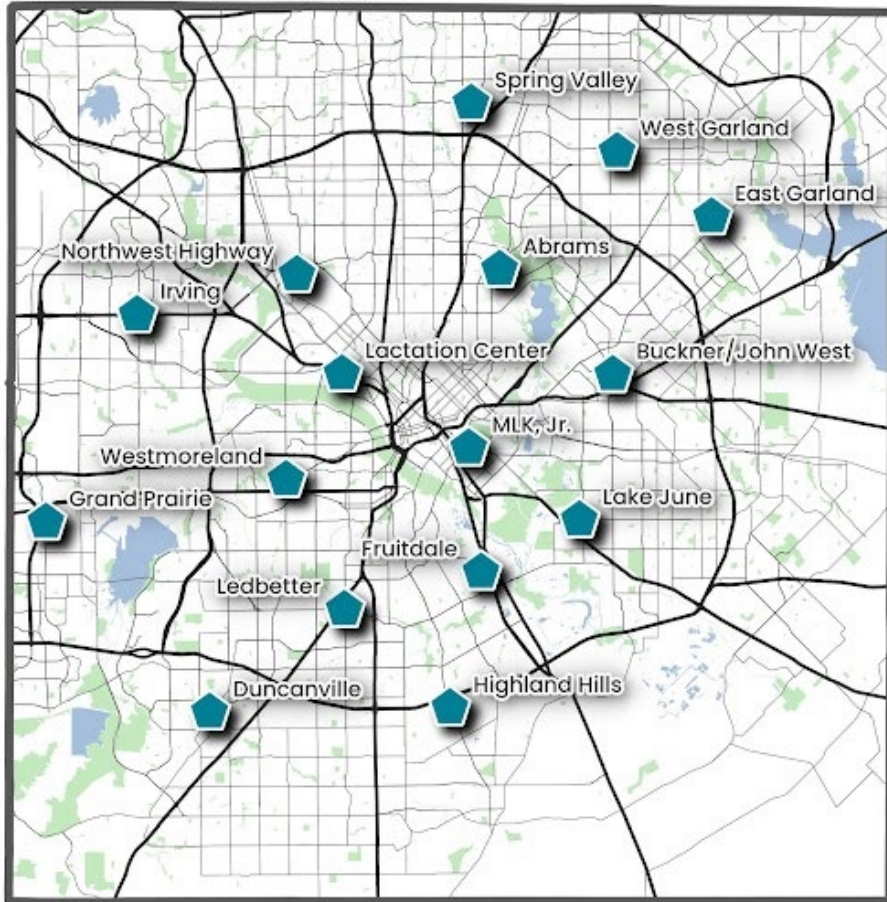
Additionally, WIC is aligned with several **Equity Indicators:**

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





# WIC Locations



16 Clinics across Dallas County...

...serving over 69,000 monthly participants...

...and growing!





# Agenda for Today



WIC Program Overview

Strategic Partnership with CPAL

Progress this Year

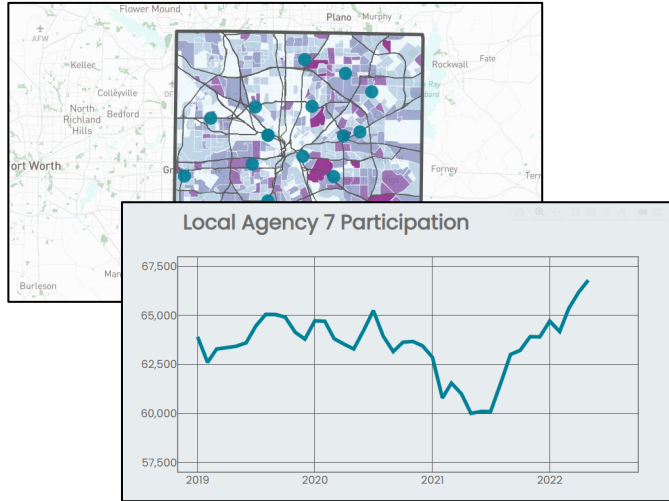
Strategic Planning Update

Questions and Discussion





# WIC & CPAL Partnership



**"Mobile WIC" is one of the high potential solutions we are currently focused on scaling**

**Goal: Bring mobile services to within 2 miles of all eligible women & children**

Mobile vans are used to transport materials and staff to sites within existing public spaces.

**Optimizing leases for brick & mortar WIC clinics to increase traffic and accessibility**

**Goal: locate all clinics in high density & eligibility areas**

- CPAL supporting with running analytics on neighborhoods with a high density of eligible women
- Examining what spaces are comfortable for and trusted by immigrant populations
- Also considering whether future projected demographics support longer lease timelines before signing

Dallas County: Total WIC eligible population\*



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

Innovation for next-gen **service & benefits delivery** across the agency

Facilitating **strategic planning sessions** in December 2021 & August 2022 for management team, goal-setting for 2023 & beyond





# CPAL and WIC Partnership - Initiatives



## 2019

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

## 2021

- VISTAs, co-managed by WIC and CPAL, test Playbook strategies and pilot programming

## Future/Ongoing

- Data and analytics process capacity building, embedding working with Office of Business and Data Analytics
- Clinic standardization tools
- Continued project piloting and support

## 2020

- Substantial impact to clinic operations and staffing due to COVID-19 impacted project timelines
- Best practices research
- VISTA program planning and recruitment

## 2022

- Strategic Planning
- Goalsetting and targets
- Clinic site and lease analysis tools
- Client experience mapping





# Agenda for Today



WIC Program Overview

Strategic Partnership with CPAL

Progress this Year

Strategic Planning Update

Questions and Discussion





# Our prior goals for 2022...



In 2022, Greater Dallas WIC sought to

**serve more participants**

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

**by professionalizing**

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

**a family-centered model**

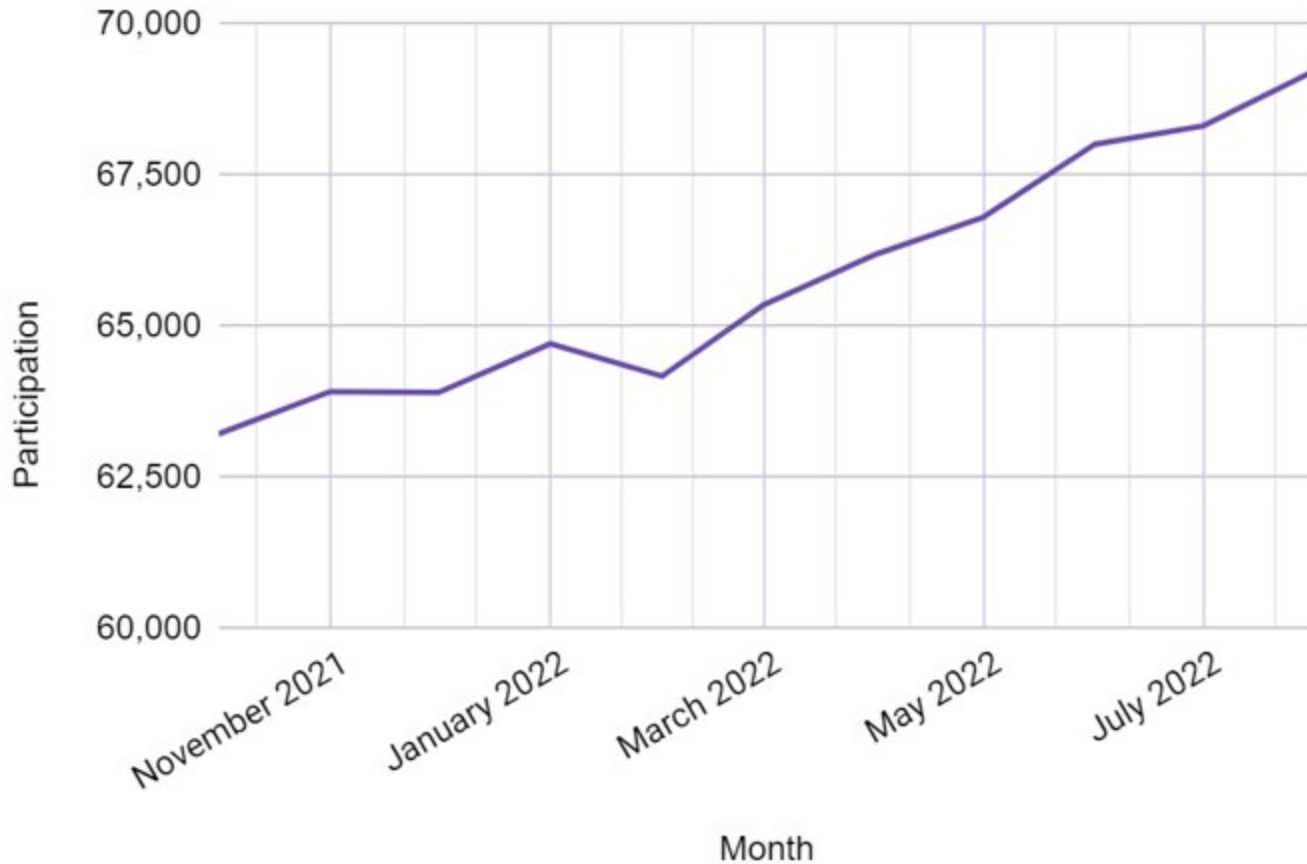
*Centering the health & wellness, material needs, & aspirations of **all caregivers & children** in the families in our community*

**of service & benefits delivery.**





# Progress to date in FY2022



**10% ↑**

*Growth in average monthly participation*

**51K**

*More residents served in FY2022 than in FY2021*

**\$1.8m**

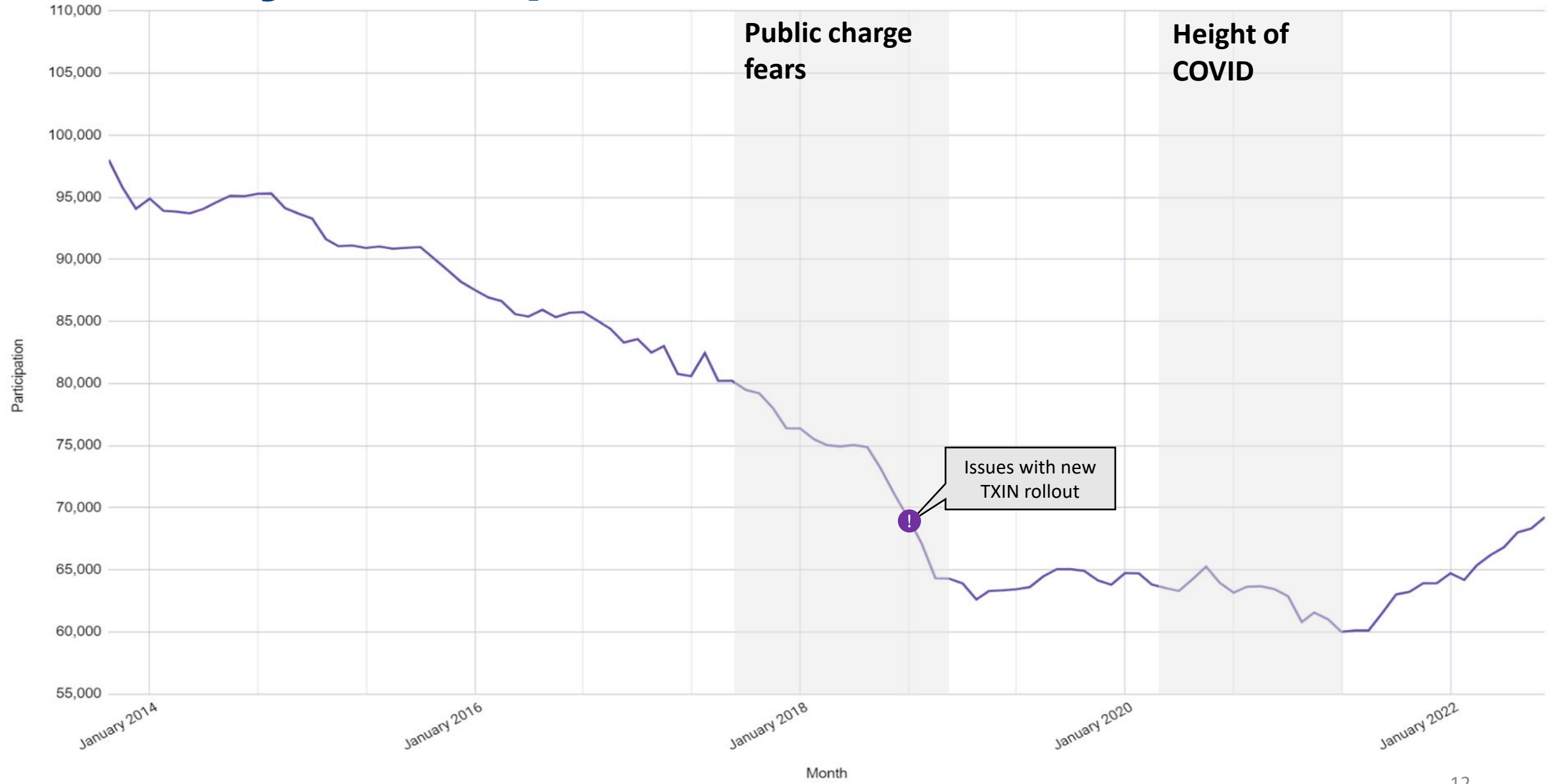
*More food benefits for families in Dallas*

**This growth has been especially important for vulnerable families given the concerns inflation and struggles to find childcare.**





# Monthly Participation





# Barriers to Overcome



We are currently serving an estimated 30% of our eligible participants in Dallas County – and **working to navigate serious barriers our clients face** in participating in the WIC Program:

## Those we can control...



Clinic locations can be far from eligible residents



Appointments and wait times can be long



Shopping with WIC benefits can be challenging



Eligible families are not always aware of WIC and its benefits

## ... and those we cannot



Concerns/fears of 'public charge'



Enrollment requirements can be cumbersome



WIC participation can be tied to macroeconomic trends





# What's happening in Greater Dallas WIC?



## Improved organizational structure

*Focusing on staffing alignment within clinics  
& maintaining appropriate staff-to-client  
ratios at all levels*



## Clinic standardization & excellence

*Overhauling physical space & establishing a  
welcoming environment across clinics to ensure  
a high-quality experience for staff and clients*



## Data-driven and equity lens

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



## Ensuring quality service delivery

*Creating standard processes & ensuring  
consistent application of best practices in client  
services & nutrition education*



wic





# Agenda for Today



WIC Program Overview

Strategic Partnership with CPAL

Progress this Year

**Strategic Planning Update**

Questions and Discussion





# A strong objective for FY2023...



In 2023, Greater Dallas WIC will

**serve more participants**

*Achieving a **.75% average monthly increase** to serve over 870,000 participants, with a focus on pregnant moms & children over 1*

**by professionalizing**

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

**a family-centered model**

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

**of service & benefits delivery.**

***Standardizing clinic operations & points of excellence** by providing quality service during the first point of contact, nutrition education, & throughout the entire WIC user journey*





# Key actions for WIC in 2023



## Fill open positions and staff clinics adequately

*Continue to hire as needed to ensure necessary staff to deliver the support our families need and improve outcomes for Dallas, and work with HR to develop a recruitment model for critical roles, such as WIC Certifying Specialists*



## Increase training and development opportunities for all staff

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



## Develop tools to drive clinic excellence with new standards

*Establishment and implementation of standard practices to contribute to consistent high-quality client engagement and service delivery across sites, with continued innovation*



## Continued focus on data driven decision-making and strategy

*Continue the strategic planning work, including Racial Equity Plan goal setting, updating short- and long-term goals and metrics, and identifying specific strategies & actions*





# Targets carry huge impact for Dallas



## Targets for FY2023

**.75%**

*Sustained average monthly growth rate in participation*

**80k**

*Growth (over FY22) in annual participation across Dallas*

**\$2.9m**

*Additional food benefits delivered to Dallas families*

**\$1m**

*Additional earned revenues from increased participation*

## Targets for FY2028

**50%**

*Participation amongst eligible population in Dallas*

**400k**

*Growth in annual participation across Dallas*

**\$14m**

*Additional food benefits delivered to Dallas families*

**\$4m**

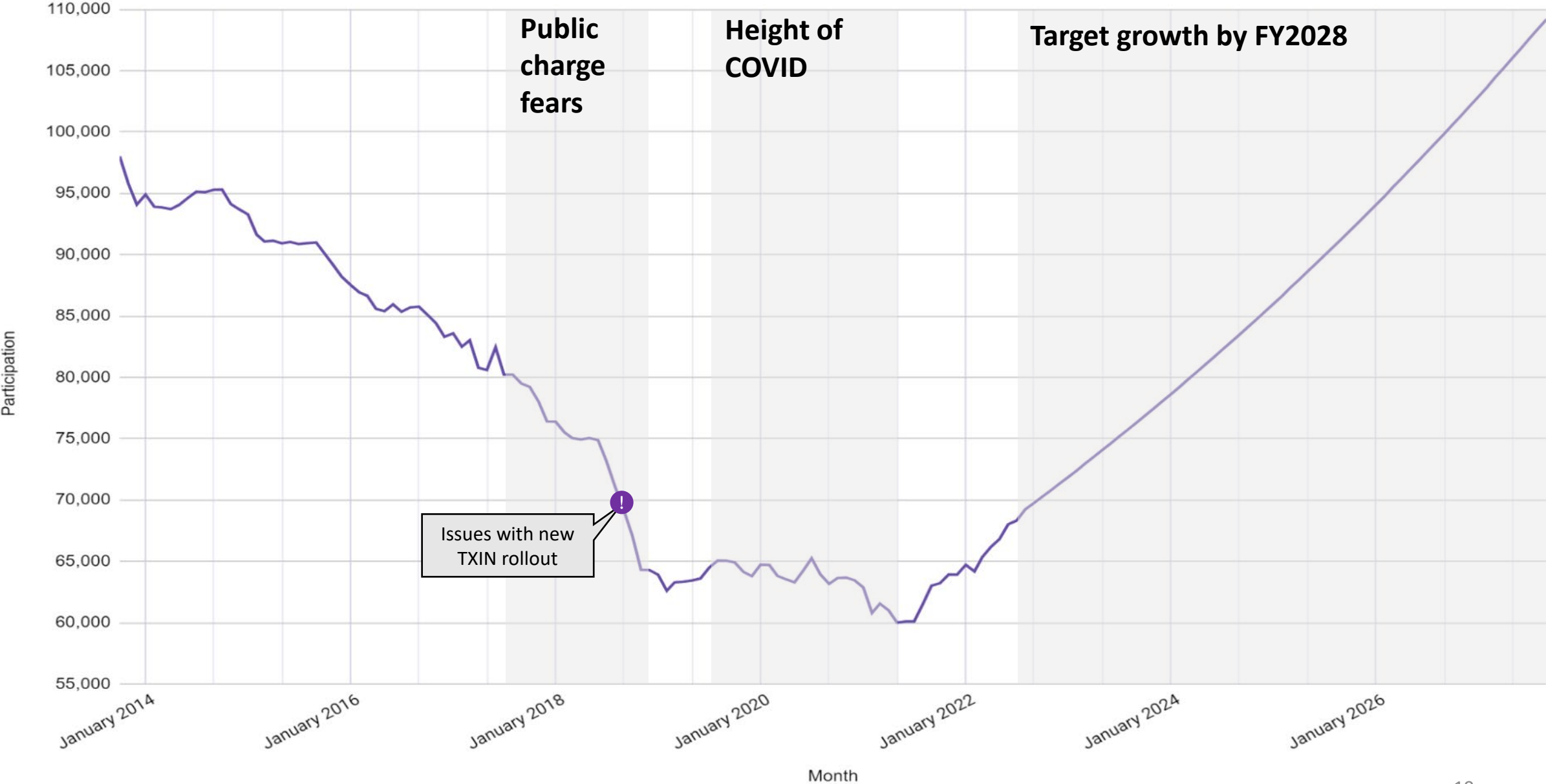
*Additional earned revenues from increased participation*



1) Growth and increase numbers relative to FY2022 – 780,000 total annual participation



# Monthly Participation





# Next Steps



- Requesting Workforce, Education, and Equity (WEE) Committee to recommend approval of an upcoming agenda item to accept funds for the remaining period of the current 5-year agreement with Texas HHS
- WIC and CPAL continue work to finalize and complete projects aligned with strategic goals and plans
- WIC will review participation targets and update goals annually





# Agenda for Today



WIC Program Overview

Strategic Partnership with CPAL

What's new at Greater Dallas WIC?

Upcoming Milestones

Questions and Discussion







**City of Dallas**

# **Supplemental Nutrition Assistance Program for Women, Infants and Children (WIC) Strategic Planning Update**

Jessica Galleshaw  
Director, Office of Community Care

Jeff Sullivan  
Senior Director, Child Poverty Action Lab

Cierria Jones  
Prenatal to Three Fellow, Child Poverty Action Lab





# Appendix





# WIC supports health & wellness in Dallas



## What is the WIC program?

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

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

## How are WIC services delivered?

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

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

## Who are the recipients of WIC?

Eligible participants for WIC services must meet the following criteria:

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

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





# Program Eligibility



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





# Program Eligibility – Nutrition Risk



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





# WIC Services – Nutrition Education



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





# Memorandum



CITY OF DALLAS

DATE September 9, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Racial Equity Plan Community Engagement and Policy Measures**

On Wednesday August 24, 2022, City Council approved the Racial Equity Plan (REP). The Office of Equity and Inclusion (OEI) will continue to engage residents, businesses, nonprofits, philanthropists, and other stakeholders in the REP process through community events, social media campaigns, the OEI newsletter and website updates. This memo serves two purposes 1) provides an update on the next community engagement phase and 2) provides an outline on the policy related measures.

## **Ongoing Community Engagement and Outreach**

OEI held a community engagement event on September 8, 2022, at the West Dallas Multipurpose Center.

As a part of this REP community engagement phase, events are focus on building out the strategic framework for the Big Audacious Goals (BAGs) inclusive of Action Targets, and to highlight next steps for the implementation of the REP. OEI is scheduled to hold another community engagement event on:

- September 10, 2022: Hampton-Illinois Branch Library, 2951 S Hampton Road, Dallas, TX 75224, 11:00 am – 12:00pm

For more additional information on upcoming REP events, please visit the [Office of Equity and Inclusion website](#).

## **Policy Measures**

During the August 8, 2022, Workforce, Education and Equity Committee Vice Chair Thomas requested a breakdown of the REP department progress measures (DPMs) with a policy recommendation with corresponding Council Committee. The following information highlights the approximately 9% of REP DPMs have been identified as policy measures outlined and corresponding committee:

### **Economic Development Committee:**

Convention & Event Services [DPM #1]	Permit mobile food vending areas in 3 equity priority areas with goal of adding 1-2 per year (Per Council Approval)
City Controller's Office [DPM #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



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**Racial Equity Plan Community Engagement and Policy Measures**

	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.
Office of Historic Preservation [DPM #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.
Office of Historic Preservation [DPM #2]	Make a recommendation to City Council to assess City support for historical homes/structures that are not tied to property value.
Office of Historic Preservation [DPM #4]	Make a recommendation to increase the number of residents from historically disadvantaged communities on the Landmark Commission by October 2026.
Planning and Urban Design [DPM #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).

**Environment & Sustainability**

Planning and Urban Design [DPM #4]	Work with MCC to recommend changes to the City's Zoning ordinance and rules and procedures for boards and
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## Racial Equity Plan Community Engagement and Policy Measures

	commissions to better describe the qualifications and to reflect the city's population in accordance with the City Charter be end of FY22-23.
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### **Government Performance & Financial Management**

Civil Services [DPM #5]	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.
Mayor and City Council Office [DPM #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.

### **Housing & Homelessness Solutions**

Housing & Neighborhood Revitalization [DPM #1]	Complete revisions to the Comprehensive Housing Policy based on the Equity Audit by December 2022.
Office of Homeless Solutions [DPM #2]	In partnership with OGA and OEI, recommend a source of income discrimination legislation by December 2023.
Office of Homeless Solutions [DPM #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.

### **Public Safety**

Court & Detention Services [DPM #4]	Based on observation, provide considerations addressing underlying
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**Racial Equity Plan Community Engagement and Policy Measures**

	<p>cause of illegal dumping by December 2022:</p> <ul style="list-style-type: none"><li>• Add a Transfer Station in Southern Dallas.</li><li>• Increase the operation of landfills from 1 day a week to 3 days a week for residents in Southern Dallas.</li></ul>
Dallas Fire & Rescue [DPM #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.
Office of Community Police Oversight [DPM #6]	By December 2024, make a recommendation to DPD to extend the time to make a complaint from 60 days to 90 days.
Office of Emergency Management [DPM #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.

**Quality of Life, Arts, & Culture**

Code Compliance Services [DPM #1]:	Recommend Boarding Home ordinance improvements (related to living conditions, repeat violations, etc.) to City Council by May 2023.
Park & Recreation [DPM #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.
Sanitation Services [DPM #1]	Make a recommendation to City Council to develop a Dallas Rate Assistance Program to support income-eligible



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## Racial Equity Plan Community Engagement and Policy Measures

	households with utility fees by October 2023.
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### **Transportation & Infrastructure**

Aviation [DPM #2]	By December 2023, make a recommendation to DART to run earlier (4:30am) dedicated routes to Love Field and Dallas Executive Airport.
Bond & Construction Management [DPM #1]	<p>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.</p> <p><i>(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.)</i></p>
Bond & Construction Management [DPM #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 2023]

### **Workforce, Education, & Equity**



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SUBJECT **Racial Equity Plan Community Engagement and Policy Measures**

Communications Outreach, & Marketing [DPM #9]	By November 2024, establish cross-departmental policy recommendation rooted in equity and inclusion by incorporating audit outcomes to explicitly define outreach, engagement, and the processes for meaningful public participation.
Office of Equity and Inclusion	Upon adoption of the Racial Equity Plan, WEE Committee will maintain committee oversight of the overall plan development.

### **Next Steps**

OEI is working on additional community outreach and engagement events to be scheduled throughout of the month of October. Residents, organizations and other stakeholders are encouraged to contact the Office of Equity and Inclusion regarding scheduling an engagement event for their group or business by emailing [equity@dallas.gov](mailto:equity@dallas.gov).

If you have any questions, or need additional information regarding this memo, please contact Dr. Lindsey Wilson, Director of the Office of Equity and Inclusion at [lindsey.wilson@dallas.gov](mailto:lindsey.wilson@dallas.gov).



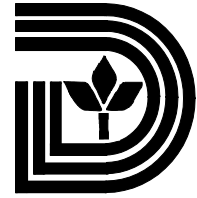
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Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



# Memorandum



CITY OF DALLAS

DATE September 9, 2022

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

TO Jaynie Shultz (Chair), Casey Thomas (Vice- Chair), Jaime Resendez, Paula Blackmon, Jesse Moreno, Adam McGough, and Omar Narvaez

SUBJECT **Small Business Center Workforce Development Pilot Pre- Entry and Re-Entry Grants**

The purpose of this memorandum is to provide an update on the workforce pre-release and re-entry grants (Chance and Re-Entry Career Pathways) approved by City Council in December 2021.

These grants, supported by general funds and Texas Department of Criminal Justice for a combined total of \$1,000,000, will provide pre-release job readiness training and re-entry services for workforce training to formally incarcerated individuals that are currently on probation or parole. The workforce training will address the skill gaps in the Dallas labor market for transportation and construction workers. The focus will be on commercial driver's license and commercial construction industry credentials to meet industry requirements. In addition, job readiness services will be provided for those individuals who are currently incarcerated pending release in 3-6 months.

The grant solicitation opened April 2022 and closed June 2022 with five active vendor submissions who scored as follows:

Supplier	Total pts (out of 100)
Regional Black Contractors Association	98.33
Volunteers of America Texas	93.33
First Step Community Empowerment	90
Resilient Consulting, LLC	73.33
Zan Wesley Holmes, Jr. Community Outreach Center	68.33

Based upon the scores and service needs, the Small Business Center will be recommending the following applicants for funding for City Council action on September 28, 2022:



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SUBJECT **Small Business Center Workforce Development Pilot Pre- Entry and Re-Entry Grants**

Vendor	Amount	Services
<b>Regional Black Contractors Association</b>	\$500,000	Construction certificate training
<b>Volunteers of America</b>	\$250,000	Pre-release job readiness, life skills and financial literacy training
<b>First Step Community Empowerment</b>	\$250,000	On-the-Job basic construction and CDL training

Staff will be available during the Workforce, Education, and Equity Committee meeting on September 12, 2022, to respond to questions or provide additional information. In the meantime, please feel free to contact me or Joyce Williams, Director, Small Business Center at [joyce.williams@dallas.gov](mailto:joyce.williams@dallas.gov).



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# Memorandum



CITY OF DALLAS

DATE September 8, 2022

TO Honorable Members of the Workforce, Education and Equity Committee

SUBJECT **Upcoming Office of Community Care Council Agenda Items**

On September 28, 2022, multiple Office of Procurement Services items for Office of Community Care will be considered by Dallas City Council. Additionally, four Office of Community Care item will be considered.

## **Office of Procurement Services Items:**

**Item 22-1560:** Authorize a (1) one-year service price agreement in the estimated amount of \$200,000, with a one year renewal option in the estimated amount of \$200,000 as detailed in the Fiscal Information section, for the administration of a citywide program for tax assistance for the Office of Community Care; and (2) one-year service price agreement in the estimated amount of \$400,000, with a one year renewal option in the estimated amount of \$400,000 as detailed in the Fiscal Information section, for increased service delivery capacity for Volunteer Income Tax Assistance for the Office of Community Care - Foundation Communities, most advantageous proposer of two - Total estimated amount of \$1,200,000.00 - Financing: General Fund (\$400,000.00) and Coronavirus State and Local Fiscal Recovery Fund (\$800,000.00) (subject to annual appropriations)

This item reflects a procurement that combined general funds for core programming, and American Rescue Plan Act funds for increased capacity, year-round outreach and education, and expanded service delivery responsive to the pandemic. The general fund agreement will support a one-year agreement with a one-year renewal to implement a city-wide tax assistance program, while the ARPA agreement will authorize a one-year contract with a one-year renewal for outreach and year-round services. Both contracts are being awarded to Foundation Communities through a competitive procurement process that enabled proposers to propose for one or both service categories. Tax assistance programs help ensure that low-income residents are able to access free tax preparation services from trained volunteers, avoid predatory practices that are sometimes associated with some paid preparers, and ensure access to available tax credits, such as the Child Tax Credit and the Earned Income Tax Credit, which according to a [2017 report](#) from the House Committee on the Budget, is considered to be the United States government's largest need-tested, cash benefits anti-poverty program.

**Item 22-2058: Financial Empowerment Centers:** Authorize a two-year service contract for three financial empowerment centers (FECs) for the Office of Community Care – Women in Need of Generous Support (WiNGS) in the amount of \$2,988,075.00,



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## **Upcoming Office of Community Care Council Agenda Items**

most advantageous proposers of five - Total not to exceed \$2,988,075.00 - Financing: General Fund (subject to annual appropriations)

WiNGS has been a longstanding provider of financial coaching services, including financial coach training. Approval of this item will enable the program to expand to three additional FEC sites, in the Redbird area (75237) in collaboration with Crossroads, and in northern Oak Cliff (75208) and Pleasant Grove (75217) in collaboration with Salvation Army. The FECs will enhance and expand current program capacity, creating a total of 5 FECs in Dallas. The current centers are administered by CitySquare in South Dallas (75226) and by International Rescue Committee in Vickery Meadow (75206) and will not be impacted by these new agreements.

**Item 22-2059: Drivers of Poverty:** Authorize two, two-year service contracts and two, one-year service contracts for Drivers of Poverty programming in the categories of Making Food Accessible, Community Mental Health, Positive Youth Development and Client Assistance for the Office of Community Care – in the amount of \$1,600,291.00, most advantageous proposer(s) in each category of thirteen proposals - Total not to exceed \$1,600,291.00 - Financing: General Fund (subject to annual appropriations)

The item will authorize five contracts with providers to deliver Drivers of Poverty Services, including Community Mental Health services, Making Food Accessible Programs, Positive Youth Development programs, and Client Assistance. Contracts are being awarded to multiple providers based on evaluation scores. All programs are targeting one or more priority population that has been identified in the “drivers of poverty”. These “drivers” are listed below:

1. Income – Sharp decline in median income and the declining share of middle-income households
2. Transportation – Lack of affordable transportation
3. Home Ownership – Lack of home ownerships/high rental percentage/single family rentals
4. Concentrated Poverty – Increasing number of neighborhoods of concentrated poverty
5. Children in Poverty – High number of households with children living in poverty
6. Educational Attainment – Lack of educational attainment
7. English Proficiency – High percentage of Limited English Proficiency (LEP) residents
8. Single Women Head of Household – High poverty rates for single women heads of households with children
9. Teen Birth – High teen birth rates

Awards by category are as follows:

- Community Mental Health – Harmony Community Development Corporation is being awarded a contract for the delivery of mental health services for the



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delivery of services that help individuals access behavioral health and counseling as well as lay-person education services.

- Making Food Accessible – Harmony Community Development Corporation and the Bridge Homeless Recovery Center are being awarded contracts in this category to deliver services that enable food access among target populations.
- Positive Youth Development – After School All Stars is being awarded a contract in this category to deliver positive youth development programming to youth in an afterschool setting, to help youth achieve their full potential and to promote protective factors related to risky behaviors.
- Client Assistance – Harmony Community Development Corporation and iLookLikeLove are being awarded contracts in this category to provide temporary financial assistance, including utility assistance, transportation vouchers, food vouchers, and/or the provision of critical non-food items, such as hygiene products, toilet paper, diapers, etc.

**Item 22-TBD: Re-Entry Services:** Authorize one one-year service contract in the amount of \$500,000.00 with two one-year renewal options of \$250,000.00 with Redemption Bridge for Texas Department of Criminal Justice (TDCJ) Re-Entry Services Wraparound and Social Supports and two and two, two-year service contracts for with Redemption Bridge and Salvation Army for Re-Entry Services Wraparound and Social Supports for the Office of Community Care – Total not to exceed \$2,000,000.00, most advantageous proposer(s) in each category of three proposals – Financing: Texas Department of Criminal Justice Grant Funds and General Fund (subject to annual appropriations)

This item reflects a procurement that combined funding from the City's general fund with grant funding from the (TDCJ). Similar services were sought to provide individuals that have been recently released from incarceration to gain housing, social support and access to basic needs and stabilization services. A major focus of programming is assisting re-entry clients in obtaining and maintaining housing. Funding from TDCJ came with an additional stipulation that funds must be used only for clients that have been released from TDCJ facilities.

Salvation Army and Redemption Bridge are each being awarded contracts through the City's general funds component that will include a one-year contract of up to \$250,000 with a one-year renewal option to deliver these services. Additionally, Redemption Bridge is being awarded TDCJ funds, in the amount of \$500,000 for the first year, with two one-year renewal options in the amount of \$250,000 each year, contingent on State and City appropriations.

### **Office of Community Care Items:**



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## **Upcoming Office of Community Care Council Agenda Items**

**Item 22-1580:** Authorize contracts with fully licensed childcare providers (Exhibit A), and with any other fully licensed childcare providers, pursuant to the Early Childhood and Out-of-School Time Services Program (the “ECOSTS Program”), selected by eligible parents who meet the requirements of the ECOSTS Program for the period October 1, 2022 through September 30, 2023 - Not to exceed \$550,000.00 - Financing: 2022-23 Community Development Block Grant Fund

The program provides subsidies for eligible children for the childcare provider of their choice. The City’s portion is paid directly to the provider. This agenda item authorized the contracts necessary for this service.

**Item 22-1932:** Authorize the (1) acceptance of the remaining three years of funding of the award from the Texas Health and Human Services Commission (HHSC) for the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) provided under the five-year contract executed on September 28, 2020 with the HHSC (Contract No. HHS000802300001, CFDA No. 10.557 in the amount of \$52,390,019.00 for the period October 1, 2023 through September 30, 2025, (2) establishment of appropriations in an amount not to exceed \$52,390,019.00 in FY 2023-25 WIC Program Funds; (3) receipt and deposit of grant funds for reimbursement from the HHSC in an amount not to exceed \$52,390,019.00 in FY 2023-25 WIC Program Funds; and (4) execution of any and all documents required for acceptance and receipt of the funds - Not to exceed \$52,390,019.00 - Financing: Health and Human Services Commission Grant Funds

The City has a multi-year contract with HHSC for delivery of WIC services in Dallas County through FY2025 and has received a funding award letter for FY2023, as well as a Funding Letter for the full contract period. Funds from HHSC fully pay for all aspects of WIC service delivery.

**Item 22-1994:** Authorize the acceptance of the Community Challenge Grant from AARP, a social welfare organization, in the amount of (1) \$10,000.00 in a one-time payment for the period of September 1, 2022, through December 31, 2022; (2) for the purchase and install of five benches and two signs at the West Dallas Multipurpose Center; and (3) execution of the grant agreement and all terms, conditions and documents required by the agreement - Not to exceed \$10,000.00 - Financing: AARP 2022 Community Challenge Grant Funds

The funds will allow for the purchase of benches and signage at the West Dallas Multipurpose Center to contribute to walkability in the facility’s exterior. Benches will be installed in areas to allow for shaded breaks and/or with access to various garden areas on the grounds.

**Item 22-2011:** Authorize the acceptance of the Interlocal Agreement between the City of Dallas and the County of Dallas to allow (1) for the use of the facilities at the West Dallas Multipurpose Center, a facility of the City of Dallas, to provide the community with vaccinations for the Monkeypox; and (2) to provide for the execution of the agreement



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and all terms, conditions and documents required by the agreement, for a period of October 1, 2022 through September 30, 2023 - Financing: No cost consideration to the City.

These services will be delivered by DCHHS staff and the City will incur no added cost for delivery of this service to reach more residents through its vaccination outreach.

If you have any questions or concerns, please contact me or Office of Community Care Director, Jessica Galleshaw, at [Jessica.Galleshaw@dallas.gov](mailto:Jessica.Galleshaw@dallas.gov).



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