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**CITY SECRETARY
DALLAS, TEXAS**

City of Dallas

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

Public Notice

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POSTED CITY SECRETARY
DALLAS, TX



Workforce, Education, and Equity Committee

March 7, 2023

9:00 AM

(For General Information and Rules of Courtesy, Please See Opposite Side.)

(La Información General Y Reglas De Cortesía Que Deben Observarse

Durante Las Asambleas Del Consejo Municipal Aparecen En El Lado Opuesto, Favor De Leerlas.)

2022 CITY COUNCIL APPOINTMENTS

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

(C) – Chair, (VC) – Vice Chair

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Handgun Prohibition Notice for Meetings of Governmental Entities

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

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Call to Order

MINUTES

1. [23-637](#) Approval of the February 13, 2023 Workforce, Education, and Equity Committee Meeting Minutes

Attachments: [Minutes](#)

BRIEFING ITEMS

- A. [23-638](#) Equity and Education (External): Research to Support Student Success: Evictions Study
[Ashley Flores, Senior Director, Child Poverty Action Lab; Camille Gilchrist, Director of GIS & Data Visualization, Dallas College]

Attachments: [Presentation](#)

- B. [23-639](#) Equity (Internal): Racial Equity Plan Update
[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Dr. Lisa Rainey, Equity Manager, Office of Equity and Inclusion; Sarah Cotton Nelson, High Flying Strategy]

Attachments: [Presentation](#)

- C. [23-640](#) Equity (Internal): Strategic Engagement and Customer Service Presentation
[Genesis D. Gavino, Chief of Staff, City Manager's Office]

Attachments: [Presentation](#)

BRIEFING MEMORANDUMS

- D. [23-641](#) Equity (Internal): Environmental Justice Equity Indicators Update
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Attachments: [Memorandum](#)

- E. [23-643](#) Equity (Internal): Update on Cities and Counties for Fine and Fee Equitably (CAFFE)
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Attachments: [Memorandum](#)

- F. [23-644](#) Equity (Internal): Update on Racial Equity Projects Outline - Family Support and Empowerment Initiative and Housing Stability through Rent Subsidies and Relocation Assistance Program
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's 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]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
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5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex Govt. Code §551.089]



City of Dallas

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

Agenda Information Sheet

File #: 23-637

Item #: 1.

Approval of the February 13, 2023 Workforce, Education, and Equity Committee Meeting Minutes

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, FEBRUARY 13, 2023

23-0019

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

PRESENT: [7] Schultz, Thomas, Moreno (**9:03 a.m.), *Resendez (**9:09 a.m.), Narvaez (**9:26 a.m.), *McGough, *Blackmon

ABSENT: [0]

The meeting was called to order at 9:02 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 10:47 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, FEBRUARY 13, 2023

EXHIBIT A

RECEIVED

2023 FEB -9 PM 1: 18

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Workforce, Education, and Equity Committee

February 13, 2023

9:00 AM

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<https://dallascityhall.webex.com/dallascityhall/j.php?MTID=m8ae39f4edc55f08c01493e405aba4e99>

Call to Order

MINUTES

1. [23-518](#) Approval of the January 9, 2023 Workforce, Education, and Equity Committee Meeting Minutes

Attachments: [Minutes](#)

BRIEFING ITEMS

- A. [23-519](#) Talent Acquisition Update and Next Steps
[Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office; Nina Arias, Director, Human Resources; Jarred Davis, Board Secretary and Director, Civil Service Department]

Attachments: [Presentation](#)

- B. [23-521](#) Financial Empowerment Programming Update and Financial Empowerment Centers in Locations Across Dallas
[Jessica Galleshaw, Director, Office of Community Care; Cruz Correa, Program Manager, Office of Community Care]

Attachments: [Presentation](#)

BRIEFING MEMORANDUMS

- C. [23-520](#) Green Job Skills Program Update
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Attachments: [Memorandum](#)

- D. [23-522](#) Small Business Center Workforce Development Upskilling Dallas Grant
[Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office]

Attachments: [Memorandum](#)

- E. [23-523](#) Upcoming City Manager's Office Agenda Items - 2023 Digital Navigators Program
[Genesis D. Gavino, Chief of Staff, City Manager's Office]

Attachments: [Memorandum](#)

- F. [23-524](#) Upcoming Office of Community Care and Office of Procurement Services Agenda Item Relating to Senior Dental Program - February 22, 2023
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Attachments: [Memorandum](#)

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MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, FEBRUARY 13, 2023

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

FEBRUARY 13, 2023

Item 1: Approval of the January 9, 2023 Workforce, Education, and Equity Committee Meeting Minutes

Councilmember Thomas moved to adopt the minutes as presented.

Motion seconded by Councilmember Moreno and unanimously adopted. (Resendez, Narvaez absent when vote taken)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

FEBRUARY 13, 2023

BRIEFING ITEMS

Item A: Talent Acquisition Update and Next Steps

The following individuals briefed the committee on the item:

- Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office;
- Nina Arias, Director, Human Resources;
- Jarred Davis, Board Secretary and Director, Civil Service Department; and
- Brita Andercheck, Chief Data Officer, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

FEBRUARY 13, 2023

BRIEFING ITEMS

Item B: Financial Empowerment Programming Update and Financial Empowerment Centers in Locations Across Dallas

The following individuals briefed the committee on the item:

- Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office;
- Jessica Galleshaw, Director, Office of Community Care; and
- Cruz Correa, Program Manager, Office of Community Care

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

FEBRUARY 13, 2023

BRIEFING MEMORANDUMS

Item C: Green Job Skills Program Update

Item D: Small Business Center Workforce Development Upskilling Dallas Grant

Item E: Upcoming City Manager's Office Agenda Items - 2023 Digital Navigators Program

Item F: Upcoming Office of Community Care and Office of Procurement Services
Agenda Item Relating to Senior Dental Program - February 22, 2023

The committee discussed the items.

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, FEBRUARY 13, 2023

EXHIBIT C



City of Dallas

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

Agenda Information Sheet

File #: 23-519

Item #: A.

Talent Acquisition Update and Next Steps

[Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office; Nina Arias, Director, Human Resources; Jarred Davis, Board Secretary and Director, Civil Service Department]



City of Dallas

Talent Acquisition Update and Next Steps

**Workforce, Education and
Equity Committee**
February 13, 2023

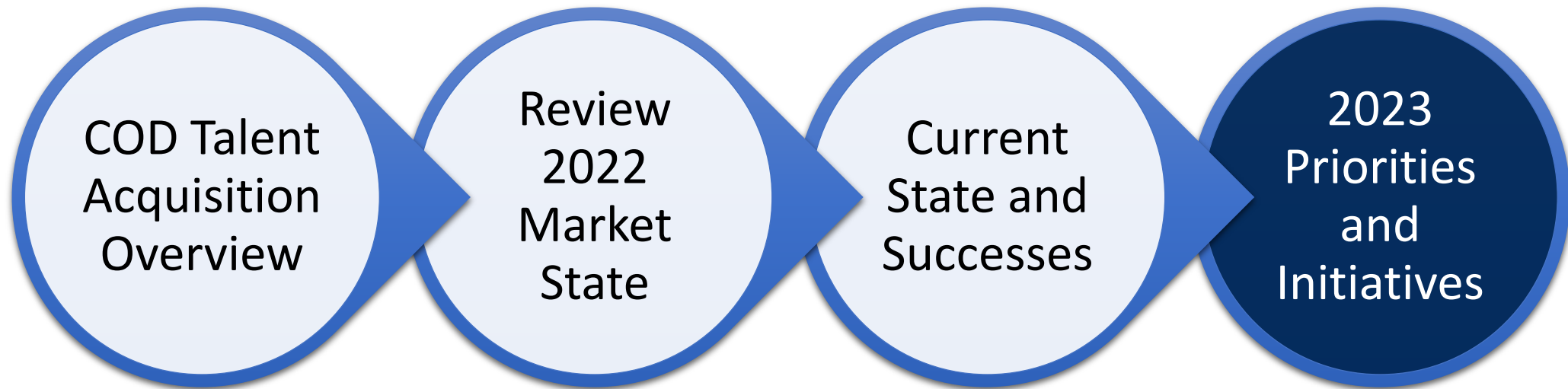
Kimberly Bizer Tolbert, Deputy City Manager
Nina Arias, Human Resources Director
Jarred Davis, Civil Service Secretary/Director

Presentation Overview

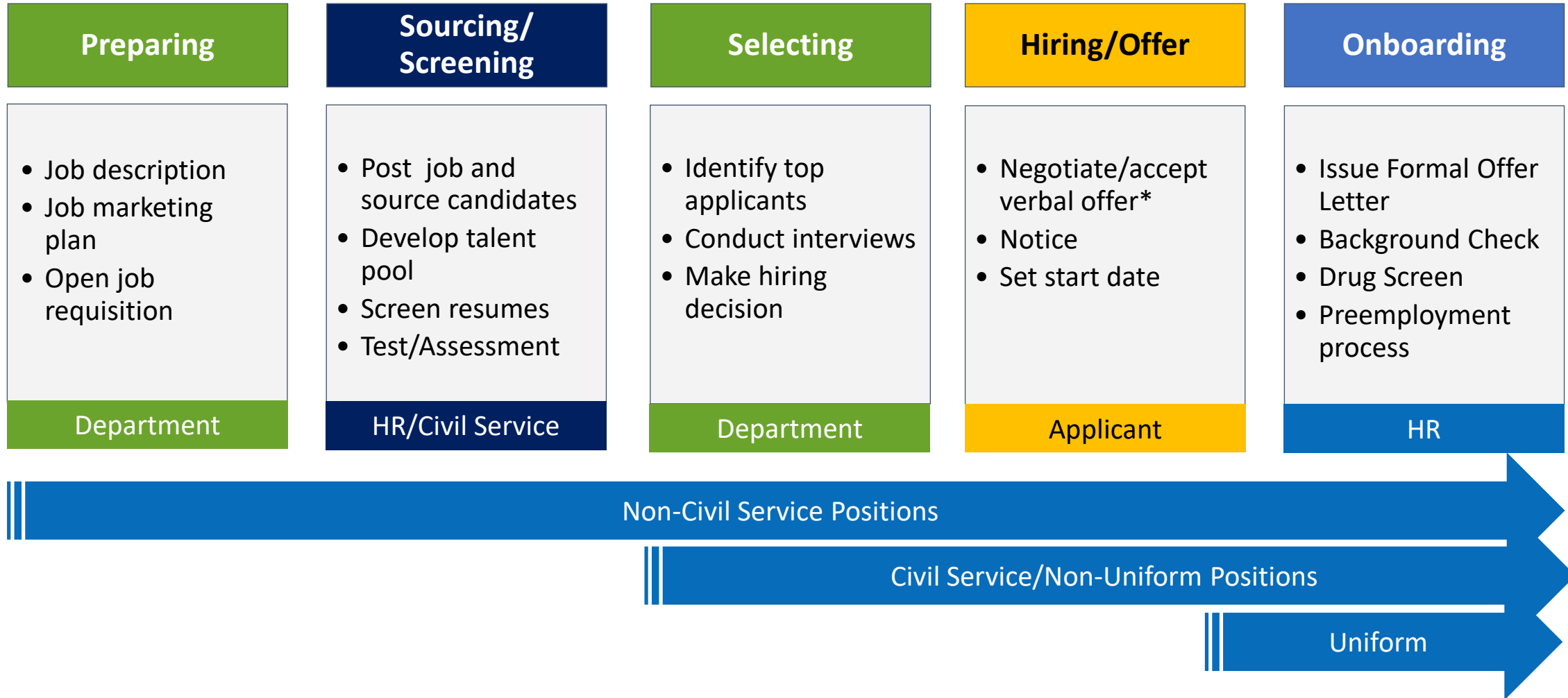


- Purpose
- City's Talent Acquisition Overview
- Current State of Recruitment
- Candidates Expectations and Priorities
 - SWOT
- Shared Initiatives – Human Resources and Civil Service
- 2022 Accomplishments and 2023 Initiatives
 - HR Talent Acquisition
 - Civil Service
- Next Steps





Full Cycle Recruitment Process



* Conducted by the hiring manager if salary is below the budgeted range mid-point



Human Resources & Civil Service Responsibilities



Position Type	Civil Service/Non-uniform		Non-Civil Service	Uniform Staff - Police and Fire		
STEPS IN RECRUITMENT PROCESS	Civil Service	HR	HR	Civil Service	HR	DPD/DFR
Assign Compensation		✓*	✓*		✓*	
Develop Job Descriptions		✓*◆	✓*◆		✓*◆	
Post Job – Source Applicants	✓		✓◆	✓		
First Screen: Screen for Minimum Qualifications	✓		✓	✓		
Testing – New Hires and Promotions	✓*		✓*	✓		
Second Screen: Narrow Applicant List for Fit		✓◆	✓◆			✓
Interview and Selection		✓◆	✓◆			✓
Offer and Salary Negotiation		✓◆	✓◆			✓
Vetting – Background Checks & Drug Screen		✓	✓			✓
Orientation/Onboarding		✓	✓			✓
Relocation Services		✓*	✓*		✓*	

* If needed ◆ Performed by the Hiring Manager/Department Staff - HR Partner provides support



A Lookback - 2022

Current State NeoGOV:

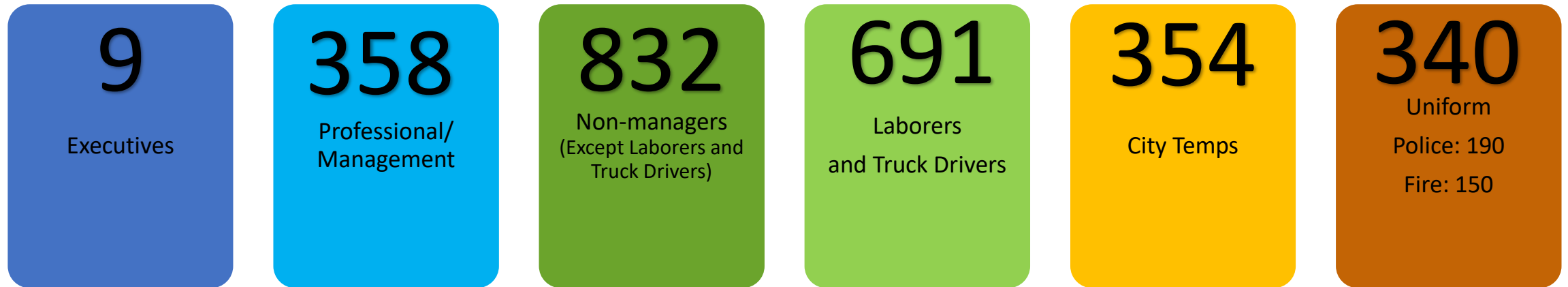
- Data, Reporting, and Role Configuration Limitations
- Limited controls/ notification options
- Tableau Dashboard report provides management with insights on recruitment at Department level

Workday Implementation – Scheduled for 2023

- Self-service for Candidates and Hiring Managers
- Interactive communication and follow-up
- Funnel Reporting and Analytics
- Streamlined Business Processes and Workflows
- External City Dashboard + Delivered Reports

NOTE: Data in this presentation comes from both systems. Working with the Data Analytics team for report creation.

COD Workforce – Positions Filled 2022



Total Positions Filled: 2,284

Data from COD Workday System



Changes and Challenges in the Job Market



Technology, social media, and the global health crisis have impacted the recruitment process for all.

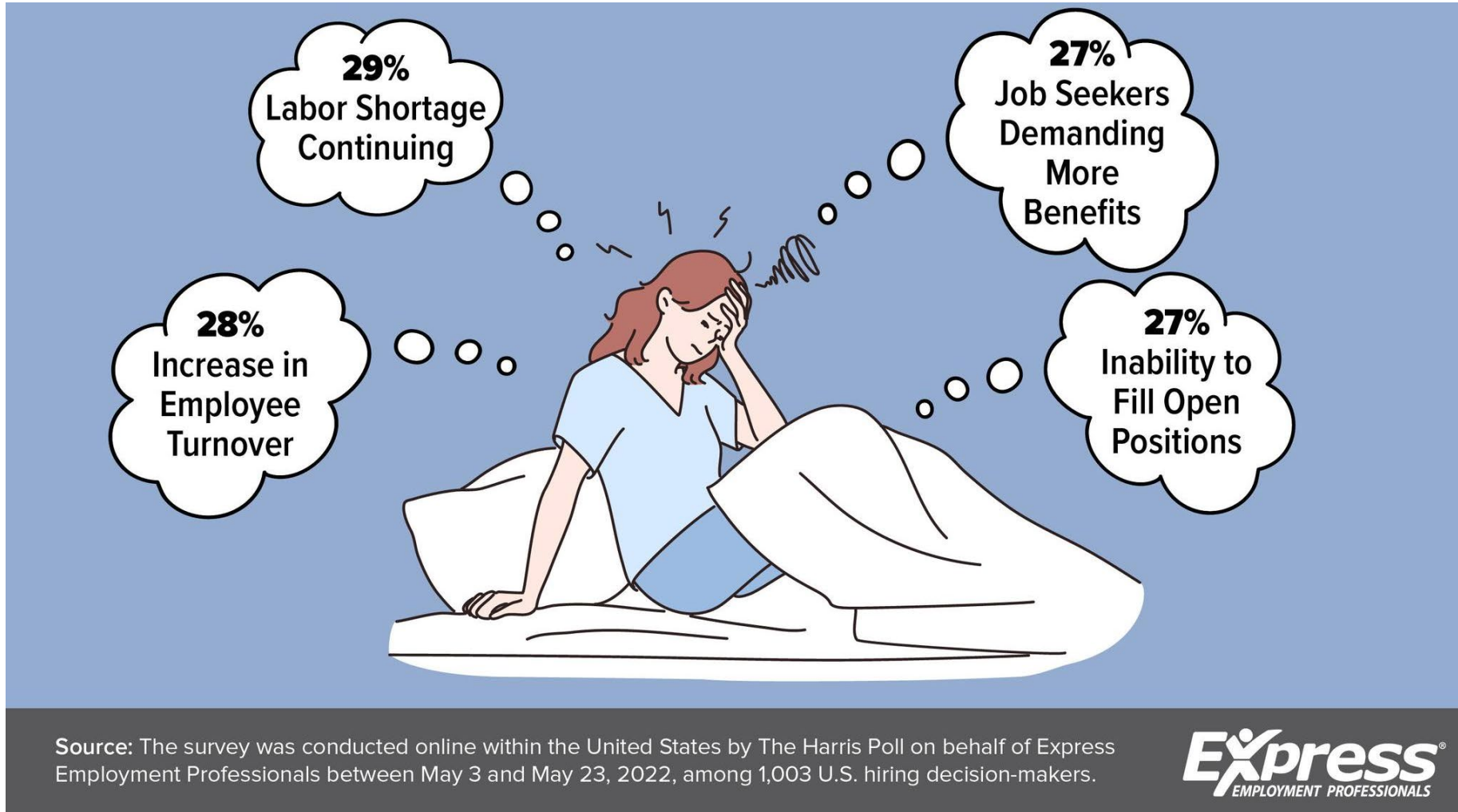
- 4.3 million people quit their jobs in January 2022
- Last year, almost 48 million workers quit their jobs, an annual record
- *Bureau of Labor Statics*
- Workers are seeking higher salaries, more flexibility (including flexible schedules and remote work options)
- About 55% of job seekers on ZipRecruiter are seeking jobs that allow them to work from home
- *ZipRecruiter*

- The typical worker who changed jobs between April 2021 and March 2022 saw earnings jump by 9.7% from a year earlier, after accounting for inflation. Meanwhile, the typical worker who stayed saw wages fall 1.7% after inflation
- Many retirement eligible employees left the workforce during the pandemic. As of the third quarter of 2021, 50.3% of U.S. adults 55 and older said they were out of the labor force due to retirement

- *Pew Research Center*



Recruiting Challenges Keeping Employers Up at Night

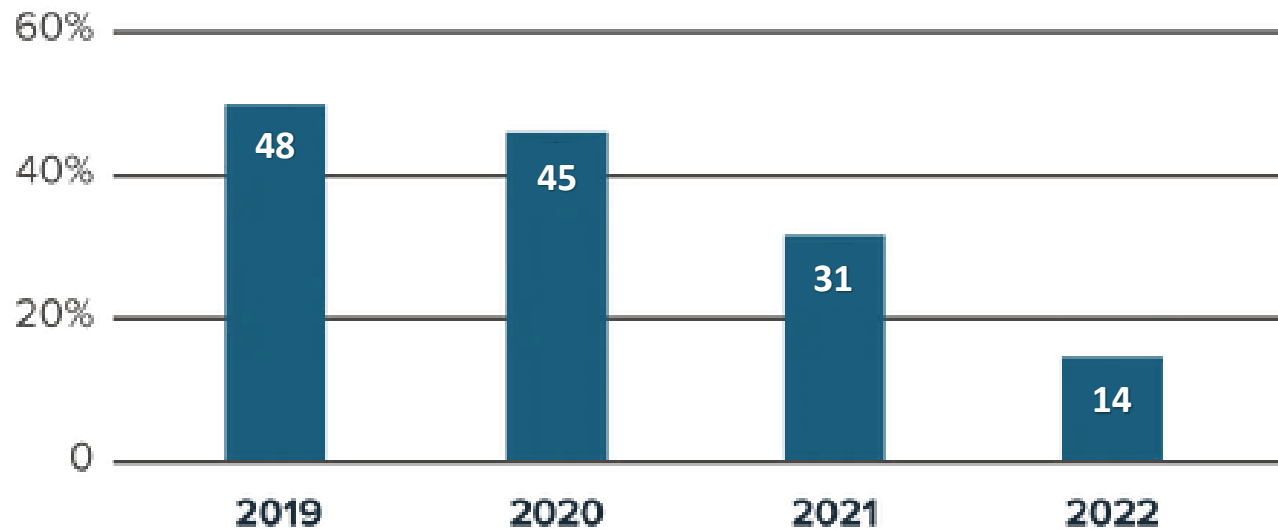


Government Jobs: The Applicant Pool is Drying



Number of Applicants Per Open Job, 2019 - Jan 2022

Source: 2022 applicants from 67,000 applications on GovernmentJobs.com.



While it might have been a rare occurrence just a few years ago, candidate ghosting is now the top challenge for TA teams in 2022

Forbes reported last year that 76% of employers said they'd been ghosted by candidates in the prior 12 months and 57% said it's more common than ever before



HR Recruitment and Retention – 2022 Highlights



COMPENSATION STUDY PHASE II - Adjusted 3,614 employees' salaries, using \$3.4M from the General Fund and \$2.72 from Enterprise and other funds.

CITY-WIDE HIRING EVENT- Partnered with Workforce Solutions to host 757 attendees. At the June 2022 event and 108 on the spot job offers were made. The event is scheduled to take effect annually, going forward.

ENHANCED VOLUNTARY BENEFITS - Successfully secured contracts for all voluntary health benefits by July 2022 in time for 2023 Open Enrollment including employee perks, legal assistance, and pet insurance.

NEW EMPLOYEE RESOURCE GROUP - Disabilities And Accessibilities Employee Resource Group (DAERG), adding to the five existing groups: Association of Asian American City Employees (AAACE), City of Dallas Best (Black Employees Support Team), Veterans ERG (VERG), LGBT Employee Association of Dallas, and Hispanic Association of City Employees for Results (HACER).

DEVELOPED GENDER TRANSITIONING INFORMATION AND TOOL KIT – Created to assist gender diverse employees and all who support them and work with them at the City.

NEW EMPLOYEE LEAVE OFFERINGS – Implemented three additional City-recognized holidays, Compassionate Leave, Military Leave for Emergency Declaration, Paid Parental Leave, Mental Health Leave, Quarantine Leave.

HIRING MANAGER TOOLKIT - In collaboration with Civil Service staff and the support of Budget Management department, reviewed and documented the Talent Acquisition process for both Civil Service and Non-Civil Service positions and created a Hiring Manager toolkit for all leaders that need to hire employees.



HR Recruitment and Retention – 2022 Highlights



RECRUITMENT METRICS - HR Talent Acquisition, in collaboration with Civil Service staff and the support of Budget Management department, developed a tool to measure the results of the different steps of the recruitment process, providing a tool that helps manage the hiring efforts and effectiveness for every department of the City of Dallas.

NEOGOV DATA CLEANING PROJECT - Canceled all requisitions that were no longer relevant or needed and only have open those requisitions that the city is actively recruiting for. Also making sure the information is accurate from start to finish to show the real results of the recruitment process, by finishing the hiring actions in the system to provide correct starting dates.

FY 2022 EMPLOYEE ENGAGEMENT SURVEY – Biennial survey with a self-service platform, managed by a third party.

FY 2022 BENEFITS FAIR - The Health Expo included wellness stations, educational sessions, and exciting health vendor booths.

WEEKLY NEW EMPLOYEE ORIENTATION – March 2022, moved to a weekly New Hire Orientation to speed up onboarding.

CITY OF DALLAS DIVERSITY DASHBOARD - Partnered with the Office of Data Analytics and Business Intelligence and created the first public-facing Diversity and Inclusion Dashboard. The Diversity and Inclusion Dashboard highlights the diversity and inclusion of our workforce in the City of Dallas and is representative of our residents and the community we serve. Additional input and assistance for this project included the Employee Relations Team, the HRIS Team, and the Workforce, Education, and Equity team. The dashboard also serves as an analytic tool to provide and ensure a focus on organizational improvement in terms of Diversity, Inclusion, and Employee Experience.



Recruitment Events 2022



Department Specific Events (25)

Qtr1

911 Hiring Event - DPD HQ
 Dallas Water Utilities
 DWU Distribution (2)
 Elm Fork Water Treatment Plan DWU
 Park Maintenance
 PKR Hiring Event - Bahama Beach
 PKR Hiring Event - Fairpark
 Public Works Hiring Event (2)
 Sanitation Truck Drivers
 Truck Drivers DWU
 Truck Drivers Sanitation

Qtr2

Fresh Start Employment Pipeline Hiring Event
 Public Works Hiring Event

Qtr3

DWU-Distribution Hiring Event
 Public Works Hiring Event
 Public Works Hiring Event

Qtr4

Dallas Public Library (2)
 DWU Distribution Hiring Event
 DWU Hiring Event
 DWU WW Hiring Event
 PKR Hiring Event
 Public Works Hiring Event

Community Events (7)

Qtr2

CoD Hiring Event - Convention Center
 Dallas Greek Picnic Career Fair

Qtr3

CoD Health Expo - City Hall Plaza
 Dallas Mayor's Summer of Safety Celebration
 Fresh Start Employment Pipeline Hiring Event

Qtr4

Fresh Start Hiring Event
 HACER Dia de Los Muertos Event



WE ARE HIRING!
FULL & PART TIME POSITIONS
 SAME DAY INTERVIEWS, POTENTIAL ON THE SPOT JOB OFFERS, ONBOARDING AND PAPERWORK PROCESSING ONSITE

APPLY ONLINE PRIOR TO OUR
HIRING FAIR
 DATE: NOVEMBER 15, 2022
 TIME: 8AM - 4PM
 LOCATION: J. ERIK JONSSON
 CENTRAL LIBRARY
 1515 YOUNG STREET - 6TH FLOOR
 DALLAS, TX 75201
 (FREE PARKING)
 WWW.DALLASPARKS.ORG/448/EMPLOYMENT



Salary adjustment and weekly hiring events for Sanitation Department resulting in **full staffing for truck drivers**



FRESHSTART EMPLOYMENT PIPELINE HIRING EVENT
 PRE-SCREENING IS REQUIRED

May 31, 2022
 10 AM - 3 PM
 J. Erik Jonsson Central Library
 6th Floor East Wing
 1515 Young St. Dallas, TX. 75201

Current Openings

Utility Maintenance Worker I & II	*Airfield Maintenance Technician
Customer Service Agent Trainee	*HVAC Technician
Parks Maintenance Worker I & II	*Electrician
Equipment Operator	*Plumber
Truck Driver II	

*Must pass TSA background screening



PUBLIC WORKS

HIRING EVENT
TUESDAY, MARCH 15, 2022
 10:00 AM - 2:00 PM
 2710 Municipal St. Dallas, TX 75215

ONSITE INTERVIEWS & SAME DAY JOB OFFERS FOR QUALIFIED LABORERS AND CDL DRIVERS



Feria de Trabajo

9 A.M. A 3 P.M.
Jueves, Oct. 27 y Viernes, Oct. 28
 J. Erik Jonsson Central Library
 6th Floor
 1515 Young St.
 Dallas, TX 75201
¡Estacionamiento gratis!



¡Aplica hoy!

Las oportunidades disponibles incluyen servicio al cliente, planificación de programas y participación comunitaria.



Recruitment and Retention 22/23 – Highlights



Equity in Benefits - Tiered Premium Pricing

- UNDER \$44,000
 - Premium Copay - \$32.50
 - Primary Care Plan - \$15.00
- \$44,000 - \$66,000
 - Premium Copay - \$37.50
 - Primary Care Plan - \$20.00
- \$66,001+
 - Premium Copay - \$42.50
 - Primary Care Plan - \$25.00



Education Partnerships

Reduced tuitions, fee waivers, course materials and resources, family benefits, and scholarships from:

- Amberton University
- Dallas Baptist University
- University of Phoenix
- Western Governor's University

Partnerships under review by CAO include:

- Dallas College
- DeVry
- Colorado Tech
- TX A&M Commerce
- University of the Incarnate Word
- UTD for MPA Program

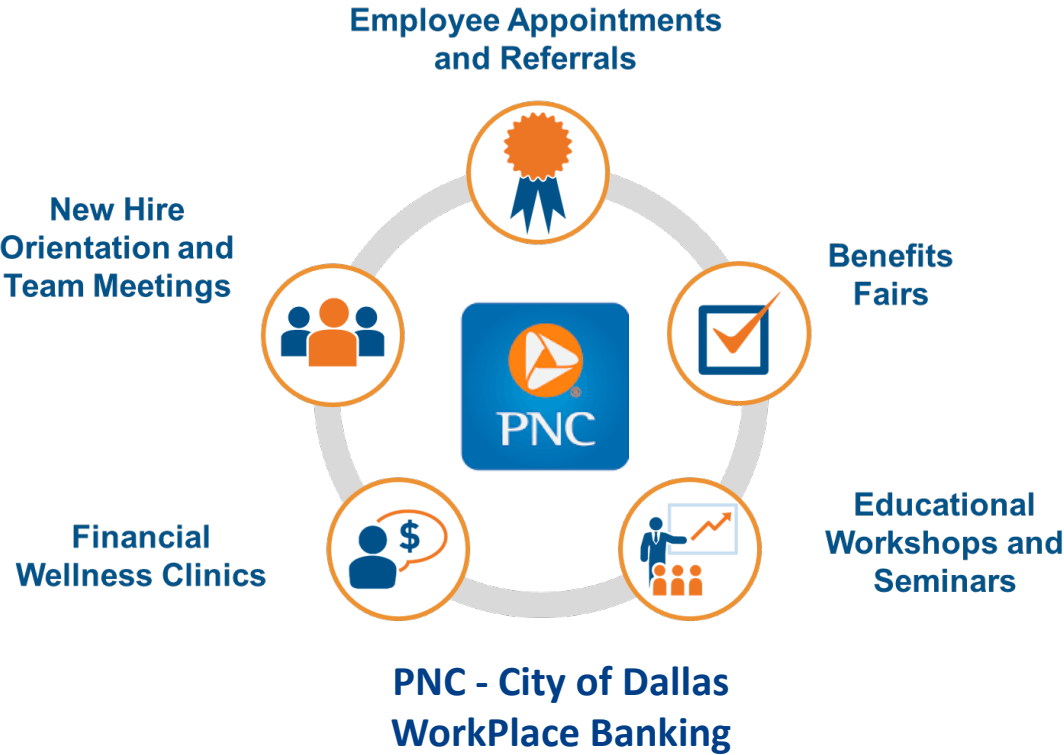


Tuition Reimbursement for Academic Programs and Trades

Increased Eligibility and Funds Available for
Tuition Reimbursement - not to exceed \$500K for FY22-24



Recruitment and Retention 22/23 – Highlights





2022 Shared Human Resources and Civil Service Initiatives



Process Improvement Project - Recruiting



**Leadership and Staff from
Human Resources
and Civil Service**



**COD Process Improvement
Black Belt**



**Managers from across
City Departments**



Objective:

- Document the current process to ensure everyone involved understands and follows the process expediently
- Develop a Recruitment Manager Dashboard to provide a data driven accountability



Process Improvements - Results



To streamline the recruitment and hiring process and reduce a hiring manager's workload, the process improvement team made changes to the following areas:

Recruitment Guide:

- Compiled and made available all recruitment documents in one convenient location

Automatic Notifications:

- Provided automated notices to hiring managers to help them navigate the NEOGOV and Workday requisition process

HR Partner Support:

- Departments receive additional support from HR Talent Acquisition staff through weekly reviews with departments to ensure an expedient recruitment process

Audits and Follow-up:

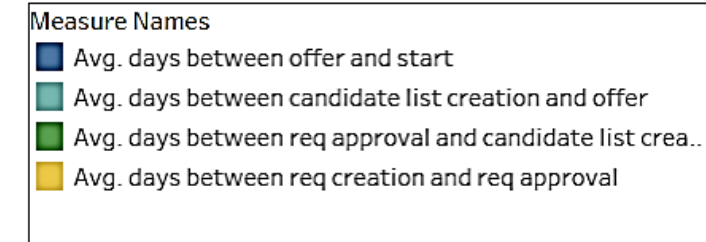
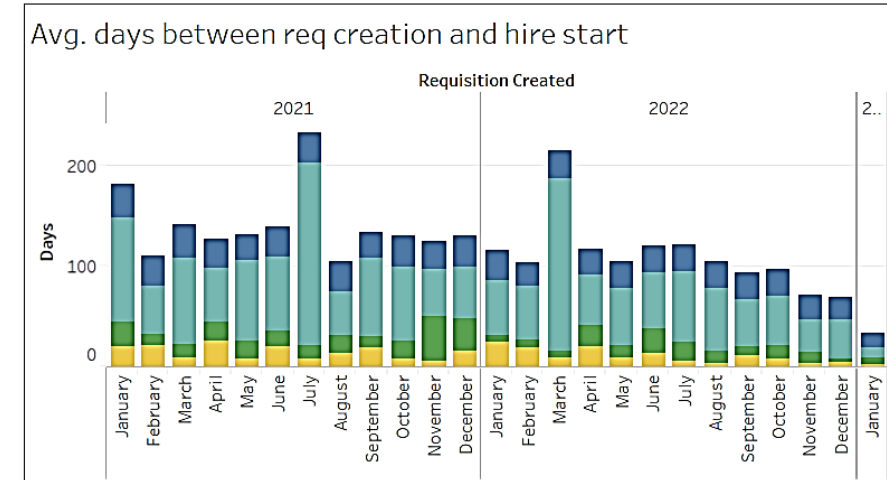
- To approve requisitions and hire actions faster, HR Partners review pending transactions and work with hiring managers to proactively resolve issues



Dashboard for Department Leadership

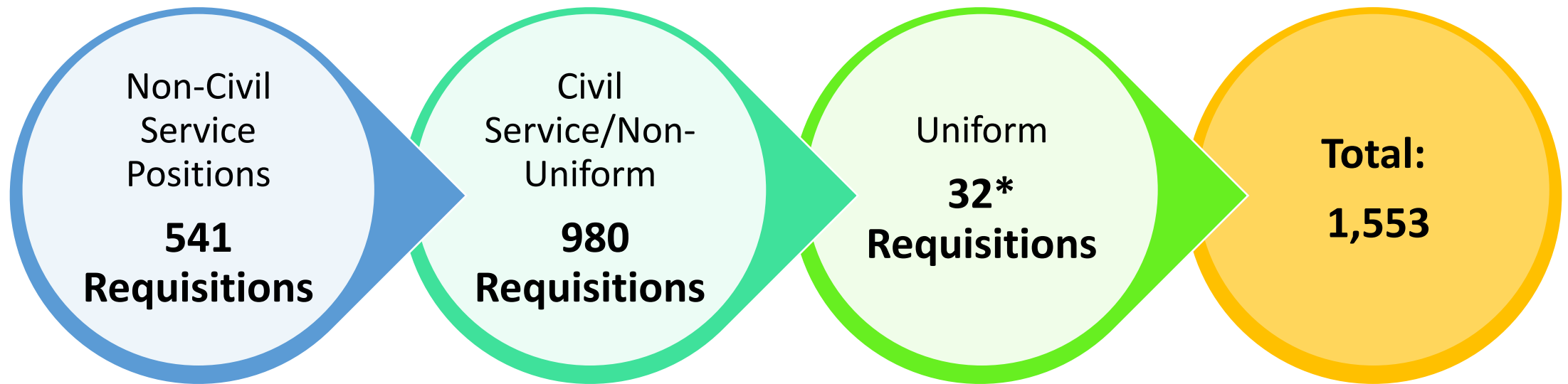


- Utilizes Available NeoGOV data
 - Data, Reporting, and Configuration Limitations
- Provides high-level overview of recruitment timeline, including:
 - Days between Offer and Start date
 - Time from candidate list creation to job offer
 - Days between requisition approval and candidate list creation
- Dashboard report provides management with insights on recruitment at Department level
- Updated weekly



Current State

Open Requisitions



Data from NeoGOV System as of January 31, 2023

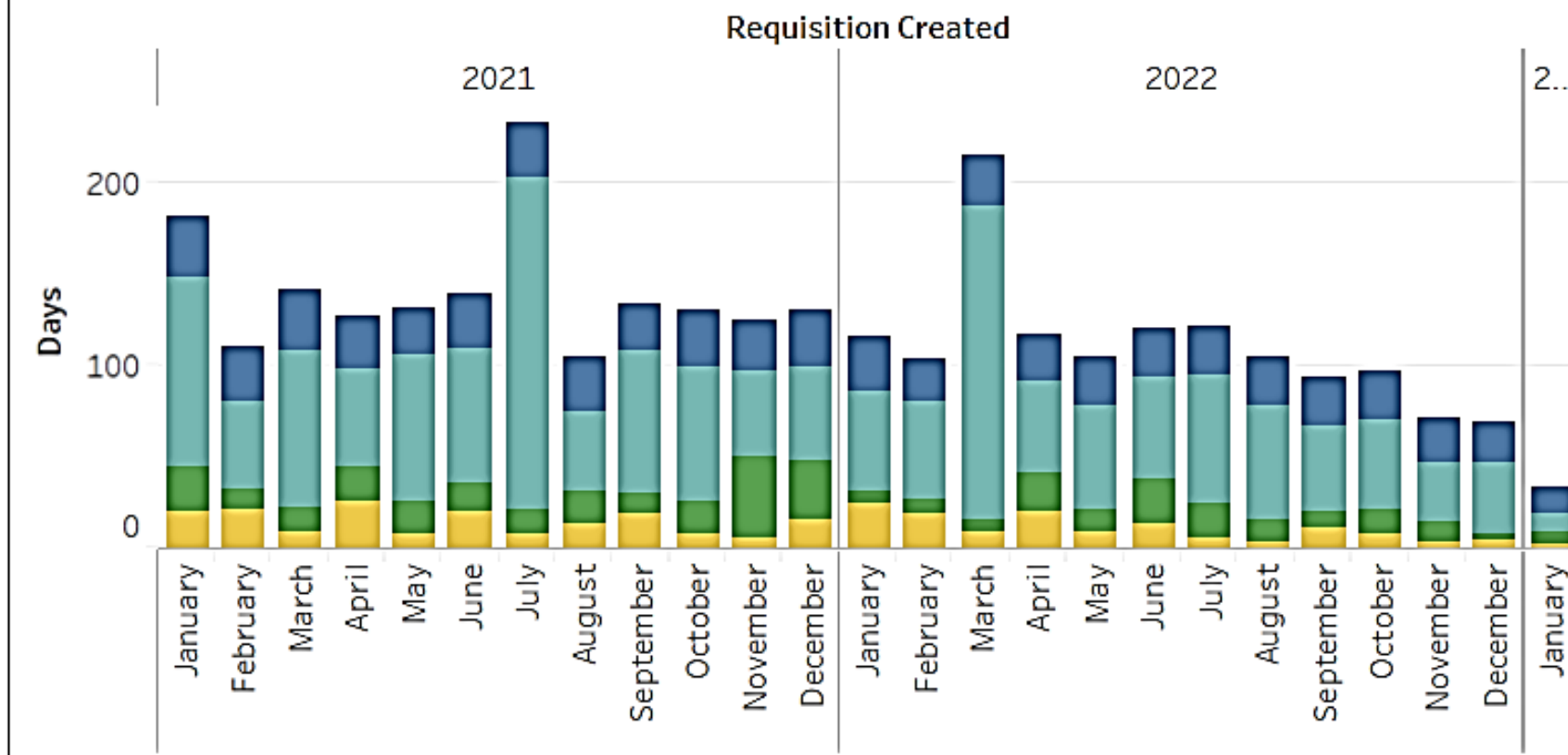
* Uniform Departments utilize one requisition for multiple uniform positions and separate requisitions for each rank.



Dashboard for Department Leadership



Avg. days between req creation and hire start



% Positions Filled

80%

Total open

1,182

Data Updated

1/30/2023

Measure Names

- Avg. days between offer and start
- Avg. days between candidate list creation and offer
- Avg. days between req approval and candidate list crea..
- Avg. days between req creation and req approval

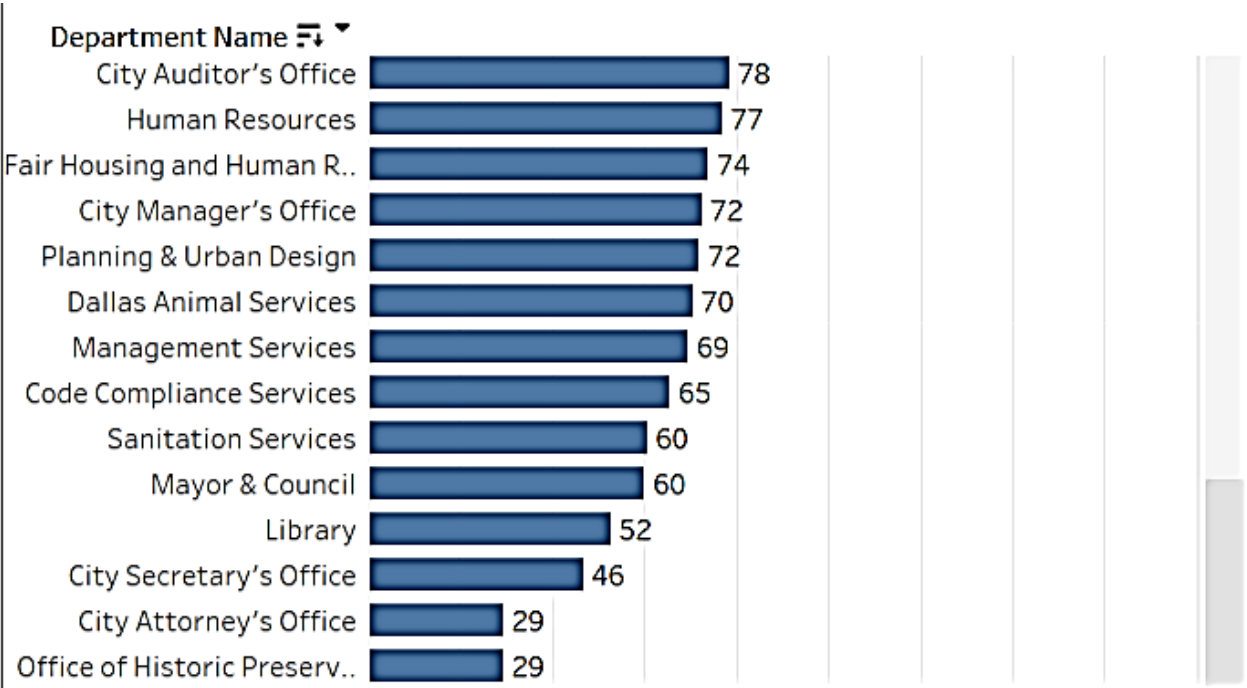
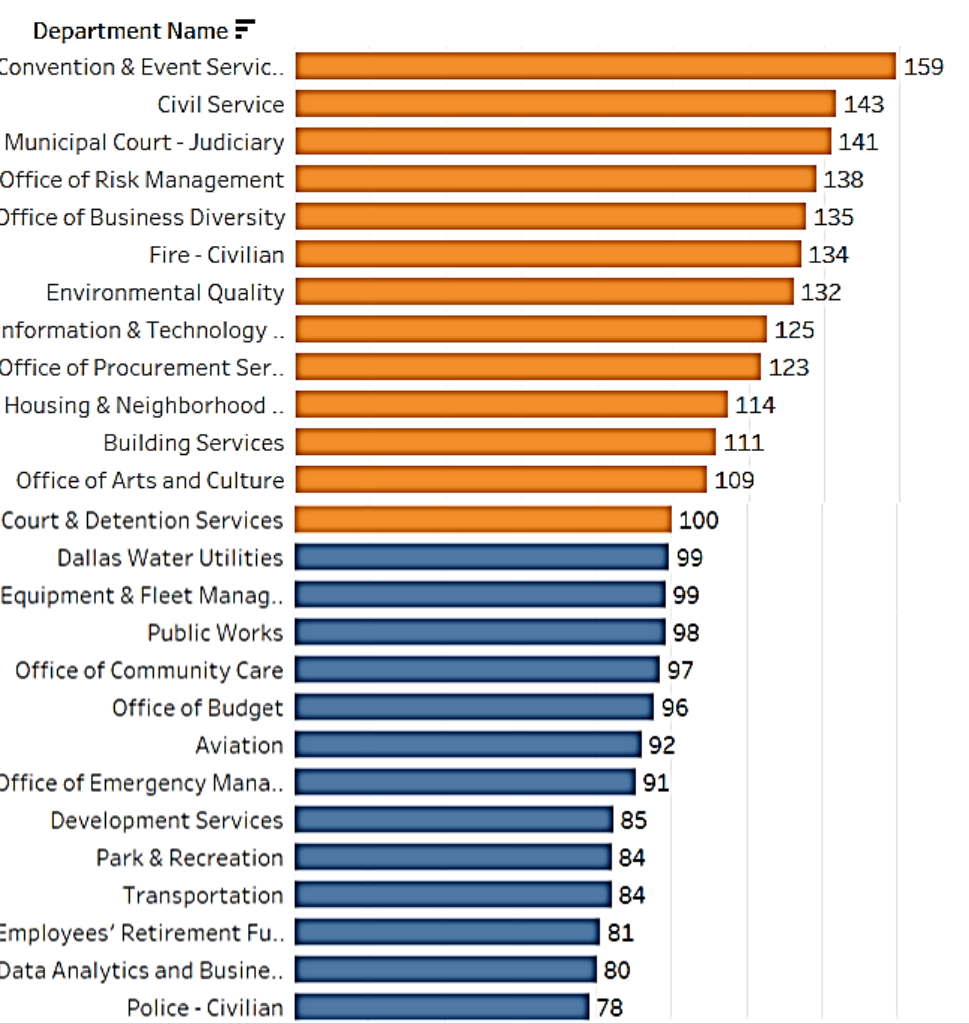
Data from NeoGOV System
as of January 31, 2023



Dashboard for Department Leadership



Avg days to hire per department



Open vs Filled Reqs

(All)

Hire timing

Hire timing	Count
Late	2,516
On time	3,772

On time hire process

100

Data from NeoGOV System as of January 31, 2023



Hiring Benchmark - Timeframe Best Practices



Job Openings and Labor Turnover Survey (JOLTS) at the U.S. Bureau of Labor Statistics

- Hires-per-job-opening ratio by industry, size, and region*
- Annual Turnover Rate
 - JOLTS: 20.2% | COD 2022: 13.59%
- December 2022 Turnover Rate
 - JOLTS: 2.0% | COD 0.9%

Society for Human Resource Management (SHRM) Benchmark Time-to-hire and time-to-fill, by position

- Executives
 - SHRM: 12 weeks
 - COD: 15 weeks** (2022)
- Professionals/Managers* – 65 days
- All other employees* – 42 days

* City comparable not available through NeoGOV – COD data will be provided with the Workday implementation



Other City Data Points



Attrition Data

Retirement Rate

- 3.2% (2021)
- 2.4% (2022)

Turnover Rate

- 13.59% (2022)

Employee Feedback

Employee Engagement Survey

- Compensation

Exit Interviews

- Salary
- Flexibility
- Balanced Culture

System Reports

2022 Workday Posting/Vacancy Rate

- 94% Posted*

Survey Feedback

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

* May be due to seasonal work or funding



Candidates Expectations and Priorities - Overview



How candidates rank their priorities



#1

Compensation

Excellent compensation and benefits

#2

Balance

Organizational support to balance work and personal life

#3

Flexibility

Flexible work arrangements (i.e. when and where you work)

#4

Upskilling

Opportunities to learn new, highly desired skills

Global Talent Trends, October 2022



Strengths



Compensation

- Implemented Phased Comp Study
- Aligned Min Wage to match MIT Living Wage
- Performance and Wellness Incentives
- COD Pension and 457 provide retirement security and options ahead of market



Balance

- City Council approved paid parental leave
- Implemented Mental Health Platform Navigate
- Advance Sick Leave
- Attendance Incentive Leave (AIL)
- Compassionate Leave
- Quarantine Leave



Flexibility

- Implemented Telework Program
- City Council approved mental health leave put the COD on par with market and ahead of government organizations



Upskilling

- Career Series Structure
- Added dedicated resource in 2023 to develop and manage formal upskilling program
- Education Partnerships and Discounts
- Tuition reimbursement



Weaknesses



Compensation

- Merit pay only
- Market rate is based on public sector
- 401K funded by employee only



Balance

- Vacation allowance is behind market (professional/management)
- Historically productivity outweighs work-life balance



Flexibility

- In the process of moving to an employee-centric operations model
- Lack of flexible work configurations and processes



Upskilling

- In the process of moving to a robust Learning Management System
- Historically work demands outweighs employee development



Opportunities



Compensation

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



Balance

- Increase vacation allowance based on position level to match market
- Invest in change management and programs to help managers move to a culture that values work-life balance



Flexibility

- Provide COD managers training and resources to help them move to an employee-centric operations model
- Invest in spaces and systems that support a distributed workforce



Upskilling

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



Threats



Compensation

- Fluctuations in job market
- Inflation
- Falling behind in compensation across the organization, requiring large investment to catch-up



Balance

- Not attracting or retaining the workforce needed to provide quality City services in the future



Flexibility

- Applicant's expectations not aligned with their perception of the City as an employer



Upskilling

- Not been able to promote staff from within due to lack of needed skills
- Promoting staff that lacks knowledge and ability to perform the job, due to lack of qualified candidates



HR Talent Center – 2023 Goals and Strategies



Strengthen Employer Brand

- Engage professional resources to develop cohesive brand
- Observe and manage online reviews and social media presence
- Invest in candidate relationship management

Further Simplify and Decentralize Hiring Process

- Empower Hiring Managers
- Standardize and streamline process according to job type
- Provide clear guidelines and audit compliance

Update Sourcing Strategy

- Engage hiring managers in sourcing
- Extensively utilize social media, employee, professional, and diversity networks, including veterans
- Utilize third parties (PEO, Executive Recruiters)

Improve Candidate Experience

- Provide a wide-scale view of the COD and career opportunities at the City
- Collect feedback from candidates and use it to refine the recruitment process

Leverage Data and Technology

- Implement Workday Phase II
- Utilize funnel recruitment, TO, and vacancy data
- Benchmark and publish data, and complete the 2023 External Recruitment Dashboard



Onboarding Process Improvement



Leadership and Staff from
Human Resources

COD Process Improvement
Black Belt

Managers from across
City Departments

Objectives:

- Document the current process to ensure everyone involved understands and follows the process expediently
- Implement Customer Experience Survey

Onboarding Process Improvement

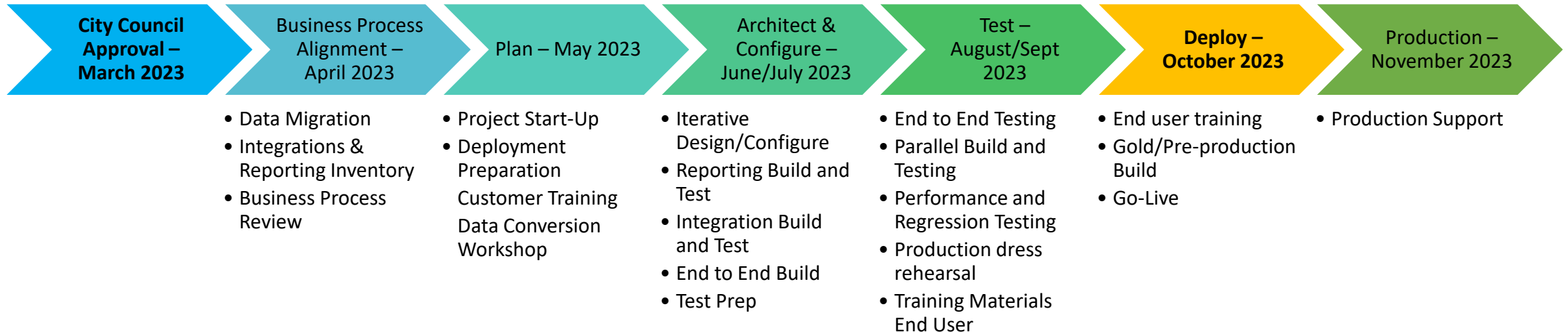
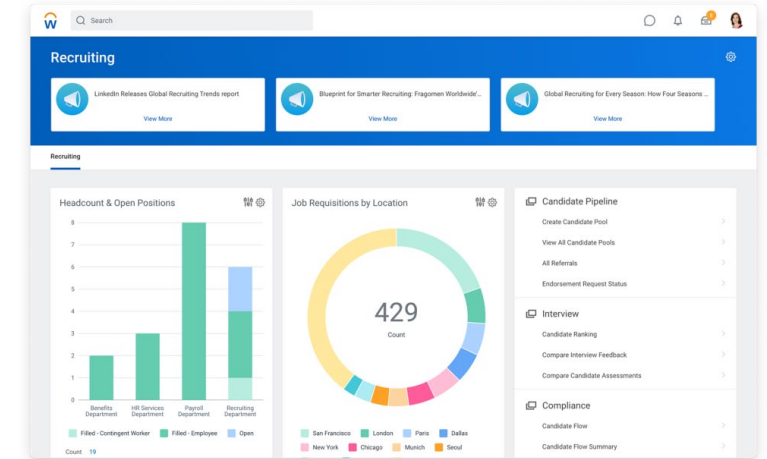
Project Aim						Target Date	1/31/2023	
Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. Establish reliable data to facilitate baselining the current process. Implement a customer survey (using Forms) to be sent to hiring managers and new hires.						Overall Status	<div></div>	
Executive Sponsor:	Nina Arias	Project Champion:	Stephen Tusken	Process Owners:	Erika Guerrero	Team Members:	Felisha Howard, Tanner Colley, Sonya Batts, Ranim Algwaidar, Laura Campos-Martinez, Felicia Gooch, Josie Cervantes, Sandra Alvarez, Alex Kennedy, Steven Weiss, Robert Cook, Tamika Hunter, Clarissa Gonzalez	
Progress / Accomplishments						Upcoming Milestones		
<ul style="list-style-type: none">Team has started sending new survey to New Hires.The new survey that will be sent to hiring managers has been created and gained approval for use.An internal Tableau tool has been approved by ITS security for ongoing review of process data.A communication plan and cadence have been established for reviewing results from surveys and process data, identifying areas in need of additional improvement, and communicating with city and department leadership.						Milestone	Owner	Target Date
						Implement customer survey to hiring managers and new hires	Sonya Batts	1/31/2023
						Carry out periodic review of data to continuously monitor and improve the process	Erika Guerrero	Ongoing
Risk / Issues								
Risk / Issue Description		Category		Next Steps / Path to Green				
The onboarding team is recording data from the onboarding process, and the CareNow drug screening / physicals part of the process appears to be a bottle neck. CareNow has provided detailed data that suggests they aren't meeting their service level agreements.		Contract / Legal		ORM manages the contract with CareNow. ORM has requested legal review of the contract with CareNow. HR is also looking into establishing a new vendor for new hire drug screening / physicals. (eta 2024)				
Background checks are another bottle neck of the process.		Vendor		HR is establishing a new contract with a new vendor for background checks (eta. Q2 2023)				
The handoff from NeoGov to Workday during the process can cause significant issues and delays. There are also limitations to the available data from NeoGov.		Software		HR is in the process of moving the NeoGov part of the process into Workday (eta Q4 2023)				



Workday Recruitment Implementation



- Implementation scheduled for October 2023
- Automate workflows, disposition candidates, and process offers and agreements in bulk.
- Additional dashboards and real-time analytics allow hiring managers measure and affect key metrics, empowering them to drive timely hiring of key talent.





Civil Service



Outline



- Civil Service's Mission and Department Functions
- Strategic Focus Areas
- Talent Imperatives
- Priorities, Outcomes, and Highlights
- Future Opportunities



Civil Service Mission



To employ and retain the best and brightest workforce, enhancing the vitality and quality of life for all in the Dallas community.



Civil Service Department



Recruiting & Examining Unit

Advertises jobs to both current and prospective employees.
Determine the minimum qualifications in conjunction with hiring managers.
Evaluates applicants' eligibility.
Administers written and computer-based assessments and exams.



Test Validation and Assessment Unit

Develops and validates selection tests for civilian and uniform positions.
Performs job analyses for talent assessment tool design purposes.
Ensures selection procedures used by the City are legally defensible.



Administration Unit

Manages Trial Board and Administrative Law Judge hearings.
Oversee the rehire eligibility hearing process.
Analyzes and manages department budget.



Civil Service's Strategic Focus Areas



Talent Attraction

Transform the Civil Service talent acquisition and hiring process to better attract talent into the City of Dallas' organization.



Talent Assessment

Enhance talent assessment and planning practices of the department to better meet the hiring needs of the City of Dallas' organization.



Operational Excellence

Develop and implement methods and metrics that will guide the evolution of Civil Service practices to enhance effective service delivery to the City of Dallas' organization.



Excellence Journey Principles



At the heart of Civil Service's operational evolution, the following principles are paramount to our success:

- ***Alignment with the needs of the organization is mission-critical.*** This alignment must guide how we operate and how we measure our success.
- ***Agility is key.*** When the function demonstrates principled agility, flexibility and collaboration, it unlocks efficiencies and effectiveness throughout the organization.
- ***Continuous growth and evolution is imperative.*** The department must constantly seek to improve and reimagine its service to add value to the City of Dallas' organization.



Civil Service Talent Imperatives



1. **Expand candidate reach** through enhanced strategic marketing, branding, technology, and social media efforts and tactics.
2. Intentionally gather and utilize market career and position data to **develop and refine talent sourcing strategies.**
3. Create career interest and establish talent pipelines into critical civil service and public service careers through **cultivating key community and educational partnerships.**
4. **Incorporate deliberate equity planning** as the framework of the organization's talent strategy



2022 Priorities



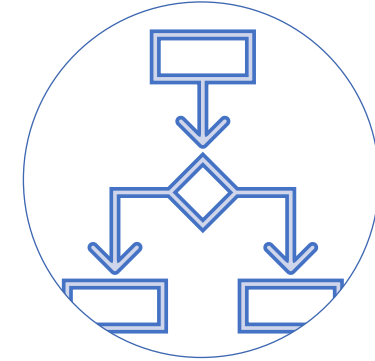
Continue online exam assessment and test development activities to enhance the quality of the candidate talent pools and increase examination show rates. (Talent Attraction)



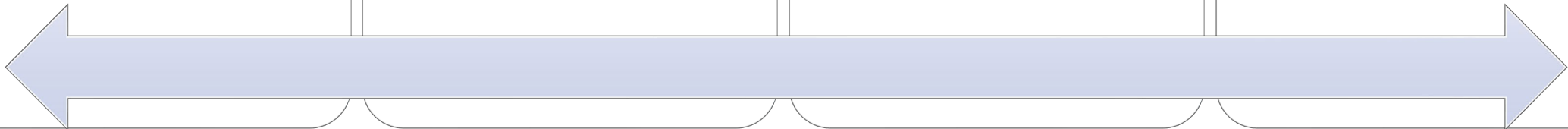
Develop and launch new Civil Service website to enhance the City of Dallas' employment branding strategy and social medial presence. (Talent Attraction)



Identify critical and hard-to-fill positions and began initiating planning sessions with hiring departments to establish strategic recruitment plans. (Talent Assessment)



Streamline and expand the trial board hearing process to include both virtual and hybrid options, while continuing to reduce the number of backlogged requests. (Operational Excellence)



2022 Outcomes



Successfully launched first round of job analysis and validation studies for the critical and hard-to-fill positions of Office Assistant, Water Plant Operator, and Code Enforcement Officer.

To support ongoing Dallas Police Department and Dallas Fire Rescue Department sworn promotional needs, Civil Service successfully deployed video assessment centers, supporting over 600 hundred sworn employees.

In partnership with Dallas Fire-Rescue Department, established and validated position requirements to create a Single Function Paramedic position and associated civil service assessment requirements.

Revised and launched Civil Service Department website, highlighting department services, as well as employment and application information.

In collaboration with the Department of Budget and Human Resources, created and launched City-wide hiring manager toolkit to provide hiring data and recruitment resources to support improved hiring outcomes.

Successfully launched virtual and hybrid Trial Board and Administrative Law Judge hearing options for appellants, clearing all COVID-related Trial Board and Administrative Law Judge hearing backlogs.



2022 Recruitment and Outreach Highlights



Civil Service supported DPD, DWU, Development Services, Aviation, Animal Services, and others – through a variety of efforts and activities:

Outreach and Recruitment Events:

- 25 CVS Hiring Events for roles such as: Water Meter Techs, Sr. Electricians, Plumbers, and Animal Services Officer
- 13 Job Fairs
 - Judge Clay Jenkins – You're Hired Job Fair
 - MLK Celebration Job Fair
 - Senator Royce West – JobCONNECTION Job Fair
 - Get Connected Dallas
- 7 Information Sessions
 - How to apply to the City of Dallas
 - Attitudes and Attire
 - Improving Interview Skills



2023 Priorities



Develop, launch, and monitor operational deliverables promoting and advancing talent acquisition goals as established in the recently adopted City of Dallas Racial Equity Plan. (Talent Attraction, Talent Assessment, and Operational Excellence)

Further collaboration with the Department of Marketing to develop and launch a comprehensive marketing and branding campaign that highlights and builds awareness for City of Dallas talent opportunities. (Talent Attraction)

Continue efforts to partner with internal departments to identify critical and hard-to-fill positions and conduct candidate sourcing reviews, position analysis and modifications to enhance talent pools and meet hiring needs. (Talent Assessment)

Work with Information Technology Services and Human Resources to effectively assess current and future applicant tracking system needs and capabilities in preparation for migration onto a new applicant tracking system platform. (Operational Excellence)

Continue departmental process improvements efforts to streamline the process and effectively manage the scheduling of Trial Board and Administrative Law Judge appeal hearings. (Operational Excellence)



Moving Towards Equity



Big Audacious Goals (BAGs)



- 15-20 years – Dallas' transformative vision of an Equitable City
- Involve collaboration with external partners, anchor institutions, community

Action Targets



- Focused mid- to longer-term actions
- Require collaboration across several departments & serve as the basis for formulating bold budgets

Department Progress Measures (DPM)



- 3-5 year specific short- and mid-term, department-owned goals to address known Ei disparities
- Establish a baseline, target and demographics

Adoption of the Racial Equity Plan



REP Big Audacious Goals



Economic, Workforce, & Community Development Goal: Become the most economically inclusive City by eliminating the racial 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.



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



Housing Goal: Close the homeownership gap and secure housing stability.



Infrastructure Goal: Close infrastructure gaps where intentional historical disinvestment previously occurred.



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



Civil Service Department Progress Measures



Key Department Actions:

- Provide staffing, hiring, and promotional solutions to client departments
- Oversee hearing process for employees to appeal charges 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.



Civil Service Department Progress Measures



Progress Measures:

\$ = 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.
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.
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.
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.



Civil Service Department Progress Measures



Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT = Collaborating Department(s)

Ei # = 2019 Equity Indicator Report Number

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.
6. Seek diversity by increasing inclusive pool of candidates by December 2027. [Baseline to be established]



Opportunities



In addition to the department's FY 23 priorities, Civil Service recognizes an opportunity to continue progress of recent years, by seizing the following opportunities:

1. **Take intentional steps to create an COD-wide integrated recruitment outreach and partnership plan to support immediate and long-term recruitment goals, thereby, enabling the COD to build and establish talent pipeline and formal internship and apprenticeship opportunities.**
2. **Continue to evaluate civil service client sourcing needs, service delivery needs, current capabilities, and identify solutions to be better meet departmental talent needs.**
3. **Formalize the marketing, branding, and outreach strategy that includes a diversified portfolio of advertising and marketing efforts designed to enhance the City of Dallas' employee value proposition and brand awareness.**



Next Steps



- Receive Committee feedback
- Implement the items listed as “opportunities” through existing resources, or in the 2023-24 budget
- Focus on delivering 2023 Goals and Strategies
- Finalize Onboarding Process Improvements and Workday Recruitment Implementation
- Continue partnering with departments and other external resources
- Continue to refresh compensation study for hard-to-fill/retain positions and alignment to job market





Talent Acquisition Update

Workforce, Education and Equity Committee

February 13, 2023

Kimberly Bizer Tolbert, Deputy City Manager
Nina Arias, Human Resources Director
Jarred Davis, Civil Service Secretary/Director



City of Dallas

Appendix

City of Data Points – 2022 Turnover



Start Headcount	End Headcount	Average Headcount	Total Terminations	Voluntary Terminations	Involuntary Terminations	Total Turnover Percentage	Voluntary Percentage	Involuntary Percentage
12284	12569	12426.5	1689	1429	260	13.59%	11.50%	2.09%

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



City of Data Points – Vacancy Rate*



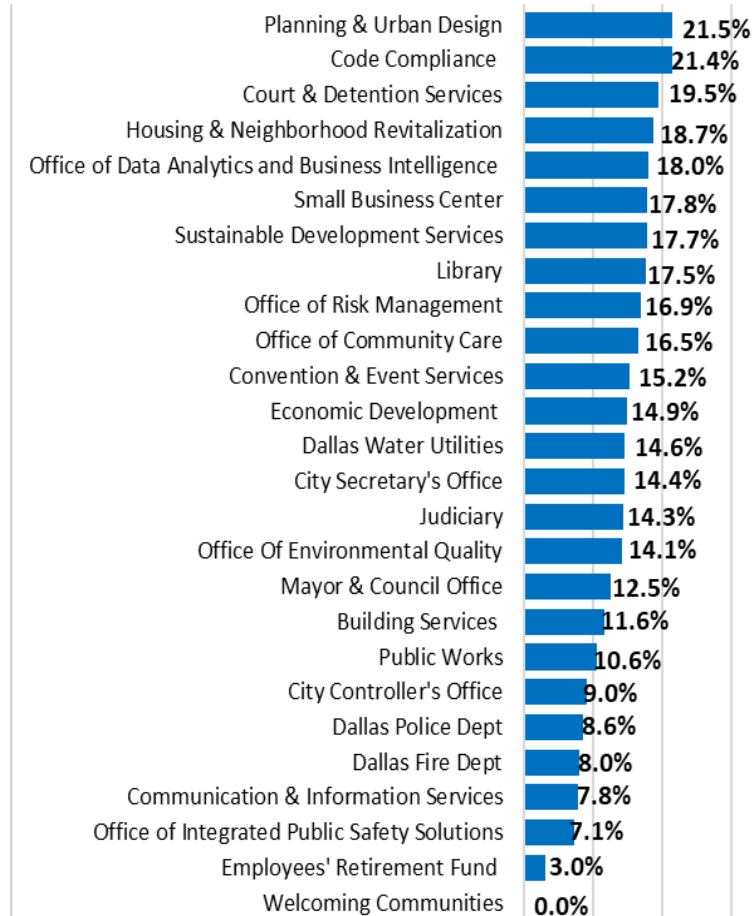
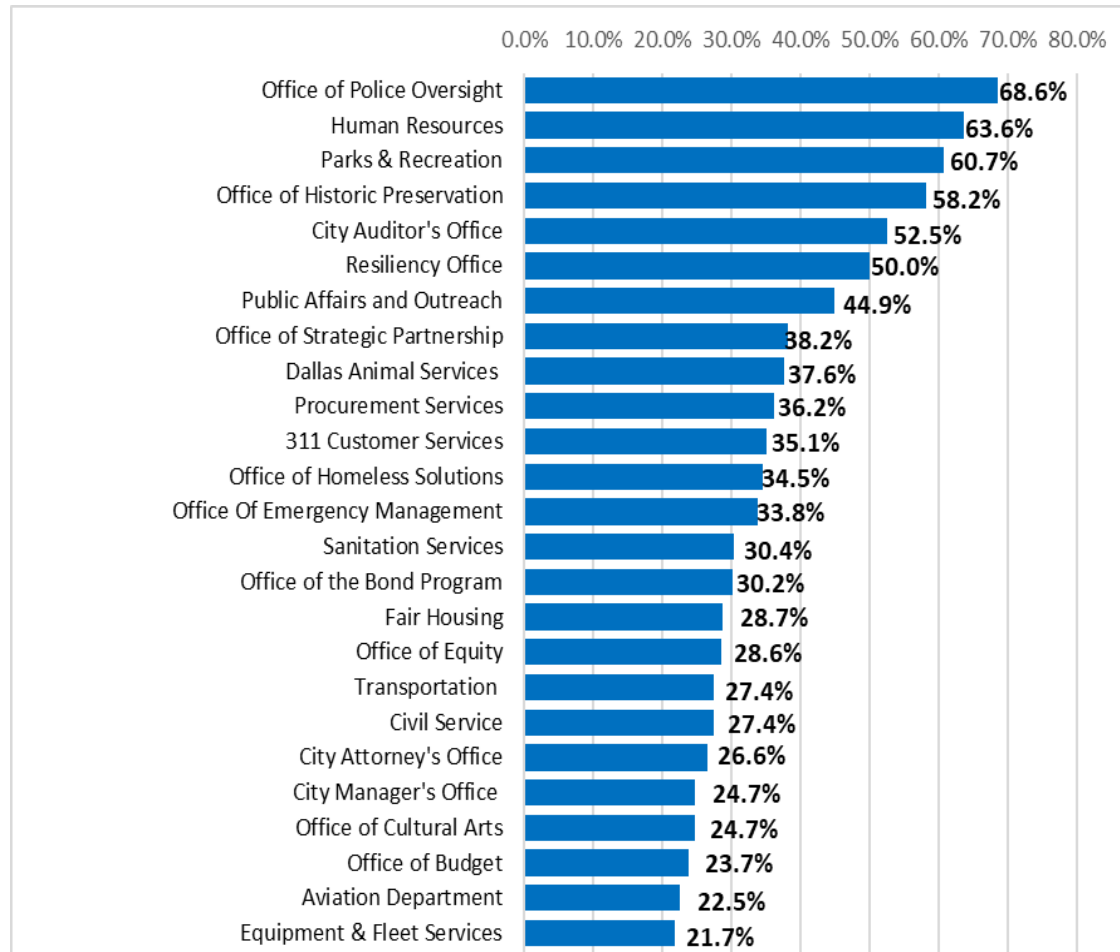
Dept Name	Filled	Open	Grand Total	Vacancy Rate
311 Customer Services	96	21	117	18%
City Attorney's Office	173	16	189	8%
City Auditor's Office	16	4	20	20%
Aviation Department	259	101	360	28%
Office of Budget	47	12	59	20%
Building Services	159	38	197	19%
City Controller's Office	68	11	79	14%
Code Compliance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

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

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



City of Data Points – 2022 Turnover by Department*

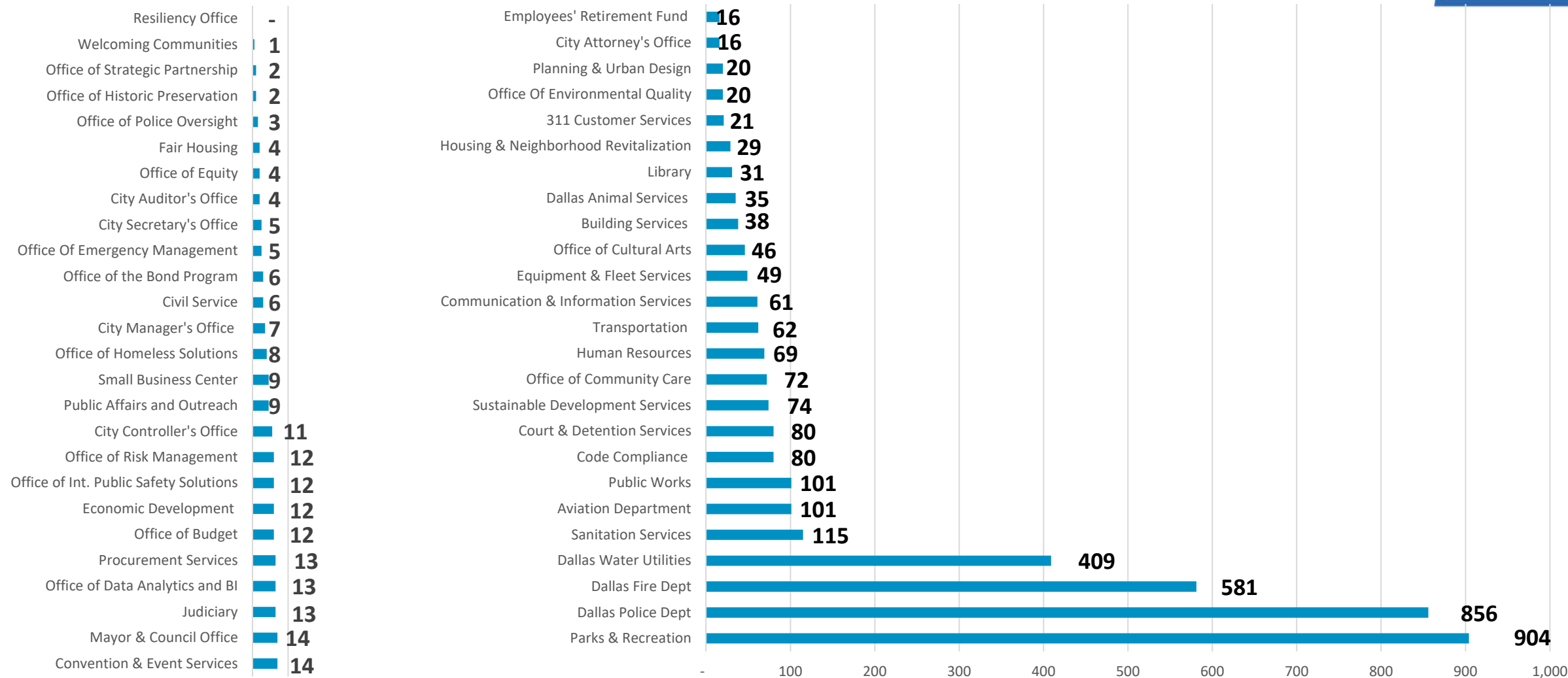


Data Source: Workday

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



City of Data Points – Vacancies by Department*



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



2022 Engagement Survey Employee Responses Summary



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

■ Top 3 Items 2022
■ Bottom 3 Items 2022



Recruitment vs. Talent Acquisition



Talent Acquisition = Outcomes and Results





5 Tips to Create a Positive Candidate Experience

Communication

Explain every step in the hiring process to applicants.

01



Get Feedback from Candidates

Implementing a feedback process, such as a survey or questionnaire, can help your organization fine tune your process.

03



Be Attentive and Welcoming

Don't overlook the small details - anything you can do to make them feel comfortable can make a positive impression on your candidate is a win. Make sure your team is attentive and engaged when they meet the candidate. Even you find that a candidate isn't the right fit, you still want them to leave thinking highly of your organization.

05



02

Be Mindful of Time

If you can't cut any more out of your application, tell candidates up front how long it should take to apply. Candidates will appreciate that you are being transparent and valuing their time.



04

Keep the Candidate Experience Front and Center

We've all been on the other side of the hiring process. Designing a hiring process from the applicant's point of view can help elevate unrealistic expectations.



<https://youtu.be/MelWHeESTto>



Candidate Experience



Benefits of a **Positive Candidate** Experience



97%

of **candidates** with a **positive** experience **refer** other candidates

55%

of **candidates** would tell their **social networks** about the **positive** experience



Conversely, **negative candidate experience** can cost you considerable **financial losses** in the long run

Source: TalentLyft

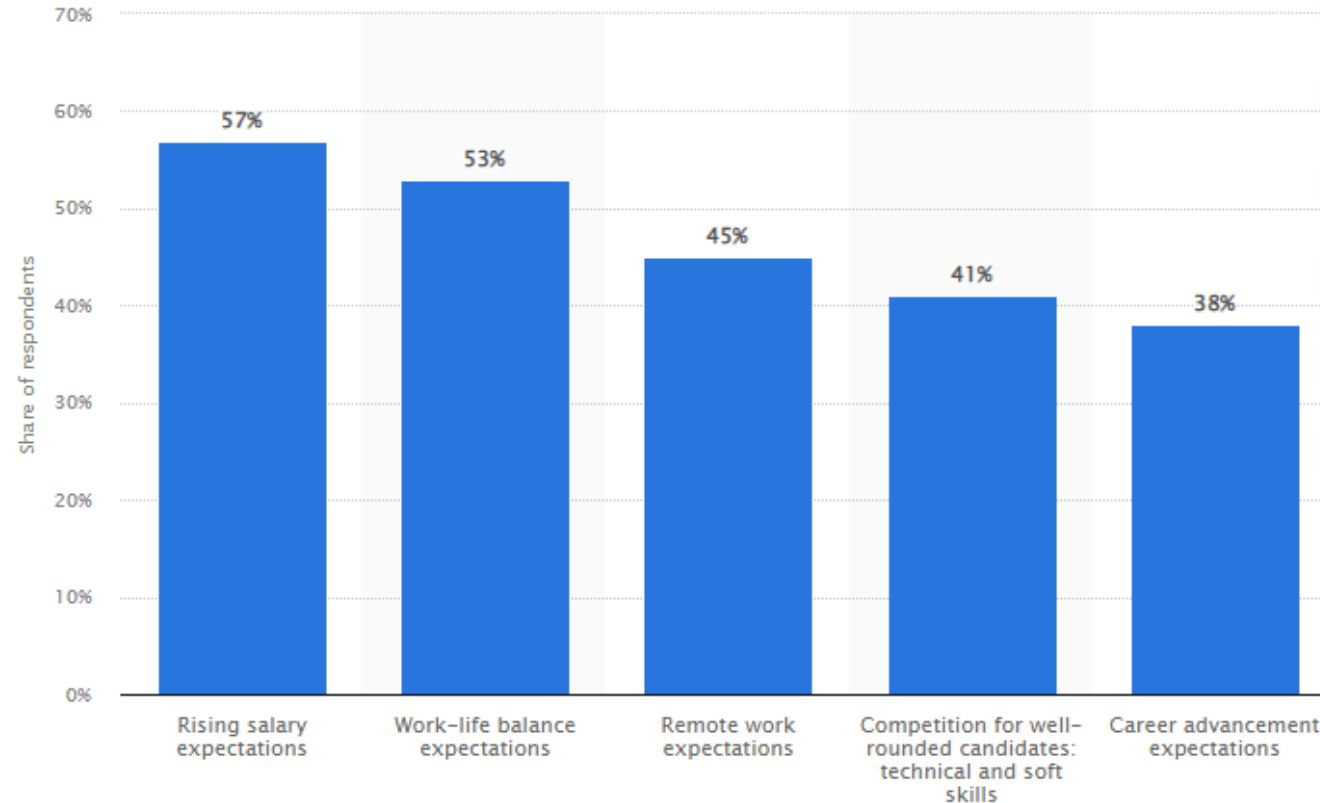
 **FinancesOnline**
REVIEWS FOR BUSINESS



Factors Contributing to Staffing Challenges



Factors contributing to recruitment and Retention Challenges Worldwide in 2022



© Statista



Overall Strategies and Trends in the Market



1. **TECHNOLOGY**: Invest in the best tools for tracking/tackling the recruitment process
2. **BRANDING**: Stand out in the noise of the marketplace
3. **SOURCING**: Focus on talent shortages, diversity, and hidden talent pools
4. **CUSTOMER EXPERIENCE**: Keep candidates engaged during the application process
5. **PROCESS**: Decentralize and empower/engage hiring managers to reduce time-to-hire
6. **COMPENSATION**: Understand and respond to the market ups and downs
7. **TALENT POOL DEVELOPMENT**: Stay in touch with successful and unsuccessful candidates
8. **ANALYTICS**: Make better use of data
9. **CONTEXT**: Deal with gig economy and applicant expectations pressures



Benefits Enhancements 2020-22



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



Process Improvements



The following documents were updated and revised to provide clear instructions for hiring managers:

Hiring Process
Overview
Guide

NEOGOV
Requisition
Instructions

Workday
Requisition
Instructions

NEOGOV
Approval
Instructions

NEOGOV Hire
Action
Instructions

Learning Zen
Instructions

Interview
Questions
Form

Candidate
Rating Matrix

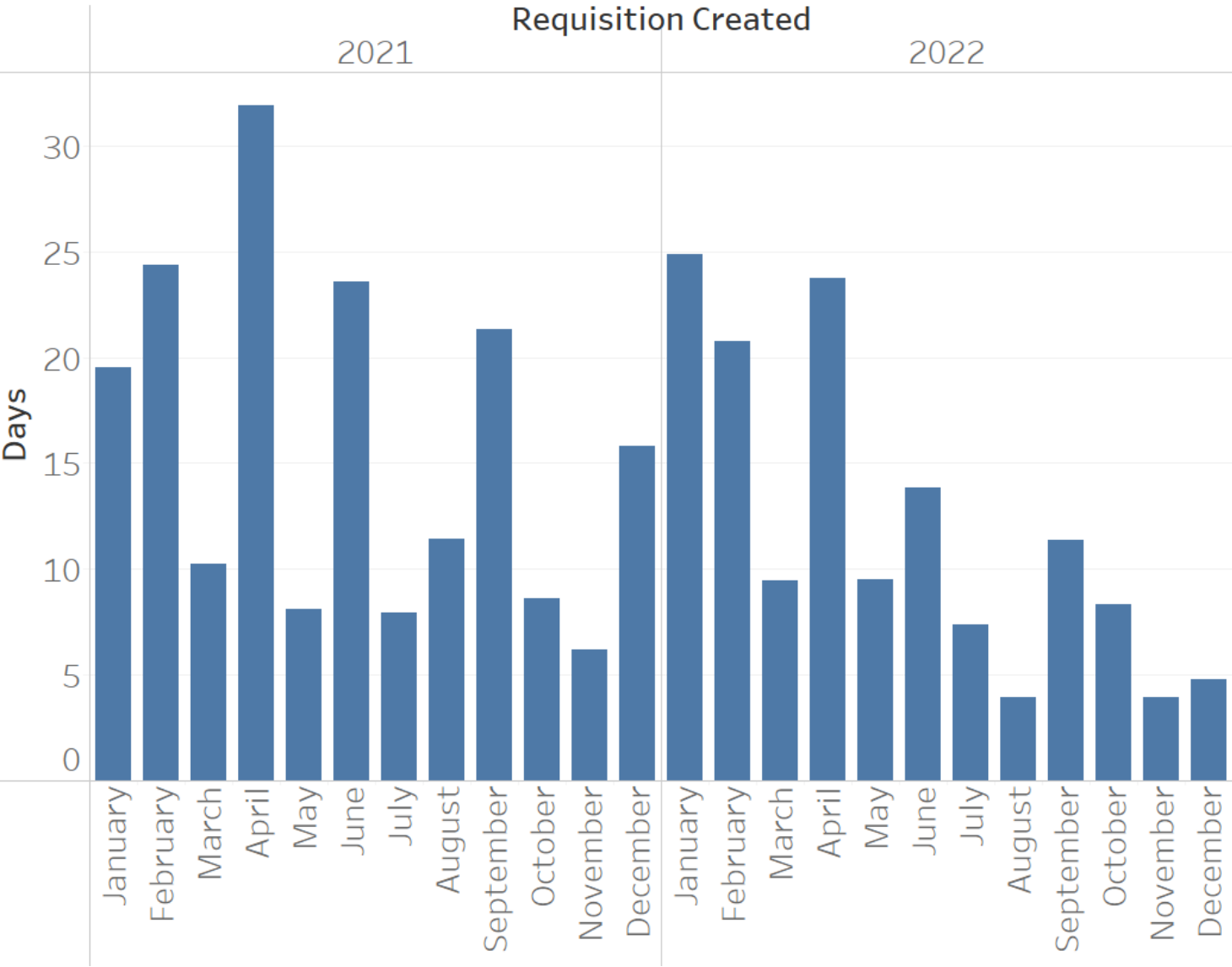
Interview
Schedule
Form



Average days to approve requisitions per month



Note: Improvements were rolled out in August 2022. This is the first part of the recruiting process which includes the department and HR approving the requisition.



Average days to provide candidate lists



2021 – 40 days on average to provide list

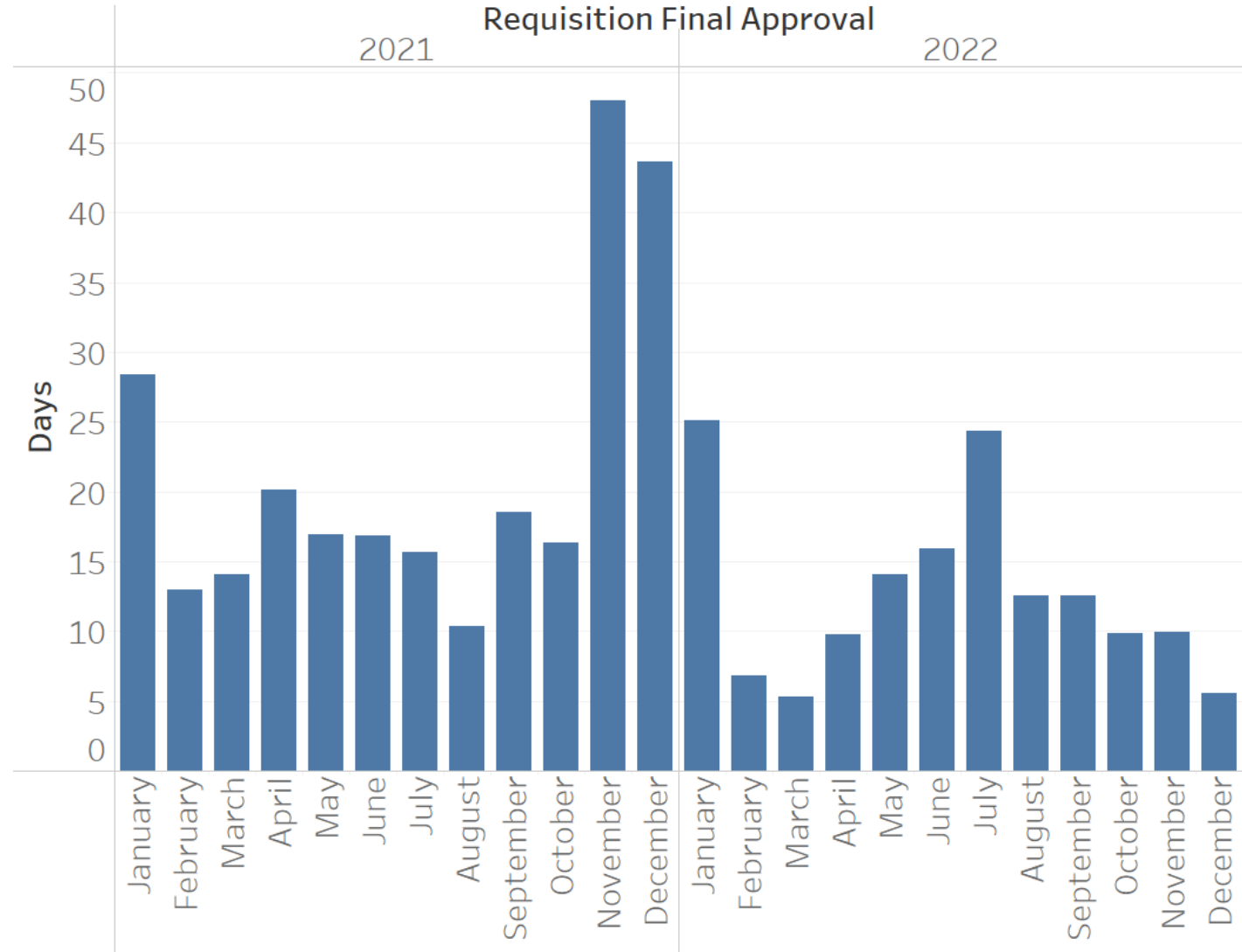
2022 – 12 days on average to provide list

Note:

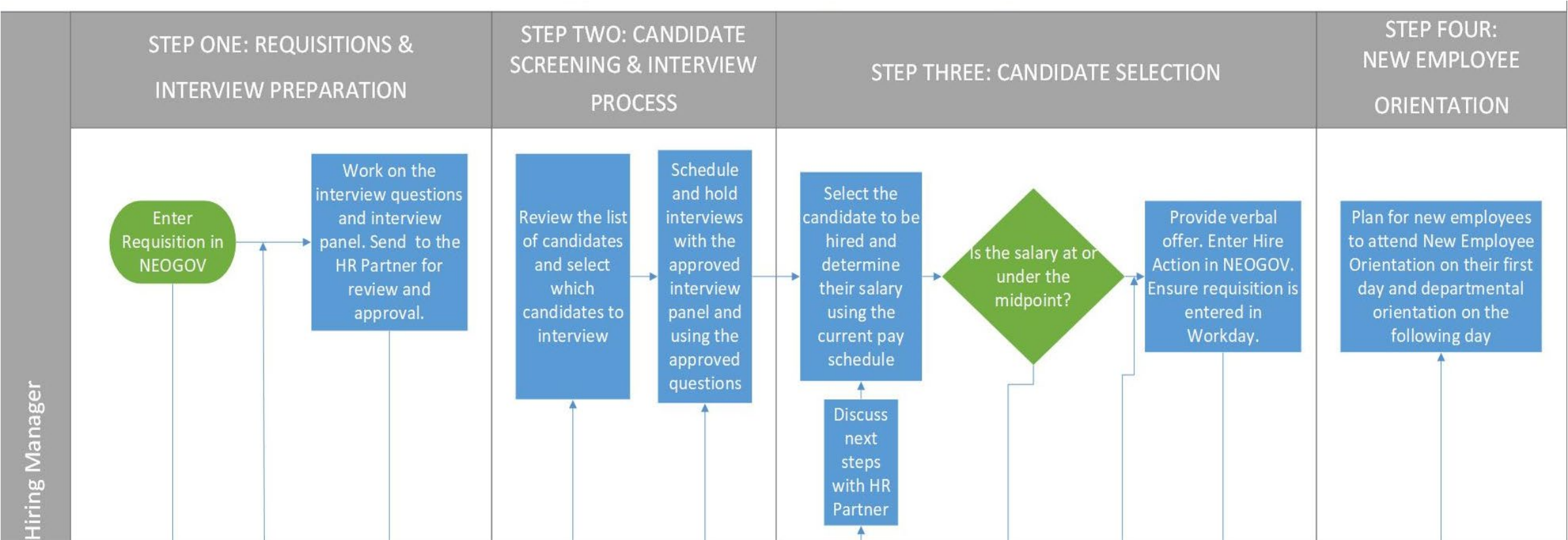
There were 2,393 requisitions in 2021, and

3,234 requisitions in 2022

(35% increase in the number of requisitions)



Process Flowchart





City of Dallas

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

Agenda Information Sheet

File #: 23-521

Item #: B.

Financial Empowerment Programming Update and Financial Empowerment Centers in Locations Across Dallas

[Jessica Galleshaw, Director, Office of Community Care; Cruz Correa, Program Manager, Office of Community Care]



City of Dallas

Financial Empowerment Programs Update and Financial Empowerment Centers in Locations Across Dallas

**Workforce, Education and Equity
February 13, 2023**

Jessica Galleshaw, Director
Cruz Correa, Program Manager
Office of Community Care
City of Dallas

Presentation Overview



- Racial Equity Plan (REP) Alignment
- Background/History
- Financial Empowerment Framework
- Financial Empowerment Center Overview
- Dallas Financial Empowerment Centers
- Volunteer Income Tax Assistance (VITA)
- Consumer Financial Protection Strategic Plan



Financial Empowerment REP Alignment



1. Big Audacious Goal Economic, Workforce, & Community Development Goal: 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.

Action Target 1.3: Improve small to large scale development and social support where food insecurity and predatory lending institutions have further marginalized historically disadvantaged communities.

Action Target: 1.5 Promote community wellness by increasing access to quality, affordable, nutritious options for food, meals and critical hygiene items by aligning social services, nutrition education, urban agriculture, and financial investments in equity priority areas and other areas with demonstrated needs.

Action Target: 1.9 Enhance economic vitality for equity priority areas to encourage mid- and long-term growth placing all residents in opportunities to thrive with increased economic and workforce development.

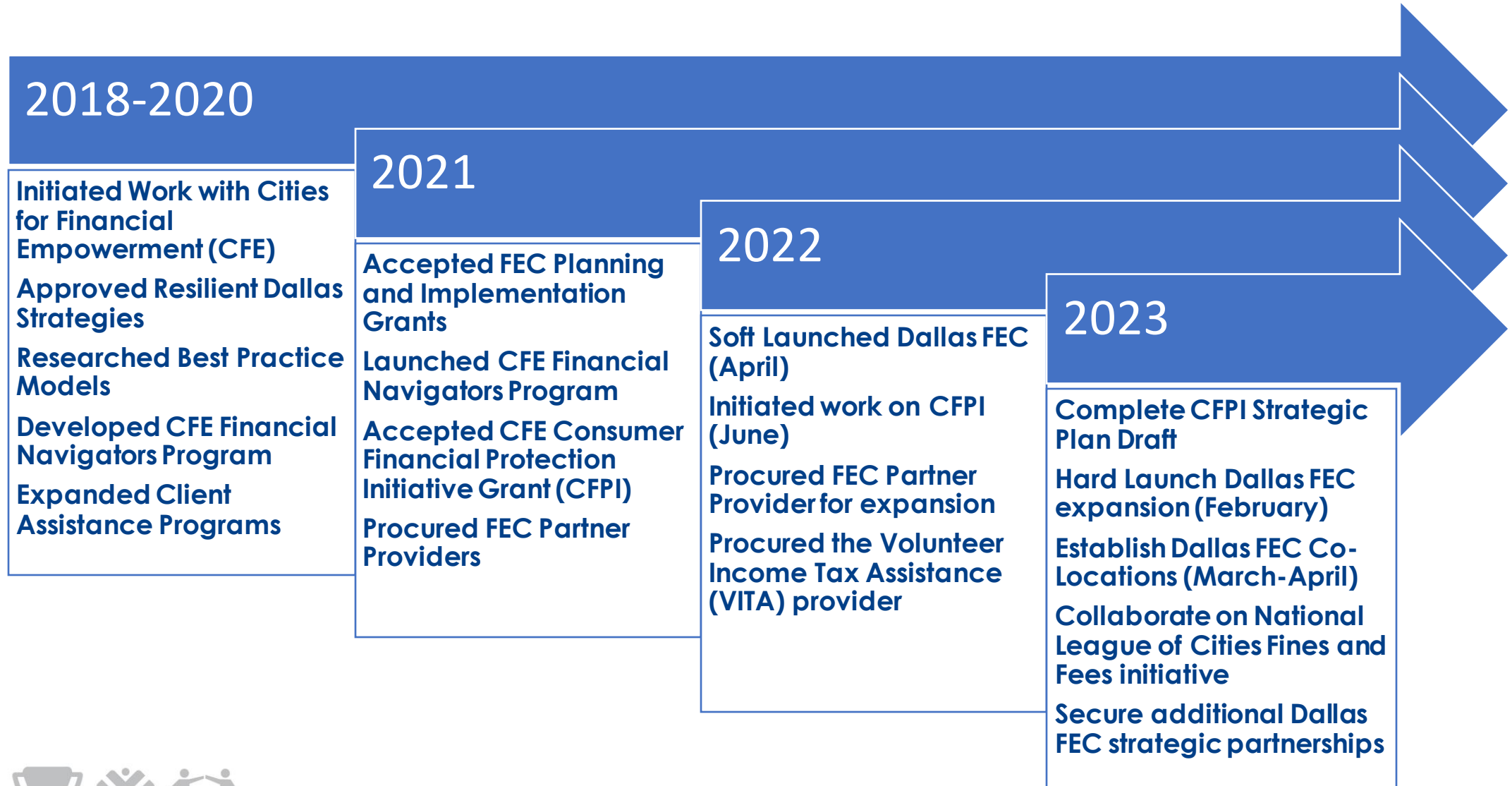
Relevant **Equity Indicators:**

9: Median Household Income, 10: Child Poverty, 11: Senior Poverty, 12: Working Poverty, 27: Home Loan Denials, 28: Housing Cost Burden, 30: Utility Expenses

Department Progress Measure: The Financial Empowerment Center will serve a minimum of 400 residents through professional financial coaching and financial capability clinics in equity priority areas by September 2023. [Ei 9]



Background/History



Need for Financial Empowerment



- **44%** of Americans can cover a \$1,000.00 unplanned expense through savings¹
- **87%** of U.S. citizens say money, the rise in prices of everyday items due to inflation is a significant source of stress²
- **30%** of borrowers have sub-prime or deep sub-prime credit, 15% are credit invisible meaning they do not have a credit score or credit report³
- **36%** of households had difficulty paying at least one bill or expense in 2022⁴
- **65%** of renters spend 30% or more of their income on housing⁵

1. Gillespie, L, January 2022, "Bankrates 2022 Annual Savings Report"

2. March 2022, American Psychological Association, "Stress in America"

3. Perlmeter, E., Groves, G., 2018, "Consumer Credit Trends for Dallas County", Community Development Publications, Dallas Federal Reserve

4. Consumer Financial Protection Bureau, December 2022, "Making Ends Meet 2022", CFPB Office of Research Publication No. 2022-9

5. 2018 Dallas Economic Opportunity Assessment developed by Communities Foundation of Texas and Center for Public Policy Priorities and is for Dallas County



Financial Empowerment Framework



What are Financial Empowerment Centers?



- FEC offer financial counseling to individuals and families by professionally trained financial counselors as a public service
 - No income limits to receive the service
 - Must be over the age of 18
 - Must be a City of Dallas resident
- FEC services are individualized, clients can set their own goals with counselors and monitor progress
 - Focus on short to medium term goals 1-3 years
- FEC strategic partnerships
 - Incoming and outgoing referrals
 - Integration agreements
 - Data Sharing agreements
 - Co-case management agreements



Funding for Dallas FEC



Cities For Financial Empowerment Fund

- \$20,000.00 Planning grant
- \$250,000.00 Implementation grant

Program Budgets: General Fund

- 2021-2023
 - IRC FEC Vickery Meadows - \$773,596.00 over 2 years
 - CitySquare - \$150,459.96 (contract no longer in place)
- 2022-2024
 - WiNGS FEC Oak Cliff – \$1,000,000 over 2 years
 - WiNGS FEC Pleasant Grove – \$1,000,000 over 2 years
 - WiNGS FEC Redbird - \$992,048 over 2 years



Dallas FEC Soft Launch



Improving people's financial capability is actionable, practical and modifiable in ways that will advance racial, social, economic and health equity in society.

People Served

- 152 residents served during soft launch period
- 341 individualized financial counseling sessions

Goal

- To provide financial counseling to 1,000+ unique residents in FY23

Outcomes Achieved Include:

- Reduced Non-Mortgage Debt by 10%
- Adopted a new savings behavior
- Increased amount set aside for the future
- Accessed a public support program
- Opened a safe and affordable bank account
- Used bank accounts actively



Dallas FEC Soft Launch Pilot Challenges



Staffing and Retention



Training



Partner Provider

- Organizational Strategic Realignment



Dallas FEC Expansion- Hard Launch



- Identified partners through competitive procurement process for full scale program launch
 - International Rescue Committee (from pilot) and WiNGS
- Announce Dallas FEC program launch through Press Conference on February 17th, 2023
- Full-scale FEC sites offering services Increase from 2 to 4
 - Increase Financial Counselors from 2 to 14
- Add Co-location sites with limited schedule availability across the city



Dallas FEC Team



The International Rescue Committee provides opportunities for refugees, asylees, victims of human trafficking, survivors of torture, and other immigrants to thrive in America.

- Resettlement
- Community Integration and Development
- Immigration Services
- Economic Empowerment
 - Financial Empowerment Center
 - Credit Building access
 - Direct Financial Assistance
 - Career Services
 - Small Business/Entrepreneurial Support
- VITA approved site





WiNGS provides a full suite of tailored services to empower women and families to live their fullest potential, no matter where they are in their journey.

- Nurse Family Partnership
- Career Pathways
- Financial Coaching Institute
- Economic Advancement
 - Financial Empowerment Center
 - Benefits Screening
 - Credit Building Access

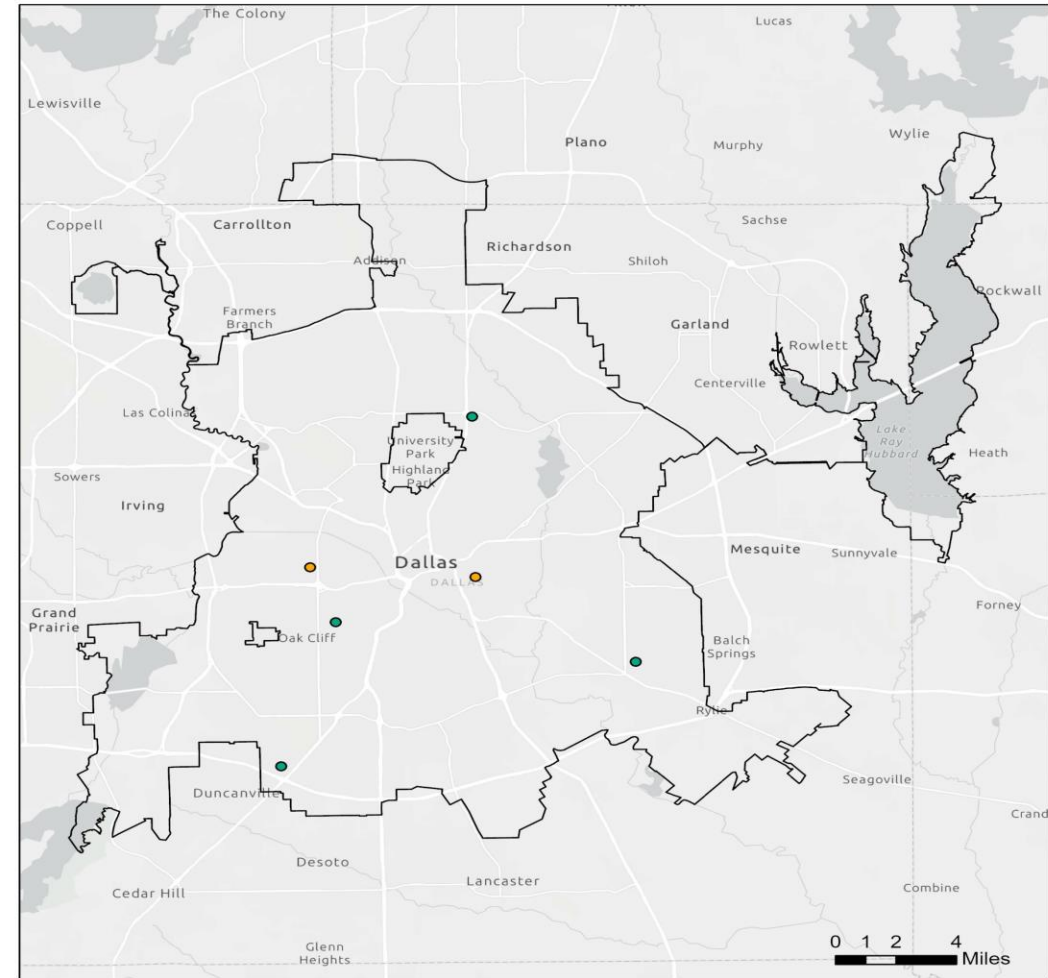


Dallas FEC Locations



- **WiNGS Oak Cliff**
1617 Jefferson Blvd, Dallas TX 75208
- **WiNGS Pleasant Grove**
8341 Elam Rd., Dallas TX 75217
- **WiNGS Red Bird Mall**
3662 W. Camp Wisdom Rd., Dallas TX 75237
- **International Rescue Committee**
6500 Greenville Ave., Dallas, TX 75206
- **Co-Locations - Availability Limited***
 - West Dallas Multi-Purpose Center
 - MLK Community Center
 - More to be added

*Co-location sites offer limited, scheduled coaching appointments provided by FEC partners



DISCLAIMER

This data is to be used for graphical representation only. The accuracy is not to be taken as data produced by a Registered Professional Land Surveyor (RPLS) for the State of Texas. This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries. (Texas Government Code § 2051.102)



Monday, February 6, 2023 10:34 AM
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Legend

- Full scale FEC site
- Co-location site
- CityLimits



Dallas FEC Network



The Dallas FEC is built for collaboration.

Dallas FEC COD Internal Partners

- Community Courts
- Community Centers (MLK and WDMC)
- Dallas Public Libraries
- Office of Equity and Inclusion
- Small Business Center

External Partnerships

- Crossroads
- Foundation Communities
- The Concilio
- The Financial Inclusion Roundtable
- The Salvation Army
- Volunteers of America
- And More



Volunteer Income Tax Assistance



VITA- The Volunteer Income Tax Assistance (VITA) program is an IRS initiative designed to support free tax preparation service through various partner organizations and has operated for over 50 years.

- Saves money
- Tax Preparers are IRS certified
- Assist in identifying Earned Income Tax Credit
- Reduce the use of costly Refund Anticipation Checks



Volunteer Income Tax Assistance



Foundation Communities 2023 Goals

- Increase Capacity
 - Year-Round Outreach
 - Expanded Service Delivery
 - Enhance Financial Literacy
 - Asset Building for Low to Moderate Income Individuals
- 25,000+ residents served
 - 10,000+ tax returns prepared
 - 2,500+ Limited English Proficiency
 - 2,600+ claim EITC
 - \$5,120,000.00 received in refunds
 - \$1,700,000.00 saved in fees
 - 7000+ volunteer hours

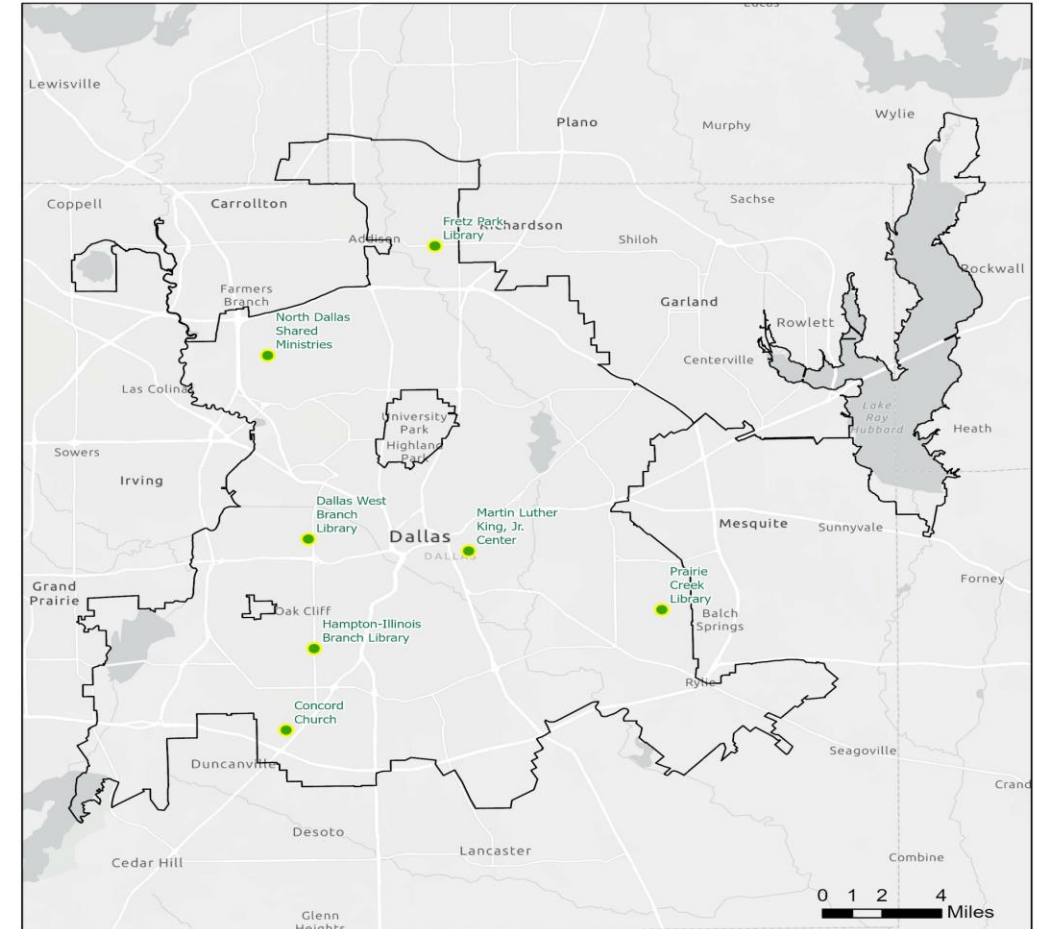


Volunteer Income Tax Assistance



VITA Locations

- **Concord Church**
6808 Pastor Bailey Dr. Dallas, TX 75237
- **Dallas West Branch Library**
2332 Singleton Blvd. Dallas, TX 75212
- **Fretz Park Library**
6990 Belt Line Rd. Dallas, TX 75254
- **Hampton-Illinois Branch Library**
2951 S Hampton Rd. Dallas, TX 75224
- **Martin Luther King, Jr. Center**
2922 Martin Luther King Jr Blvd. Dallas, TX 75215
- **North Dallas Shared Ministries**
2875 Merrell Rd. Dallas, TX 75229
- **Prairie Creek Library**
9609 Lake June Rd. Dallas, TX 75217



VITA Sites Location Map

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Tuesday, February 7, 2023 11:15 AM
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Legend

- VITA Sites
- CityLimits



Consumer Financial Protection Initiative



Goal: Supported by Cities for Financial Empowerment, identify practical opportunities that can improve the City's ability to proactively address critical consumer issues and provide equitable recommendations so that consumer financial protection solutions will benefit all residents and visitors.

Process:

1. Conduct an environment scan with internal and external stakeholders to gain insight on issues
2. Formulate key priorities based on environmental scan
3. Present priorities to internal and external stakeholders for feedback
4. Develop recommendations related to key priorities



Consumer Financial Protection



Environment Scan (June – Sept. 2022) Met with stakeholders to identify critical consumer protection issues affecting residents

Internal Stakeholders

- Office of Community Care
- Code Compliance
- Office of Equity and Inclusion
- Dallas Police Department
- Economic Development
- 311
- Housing
- Homeless Solutions

External Stakeholders

- Cities for Financial Empowerment
- Child Action Poverty Lab
- Dallas Habitat for Humanity
- Dallas Volunteer Attorney Program
- Harmony CDC
- International Rescue Committee
- Miles of Freedom
- Npower
- Raise Texas
- SMU Legal Clinic
- Texas Appleseed
- Wesley Rankin Community Center



Key Priorities Identified



- Consumer Complaint Intake Process
- Vulnerable Populations - Senior and Immigrant Communities
- Tax Preparers and the case for transparency
- Equitable Access to Safe and Affordable Credit
- Proactive Enforcement of consumer protection ordinances



Next Steps



Dallas FEC

- Program Expansion Launch – Press Conference 2/17/23
- National League of Cities Fines and Fees Cohort
- Strategic Partnerships and Alignment (ongoing)

VITA

- Strategic Partnerships and Alignment (ongoing)
- Communications

Consumer Financial Protection Initiatives

- Feedback on identified key priorities
- Draft plan inclusive of recommendations for consideration





City of Dallas

Financial Empowerment Programs Update and Financial Empowerment Centers in Locations Across Dallas

**Workforce, Education and Equity
February 13, 2023**

Jessica Galleshaw, Director
Cruz Correa, Program Manager
Office of Community Care
City of Dallas



City of Dallas

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

Agenda Information Sheet

File #: 23-520

Item #: C.

Green Job Skills Program Update

[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Memorandum



DATE February 13, 2023

CITY OF DALLAS

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

SUBJECT **Green Job Skills Program Update**

This memorandum provides information on the new Green Job Skills pilot program that has been fully briefed to the Environment and Sustainability Committee. The effort seeks to advance workforce opportunities in Dallas by enhancing the skillset of local contractors and supporting the growing demand for green jobs in the City of Dallas. During this pilot program, the Office of Environmental Quality & Sustainability (OEQS) will offer free, flexible, self-paced online courses that focus on specific weatherization job tasks taught by experienced professionals. The anticipated outcome of this pilot is to recruit fifty participants into the program during the pilot year, with the possibility of continuing the program after meeting and evaluating Year One goals.

As background, in May 2020, the City adopted the Comprehensive Environmental and Climate Action Plan (CECAP), which establishes goals and pathways to guide the City in reaching its environmental and climate objectives, including those related to weatherization. In August 2022, the City adopted the Racial Equity Plan, which includes the Big Audacious Goal of enhancing economic vitality for equity priority areas by supporting residents with increased opportunities for economic, workforce, and community development. This initiative also aligns with the Workforce, Education, and Equity Committee's efforts to ensure Dallas has a future-proof workforce and provides training opportunities for middle skill level jobs. The Green Job Skills pilot program advances multiple City priorities.

The national priority of implementing green infrastructure is increasing the demand for green jobs and driving the need for expanded training opportunities. This Green Job Skills program will offer local contractors the opportunity to be more competitive in the trade and help develop a stronger local green workforce. This program is designed to complement the new Whole Home Dallas online resource that contains a consolidated list of weatherization, energy efficiency, and renewable energy financial incentive options. The two programs will help Dallas homes be more climate resilient and increase the number of skilled specialists to perform upgrades.

OEQS is launching a targeted marketing effort to support the Green Job Skills pilot program. OEQS will focus on engaging contractor associations and partner organizations to better reach tradesman with existing general contracting experience. The virtual course format assumes participants have a working knowledge of construction practices. This outreach plan is phased to help balance the distribution of the limited number of

classes. If courses are available after the initial outreach, then OEQS will focus on advertising this program through social media, radio, and other outlets.

OEQS will provide the City Council with updates for this program as a part of regular status briefings for the CECAP. If you have questions, or need additional information, please contact Carlos Evans, OEQS Director (214-670-1642) or OEQS Assistant Director, Susan Alvarez (214-671-9505).



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

c:	T.C. Broadnax, City Manager Chris Caso, City Attorney Mark Swann, City Auditor Billieae Johnson, City Secretary Preston Robinson, Administrative Judge Kimberly Bizer Tolbert, Deputy City Manager Jon Fortune, Deputy City Manager	Majed A. Al-Ghafry, Assistant City Manager Dr. 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
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City of Dallas

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

Agenda Information Sheet

File #: 23-522

Item #: D.

Small Business Center Workforce Development Upskilling Dallas Grant
[Kimberly Bizer Tolbert, Deputy City Manager, City Manager's Office]

Memorandum



DATE February 10, 2023

CITY OF DALLAS

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

SUBJECT **Small Business Center Workforce Development Upskilling Dallas Grant**

The purpose of this memorandum is to provide an update on the Upskilling Dallas grant administered by the Small Business Center.

This grant, supported by ARPA funds, provides workforce training to re-skill or up-skill City of Dallas residents that have been financially impacted by COVID-19 and who are members of low to moderate income households (defined as households at 80% or below Area Median Family Income). The workforce training addresses the skill gaps in the Dallas labor market for advanced Information Technology (IT) and social and human services for working aged adults. The focus is on training for registered behavior technicians (RBT) and industry recognized IT certified technicians in high demand areas. In addition, job readiness and employment placement services are included for all participating individuals.

The grant solicitation opened in May 2022 and closed July 2022 with six active vendor submissions who scored as follows:

Supplier	Total pts (out of 100)
Dallas College	86.67
Dallas County Mental Health and Mental Retardation Center	82
United Way of Metropolitan Dallas	78.33
Zan Wesley Holmes, Jr. Community Outreach Center	74.67
Green Careers Dallas	64
CitySquare	63

Based upon the scores and service needs, the Small Business Center will be recommending the following applicants for funding for City Council action on February 22, 2023:

Vendor	Amount	Services
Dallas College	\$250,000	IT training and certification
Dallas County Mental Health and Mental Retardation Center dba Metrocare Services	\$250,000	RBT training and certification

DATE February 10, 2023
SUBJECT **Small Business Center Workforce Development Upskilling Dallas Grant**

Metrics for success will be reflected in the following categories:

- Completion Rate: 80% - 85%
- Industry recognized certification/credential earned: 70% - 85%
- Employed: 75% overall
- Wage range: \$16/hr - \$18/hr

Staff will be available during the Workforce, Education, and Equity Committee meeting on February 13, 2023, 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.



Kimberly Bizar Tolbert
Deputy City Manager

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

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Dr. 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



City of Dallas

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

Agenda Information Sheet

File #: 23-523

Item #: E.

Upcoming City Manager's Office Agenda Items - 2023 Digital Navigators Program
[Genesis D. Gavino, Chief of Staff, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE February 7, 2023

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

SUBJECT **Upcoming City Manager's Office Agenda Items – 2023 Digital Navigators Program**

This memo serves as an overview of the Request for Competitive Sealed Proposals for (RFCSP) the Digital Navigators Program managed by the City Manager's Office (CMO). The following City Manager's Office item will be considered by the City Council on the Feb 22, 2023, Voting Agenda.

Item 23-400: Authorize the City Manager to release funds to the Digital Navigators program, solicitation number BOZ22-00020338.

Item 23-400: Authorize a one-year contract, in the amount of \$1,000,000 with a one-year renewal option for Dallas Innovation Alliance as a subrecipient to administer the Digital Navigators Program that focuses on the four pillars of digital equity: access, affordability, devices, and literacy and skills to Dallas residents - Not to exceed \$2,000,000 – Financing: Coronavirus State and Local Fiscal Recovery Fund (subject to annual appropriations)

The purpose of the Digital Navigators Program is to connect with targeted communities to better understand and alleviate their needs to be connected to the internet, utilize computers and laptops, and acquire training to support digital literacy and skills, as well as increased awareness and use of Dallas Public Library resources. Supplier has a unique understanding of the communities they seek to serve and demonstrate how their approach will result in measurable improvements to internet access and digital literacy skills. Supplier will include assessment methods that will demonstrate how program supports have bridged the digital divide and mitigated the negative effects of digital inequity on educational gaps, job and housing losses, food insecurity and health crises in the targeted communities

The Dallas Innovation Alliance (DIA) will be executing the Digital Navigators scope of work through its Connected Dallas 'Digital Ambassador' program. The foundation of this program was built by the National Digital Inclusion Alliance's (NDIA) Digital Navigator model. Connected Dallas is designed to provide a full spectrum of digital touchpoints for community members with the intention to meet them where they are, whether by phone, text, chat, online or in-person. This ensures that community members are well-informed, trained, and connected to all services that require connectivity. Administration and implementation of program materials will be developed in alignment with the City's guiding principles of community engagement and outreach to be equitable, accessible, transparent, and inclusive. The program goal is to improve quality of life with access to basics like devices, internet plans, basic skills/tech support; as well as education, job training/applications, transportation, telehealth, and basic services.

In addition, DIA will focus on increasing enrollment to federal benefits, such as Lifeline and the Affordable Connectivity Program (ACP).

Background

The City Manager's Office (CMO) is seeking a one-year contract, with a one-year renewal option, with a non-profit agency to serve as a subrecipient for the purpose of administering a Digital Navigators Program within the Dallas city limits to residents who are low income, which is defined as at or below 80% Area Median Income (AMI), under a subrecipient agreement. Target communities that have been most impacted by COVID-19 include:

- 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; and
- Residents living in zip codes and census tracts identified in the "Households with No Internet Access" map as found in:
<https://dallasgis.maps.arcgis.com/apps/webappviewer/index.html?id=3076076c348e4617859b213687147dc7>;
- And Residents living in 2022 Qualified Census Tracts identified in
<https://www.huduser.gov/portal/qct/1metrotable.html?cbsa=19100&DDAYEAR=2022>;
and
- Residents living in communities of concentrated poverty.

Proposal Evaluation:

The City Manager's Office sought proposals via a Request for Competitively Sealed Proposals (RFCSP) from non-profit organizations to deliver Digital Navigation services as outlined above. The solicitation required that programs target service delivery in locations that are accessible to or within communities in which internet access is lacking and/or communities in which there are concentrations of populations identified by ARPA funding.

RFCSP Timeline:

- Open for Applications – September 29- November 4, 2022
- Closed Date – November 4, 2022
- Evaluation Dates – November 7 - 21, 2022
- Final Scoring by Procurement – December 15, 2022

Evaluation Team:

- Office of Equity and Inclusion, Welcoming Communities & Immigrant Affairs Division
- Office of Community Care
- Dallas Public Library
- City Manager's Office

Evaluation Criteria:

Organizational Capacity: (20 points)

- Demonstrates Proposer's capacity and experience deploying a similar program

Program and Workplan (40 points)

- Outlines what, how, when, and to who services will be delivered

DATE February 7, 2023
 SUBJECT **Upcoming City Manager's Office Agenda Item – 2023 Digital Navigators Program**

- Demonstrates Proposer's understanding of the Target Community and Service Area needs and how the program addresses those needs

Evaluation Plan

- Demonstrates that Proposer's process and plan for evaluating program services and impact of services

Cost and Budget

- Demonstrates clear consideration for cost of program and how the Proposer intends to allocate funding

Application Evaluation and Scoring:

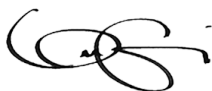
The Evaluation Committee individually scored each category, as provided below. Awards are based on scoring rank based on total scores and proposals with scores below 70 points were not awarded funding.

	Total A + B	A Evaluation Criteria	A-1 - Organizational Capacity	A-2- Program and Work Plan	A-3 - Evaluation Plan	A-4 Cost and Budget	B- 1 - Cost
Supplier	/100 pts	/95 pts	/20 pts	/15 pts	/15 pts	/20pts	/5pts
Dallas Innovation Alliance	<u>78.35</u>	76.35	16	35.75	11	13.6	2
NPower	<u>69.05</u>	66.05	17	30.25	10	8.8	3
Comp-U- Dopt	<u>63.10</u>	58.1	12.25	27.5	7.75	10.6	5

Agency	Ranking	Award	% of Request Awarded
Dallas Innovation Alliance	1	\$1,000,000.00	100%
Comp-U-Dot	2	\$0	0%
NPower	3	\$0	0%

The program services will begin once the contracts have been executed.

If you have any questions, please do not hesitate to contact me.



Genesis D. Gavino
 Chief of Staff

DATE February 7, 2023
SUBJECT **Upcoming City Manager’s Office Agenda Item – 2023 Digital Navigators Program**

C: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
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City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
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Agenda Information Sheet

File #: 23-524

Item #: F.

Upcoming Office of Community Care and Office of Procurement Services Agenda Item Relating to Senior Dental Program - February 22, 2023

[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE February 9, 2023

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

SUBJECT **Upcoming Office of Community Care and Office of Procurement Services
Agenda Item Related to Senior Dental Program – February 22, 2023**

On February 22, 2023, the following Office of Procurement Services item will be considered by City Council:

File ID: 22-403: Authorize a one-year service contract in the amount of \$250,000, with two one-year renewal options in a total amount of \$500,000, as detailed in the Fiscal Information section, for dental health services for seniors 60 years of age and older residing in the City for the Office of Community Care – Texas A&M University Health Science Center dba Texas A&M University College of Dentistry, only proposer - Not to exceed \$750,000 - Financing: General Fund (subject to annual appropriations)

Background

This service contract provides for dental health services for seniors 60 years of age and older residing in the City for the Office of Community Care. Texas A&M University Health Science Center dba Texas A&M University College of Dentistry is contracted to provide clinical dental care services, including exams, cleanings, fluoride treatment, sealants, fillings, extractions, root canals, treatment for infections, oral health education, and partial and full dentures to seniors under the Clinical Dental Care Services Program, in the amount of \$250,000.00.

Medicare does not typically cover dental care services for seniors. The Senior Affairs Commission strongly advocates for senior dental care as low-income and fixed income seniors are often unable to afford private dental care. Providers of dental services to low-income seniors state that they frequently encounter patients who have not been seen by a dentist in many years, resulting in severe dental disease. The Senior Dental Program is likely the only option for many Dallas seniors.

The lack of proper dental care can lead to other health issues and advancing age puts our senior residents at risk for oral health conditions. In addition to dental health, dental care appointments provide an opportunity to identify signs of other health issues in patients such as high blood pressure, diabetes and heart disease. In cases like these, the Clinical Dental Care Services Program provider, Texas A&M College of Dentistry (TAMCOD), refers patients for low-cost medical services near the dental clinics.

TAMCOD's mission is to improve the oral health of Texans and shape the future of dentistry by (1) Developing exemplary clinicians, educators, and scientists; (2) Caring for

DATE February 9, 2023

SUBJECT **Upcoming Office of Community Care and Office of Procurement
Services Agenda Item Related to Senior Dental Program – February
22, 2023**

the needs of a diverse community, and (3) Serving as a leader in health professions education, and seeking innovations in science, education, and health care delivery.

This program is expected to serve 1,000 seniors. All dental services will be provided in two community locations, each of which is accessible via public transit, including buses light rail stations.

Clinic Site	Address	Convenient To:
North Dallas Shared Ministries (NDSM)	2875 Merrell Rd, Dallas, 75229	West and Northwest Dallas, including Love Field and Stemmons Corridor
M.C. Dental Clinic at Hatcher Station (Cooper – new in 2021!)	4542 Scyene Rd, Dallas, 75210	South Dallas, Fair Park, Pleasant Grove, East Oak Cliff

Performance Measures

Evaluating Efficiency and Cost – Cost of Clinical Services Per Qualified Patient

During the term of the contract, Texas A&M University Health Science Center dba Texas A&M University School of Dentistry will provide 2000 patient visits to 1000 unduplicated patients with 5000 dental procedures attributed to the City's funding.

Performance Measure	Goal
Improve access to oral health care to qualified senior adults.	1000 unduplicated patients
Increase the number of visits to ensure comprehensive dental services are available to qualified seniors.	2000 patient visits
Increase the number of procedures provided per visit to meet the oral health needs of qualified seniors.	5000 procedures

Outcome Measures

Evaluating Quality of Care - Completed treatment per qualified patient – 50% of qualified seniors will have completed all planned treatment within the reporting year.

Measure Name	Description	Goal
Senior Adults – Completion of All Planned Dental Treatment	Total number of completed cases for all qualified senior adults will be evaluated each month during the reporting year to ensure proper follow up and completion of treatment.	50% of patients completed all treatment.

DATE February 9, 2023

SUBJECT **Upcoming Office of Community Care and Office of Procurement
Services Agenda Item Related to Senior Dental Program – February
22, 2023**

Procurement

The City of Dallas Office of Community Care (OCC) sought qualified entities through a Request for Competitive Sealed Proposal (RFCSP) process, to provide clinical dental health services to low/moderate-income seniors aged 60 and older.

The Evaluation Committee selected the successful respondent on the basis of demonstrated competence and qualifications under the following criteria:

- Program evaluation 45 points
- Organizational capacity 30 points
- Budget and Cost 25 points

The City of Dallas only received one proposal for this solicitation.

Senior Dental Care Services Program								
Agency	Rank by Score – Initial	Score – Initial	Rank by Score – Amended	Score – Amended	Category 1 – Award Initial	Category Award Amended	1 – Initial	% Request Awarded – Initial
Texas A&M University HSC College of Dentistry	1	94.5	1	94.5	\$250,000.00			100%

The RFCSP was advertised on October 6, 2022 and October 13, 2022. A pre-conference was held on October 19, 2022 and submissions were due on November 18, 2022.

A four-member committee from the following departments reviewed and evaluated the qualifications:

- Department of Housing & Neighborhood Revitalization (1)
- Office of Community Care (2)
- Office Homeless Solutions (1)

Date	Actions
October 6, 2022	RFCSP posted via Bonfire
November 18, 2022	RFCSP closed and submissions due
November 30, 2022	Application scoring completed
December 13, 2022	Notification of funding award
February 22, 2023	Council authorization of contract

The organization will begin implementation of programming and services once contract has been executed.

DATE February 9, 2023

SUBJECT **Upcoming Office of Community Care and Office of Procurement
Services Agenda Item Related to Senior Dental Program – February
22, 2023**

Should you have any questions or need any additional information, please contact myself or Jessica Galleshaw, Director of Office of Community Care, at 214-670-5113 or Jessica.Galleshaw@dallascityhall.com.



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

c: T.C. Broadnax, City Manager
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City of Dallas

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

Agenda Information Sheet

File #: 23-638

Item #: A.

Equity and Education (External): Research to Support Student Success: Evictions Study
[Ashley Flores, Senior Director, Child Poverty Action Lab; Camille Gilchriest, Director of GIS & Data Visualization, Dallas College]



Research to Support Student Success: Evictions Study

Tuesday, March 7, 2023
City of Dallas Workforce, Education, and Equity

Ashley Flores
Senior Director
Child Poverty Action Lab

Camille Gilchriest
Director, GIS & Data Visualization
(LMIC)

Introduction to the Speakers



Ashley Flores
Senior Director,
Child Poverty Action Lab

Camille Gilchriest
Director, GIS/Data Visualization
Labor Market Intelligence Center

Cross-Unit Collaboration



Examples:

- Current student data
- Unique student populations
- Data governance
- Student success (enrollment, retention, graduation)



**Strategic
Research
and
Analytics
(SRA)**



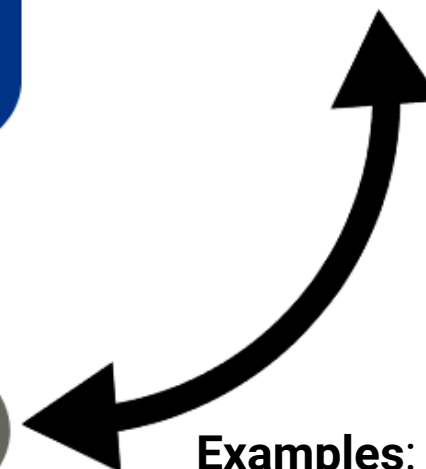
**Labor
Market
Intelligence
Center
(LMIC)**

Examples:

- Labor market trends
- Program-Workforce Alignment
- Socioeconomic barriers analysis
- GIS mapping



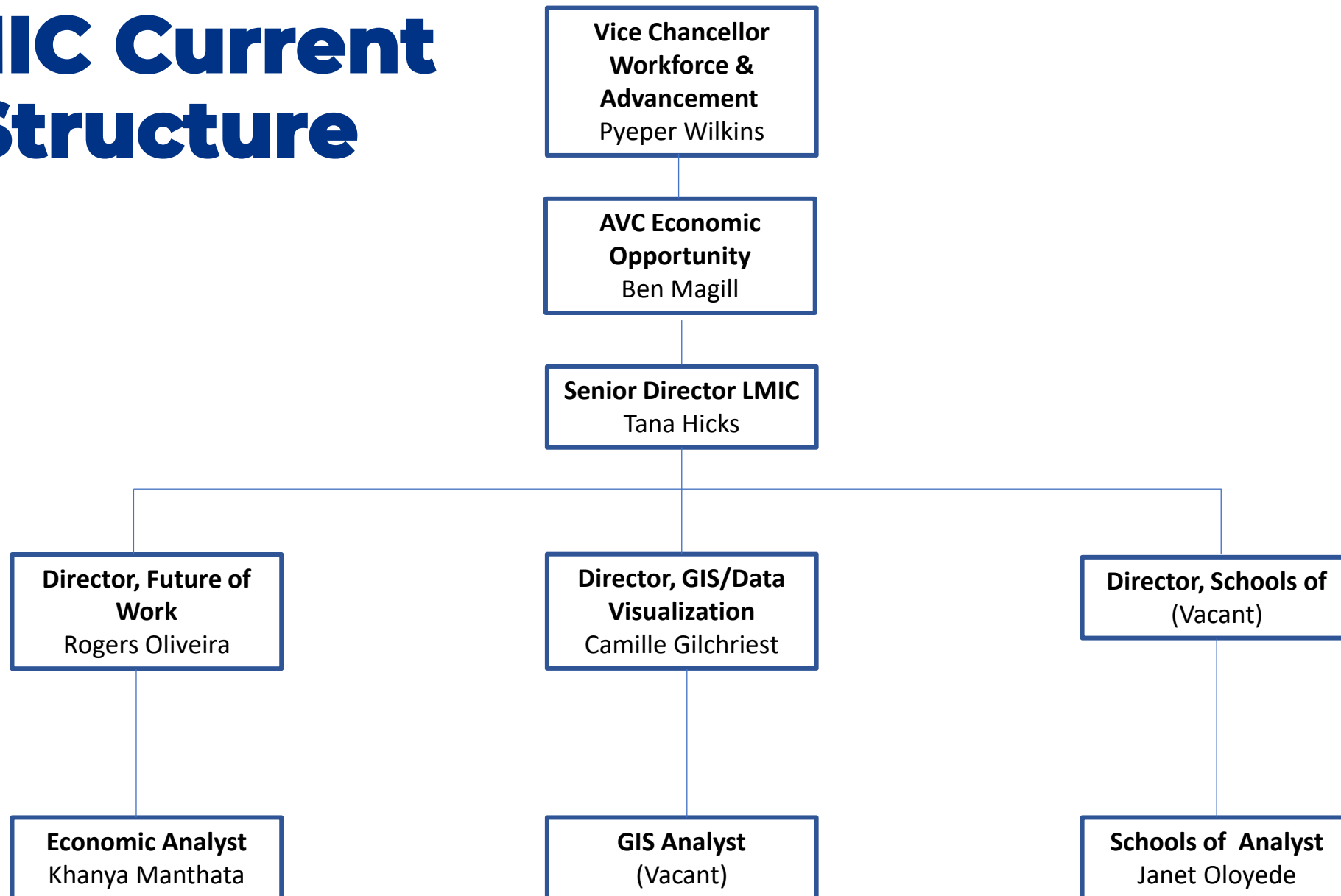
**Research
Institute
(RI)**



Examples:

- Longitudinal data (K12 to Workforce)
- Alumni feedback
- ROI, economic mobility, student debt

LMIC Current Structure



Eviction Project Research Team



- Labor Market Intelligence Center
 - *Camille Gilchriest, Director of GIS/Data Visualization*
 - *Dr. Tana Hicks, Senior Director, LMIC*
- Research Institute (RI)
- Strategic Research and Analytics (SRA)
- Student Success Research (SSR)
 - *Dr. Tracie Lowe, Dean, Student Success Research*
- Student Care Network (SCN)
 - *Dr. Carlos Cruz, Dean, Student Care Network and Basic Needs*
- External Support
 - *Ashley Flores, Child Poverty Action Lab (CPAL)*
 - *Brianna Harris, Child Poverty Action Lab (CPAL)*

Recent LMIC Collaborations

- Dallas Thrives
- Best Southwest Partnership
- Economic Mobility Systems
- SkillUp/LevelUp
- Child Poverty Action Lab

Housing Insecurities Permeates Broadly For College Students

The Dallas Morning News

Dallas College students who are evicted more likely to drop out, not return, data shows

Study reveals how evictions cause harmful, long-lasting effects to students' education, job opportunities and earning potential.



Community members discuss employment opportunities during the city of Garland Career Fair at Dallas College's Garland Center in Garland, TX, on Sep 17, 2022. (Jason Janik/Special Contributor) (Jason Janik / Special Contributor)

USNews

EDUCATION » Colleges Grad Schools Online Colleges Global Universities K-12 SkillBuilder Rankings Sign In

Education / Colleges Address Housing Ins...

Resources for Students Facing Housing Insecurity

Colleges are establishing basic needs hubs, affordable housing options and safe parking programs.

By Sarah Wood | April 6, 2022, at 4:58 p.m.

CNN US Crime + Justice Energy + Environment Extreme Weather Space + Science Audio

Isabella Zaldana, 19, has struggled with housing insecurity throughout her life. She attends New York's Medgar Evers College, which partnered with the Neighborhood Coalition for Shelter on a pilot program to help give students affordable housing.

This college student was among the 'invisible' homeless. Now, a creative housing fix is helping her stay in school

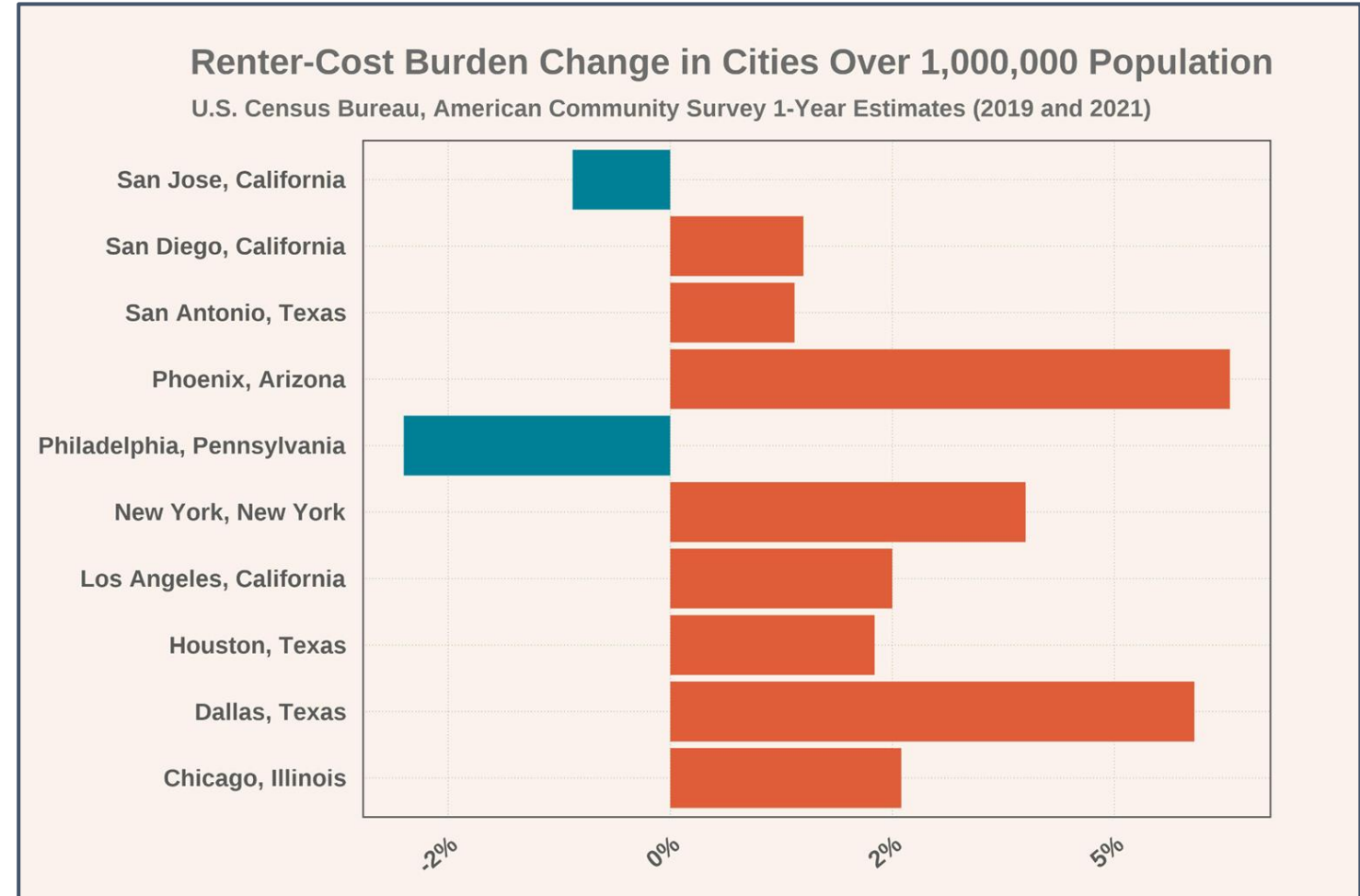
By Athena Jones, CNN Photographs by Laura Oliverio, CNN
Published 12:35 AM EST, Thu December 8, 2022

AFFORDABILITY | Can a family pay rent and still have enough money leftover for other expenses?

Among Dallas families making less than \$50K per year, **78% are housing cost burdened**, meaning they pay 30%+ of their income for housing.

(American Community Survey, 2021 one-year estimates)

Among cities over 1M residents, the City of Dallas was second in renter cost-burden growth from 2019 to 2021.



AFFORDABILITY | Can a family pay rent and still have enough money leftover for other expenses?

Wages aren't keeping pace with rising housing costs in Dallas:

<i>Bedrooms</i>	<i>Market Asking Rent (Q4 2022)</i>	<i>Income Needed</i>
1	\$1,344	\$53,760 \$25.85/hour
2	\$1,735	\$69,400 \$33.37/hour
3	\$1,874	\$74,960 \$36.04/hour

Sample local wages (per Bureau of Labor Statistics):

Food Prep and Service
\$12.88/hour

Cleaning and Maintenance
\$15.07

Healthcare Support
\$15.32

Office and Admin
\$20.83

Sales
\$22.64

Construction
\$23.22

Educational Instruction and Library
\$27.63



Who is Evicted?

From the Eviction at Dallas College Impact Report



Student Profiles

Sarah

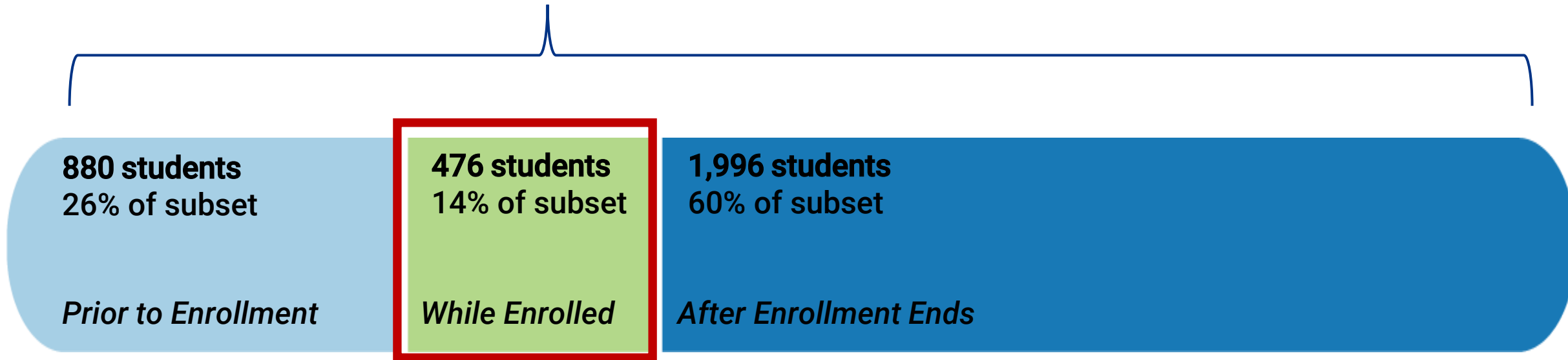
Sarah enrolled in Dallas College immediately after her graduation from a Richardson ISD high school. She was poised to make a difference in her community as a substance abuse counselor. After completing her associate's degree in 2021 with a near 4.0 GPA, Sarah re-enrolled in Dallas College to take additional classes that would prepare her to transfer to UNTD, UTD, or another Bachelor-degree granting institution. Sarah lived in the same apartment throughout her time at Dallas College and spent approximately \$40,000 in aggregate rent. But in spring 2022, Sarah's landlord filed an eviction against her, and she was evicted. She was unable to complete her coursework that term, failing her first class in her Dallas College career and withdrawing from another. She has not re-enrolled at Dallas College since the eviction and has not shown up in transfer reports. When Sarah moved in, she was likely renting a condo from an individual owner, but in 2019, all the units in her building were purchased and consolidated. At the time of her eviction, her landlord was an LLC owned by a private equity firm based in New York City. Prior to this acquisition, no evictions were filed at the property. Within two years, at least eight evictions had been filed.



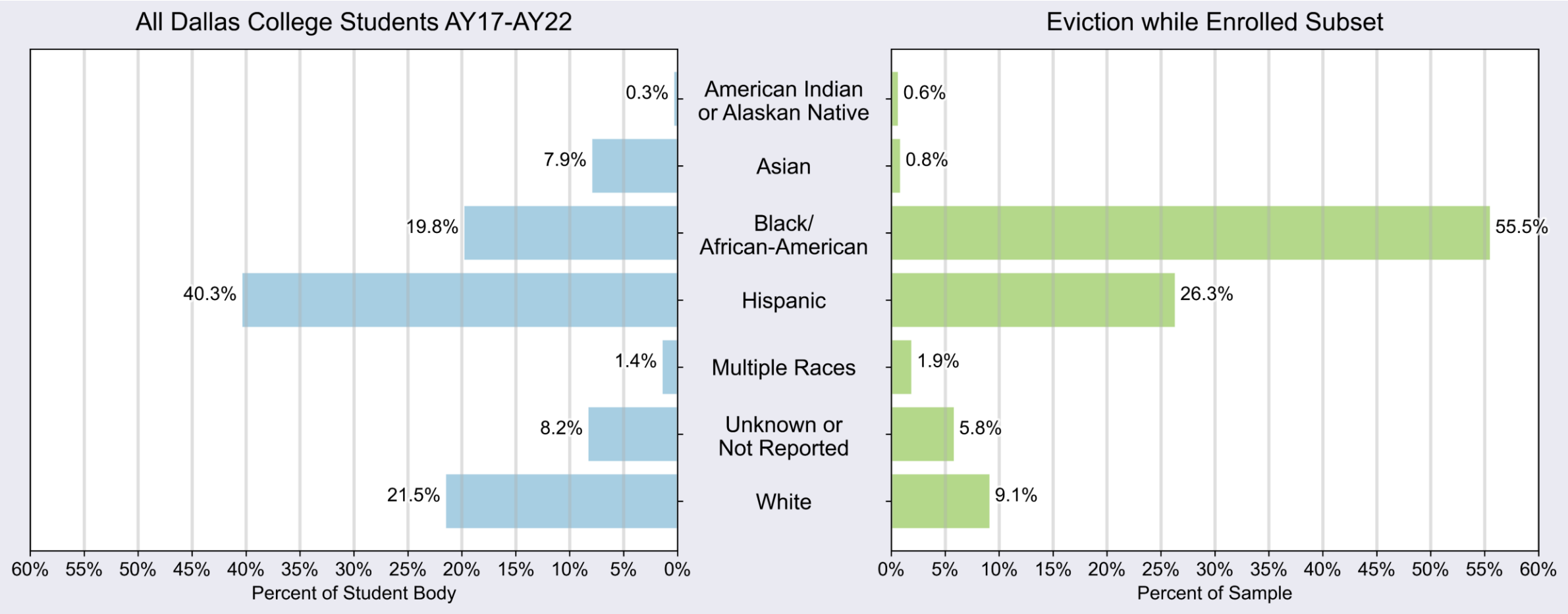
Relative to Time of Enrollment



3,352 students with 4,114 eviction filings
0.7% of all enrolled students AY2017-AY2022



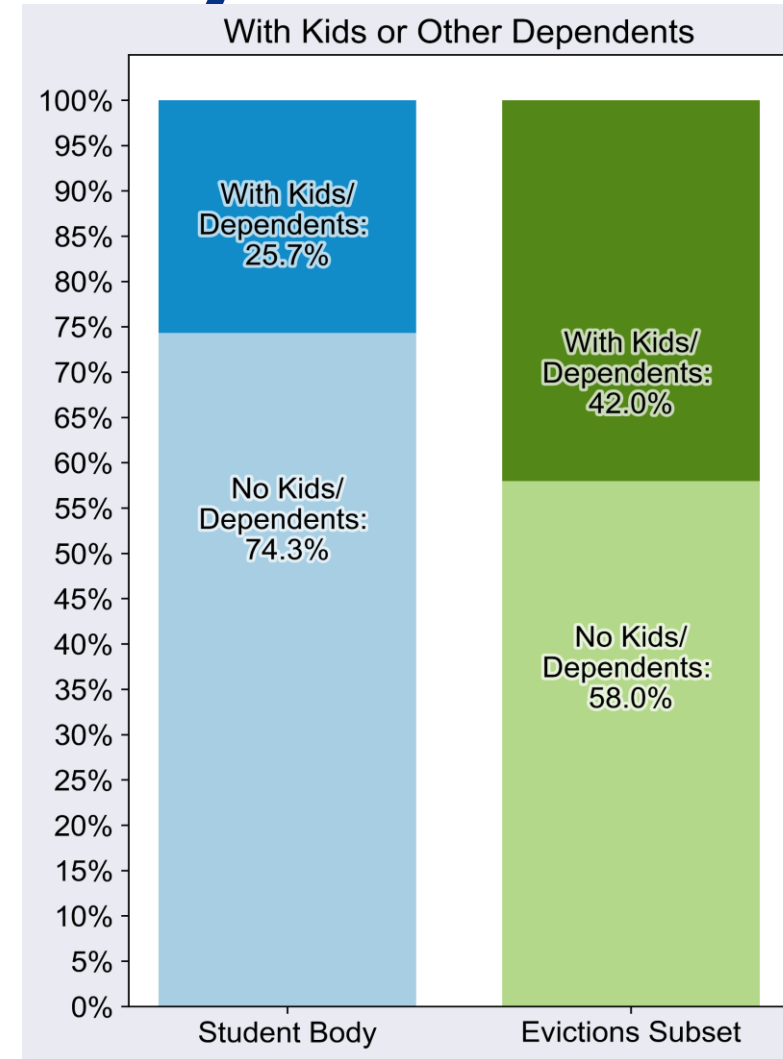
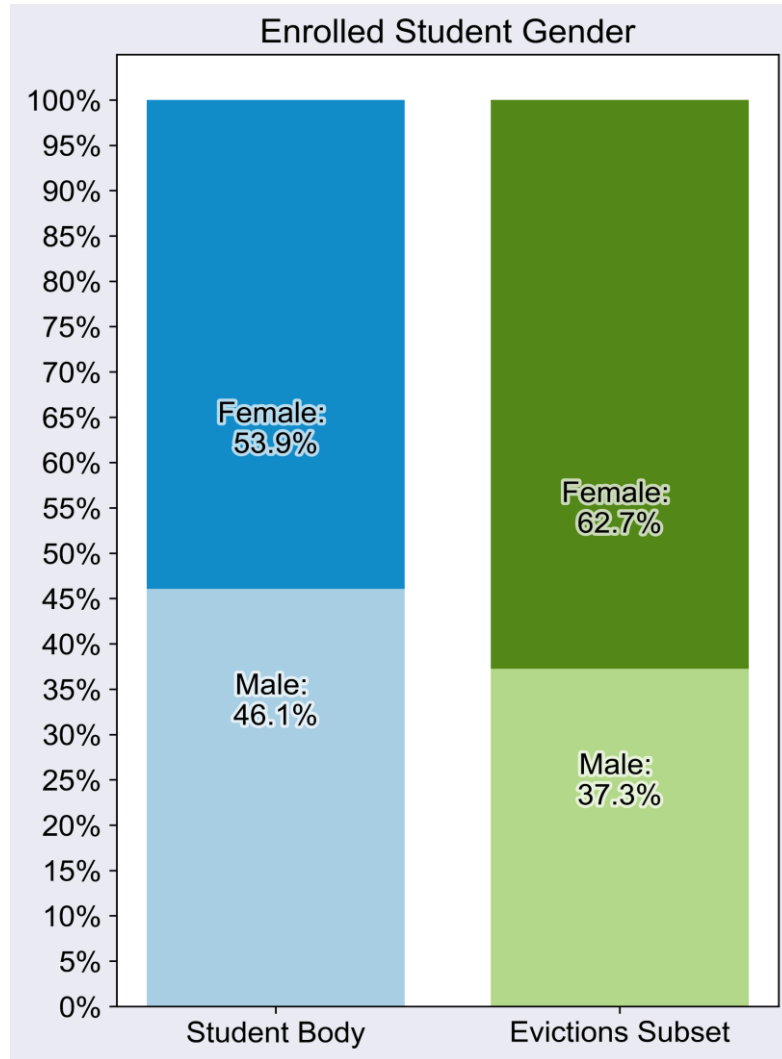
Race and Ethnicity



2.8x more likely to identify as Black or African-American
2.0x more likely to identify as American Indian or Alaskan Native



Gender and Family Status



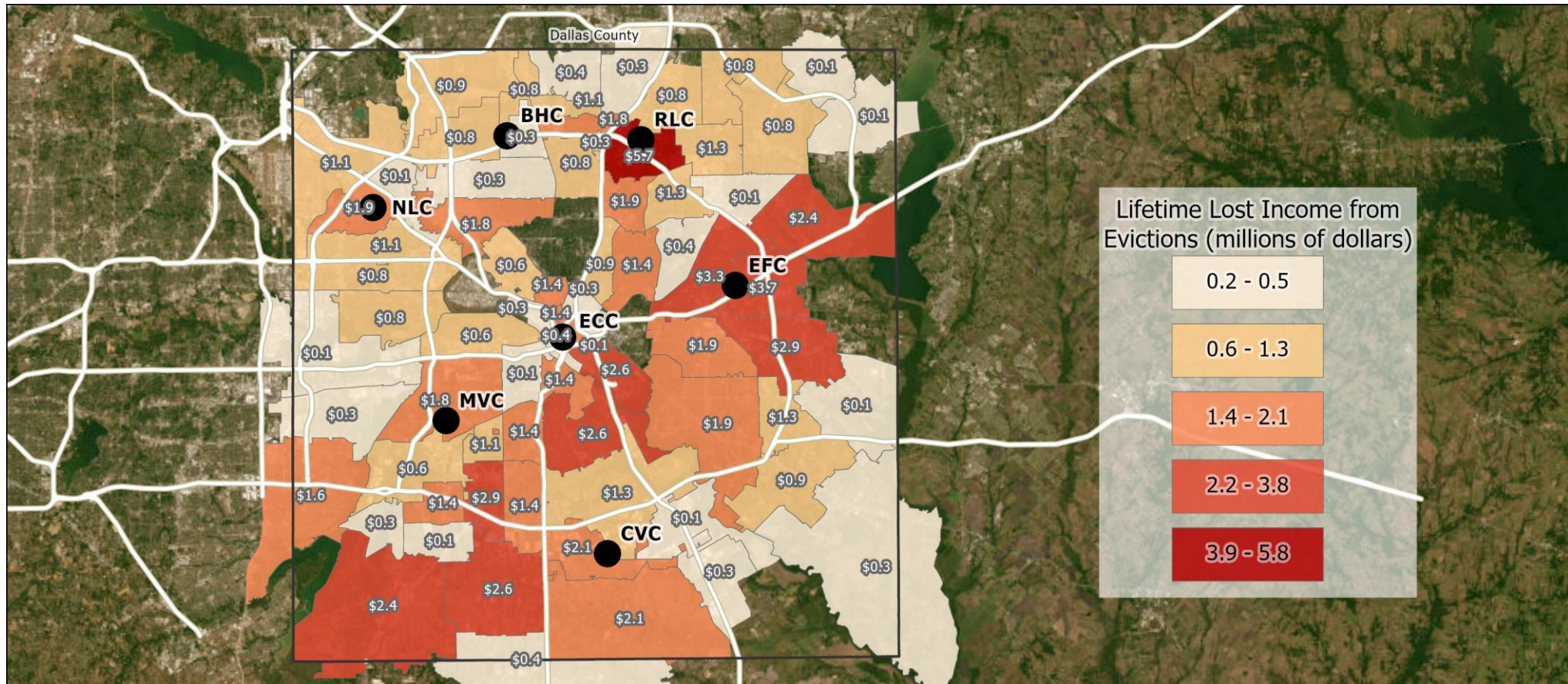
1.2x more likely to identify as Female, and

1.6x more likely to report having children or other dependents than the general student body

Lost Lifetime Income by ZIP Code

\$63.4 million of lost potential lifetime income collectively

\$5,500 per student per year

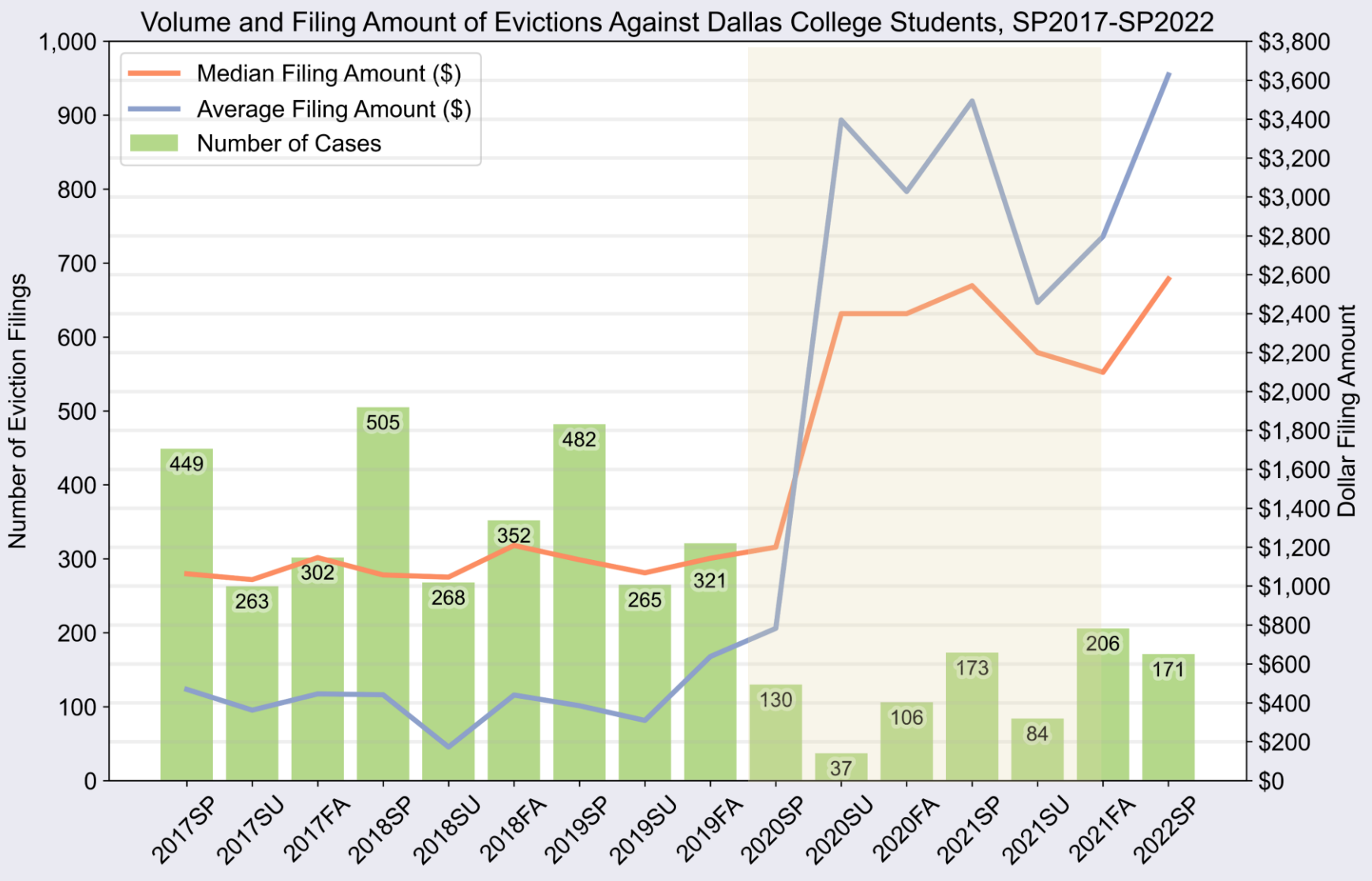


Workforce impacts

Students who faced eviction filings were unable to complete their programs, leading to:

- **87** fewer nurses,
- **65** fewer computer engineers and support specialists,
- **39** fewer allied health professionals,
- **37** fewer accountants,
- **30** fewer early childhood instructors, and
- **16** fewer paralegals

Effectiveness of Strategies



Landlords filed ~70% fewer evictions against Dallas College students during the window of enhanced tenant protections and rent relief during the COVID-19 pandemic.



City of Dallas

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

Agenda Information Sheet

File #: 23-639

Item #: B.

Equity (Internal): Racial Equity Plan Update

[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Dr. Lisa Rainey, Equity Manager, Office of Equity and Inclusion; Sarah Cotton Nelson, High Flying Strategy]



City of Dallas

Racial Equity Plan Update

**Workforce, Education
and Equity Committee
March 7, 2023**

Dr. Lindsey Wilson, Director
Office of Equity and Inclusion

Dr. Lisa Rainey, Equity Manager
Office of Equity and Inclusion
City of Dallas

Sarah Cotton Nelson
High Flying Strategy 151

Overview



- **Background**

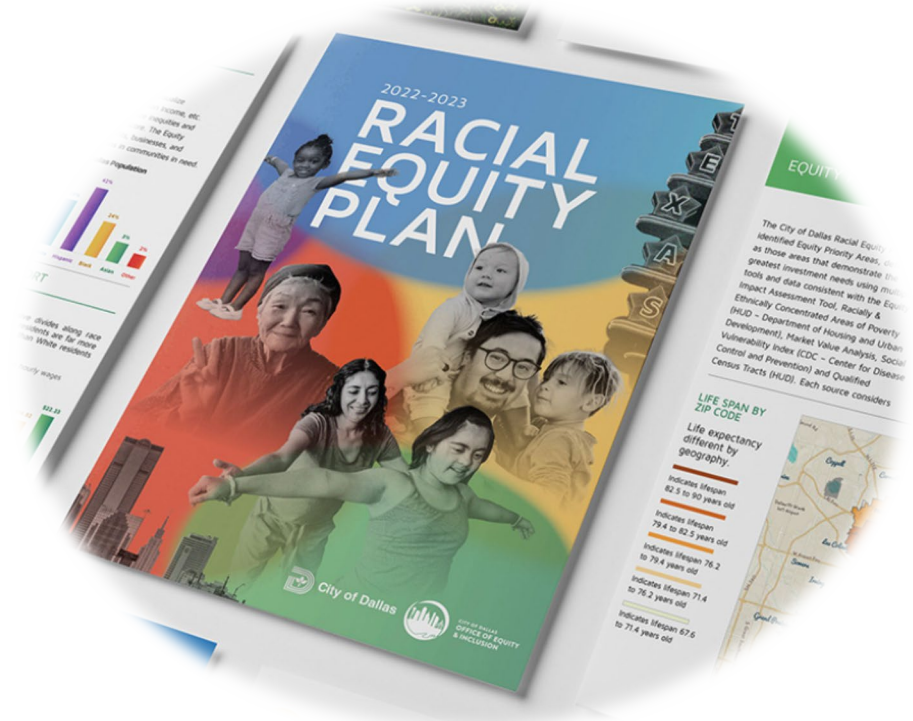
- Where we have been
- Purpose
- 2022 DPMs
- Six-month progress...

- **Racial Equity Plan Update**

- Where we are now
- Citywide department participation
- REP Investments
- BAG Strategy & Implementation Roadmap

- **Addressing Disparities**

- Where we are going
- Next Steps



Background: Where we have been

1

The City of Dallas Adopted the
Racial Equity Plan (REP)
On August 24, 2022

2022 AUGUST						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Purpose of the Racial Equity Plan



- **Assist** City leaders by establishing short-, mid-, and longer-term goals to minimize existing inequities
- **Serve** as a byproduct of City leadership, community input, and intentional deliberation with City departments
- **Reframe** racial and economic inclusion as integral to Dallas' growth



Racial Equity Plan



Plan de Equidad Racial (Spanish)



*Racial Equity Plan is available in Spanish, Vietnamese, Chinese, Korean, and Amharic.

First Six Months DPMs (2022)

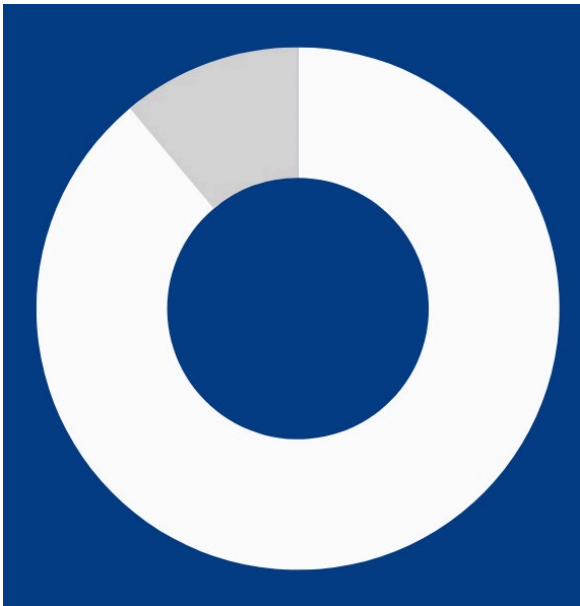
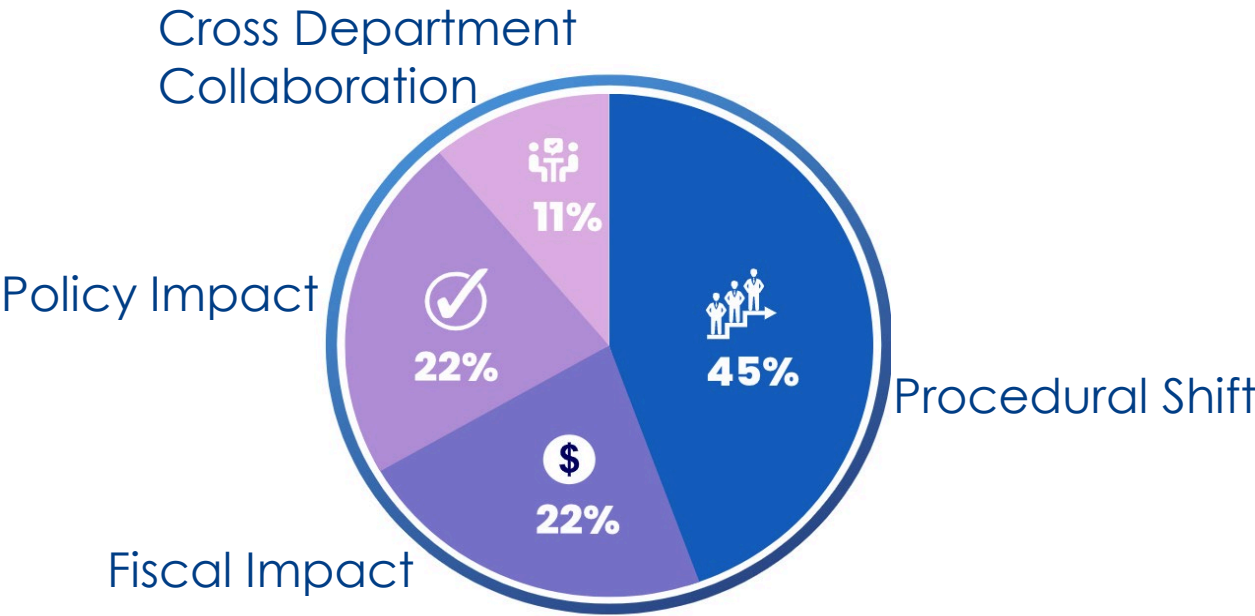


Department Progress Measures (DPMs)

7 Ambitious Departments

Developed 8 DPMs

89% are complete



2022 DPMs: Eight Measures



City Controller's Office (CCO.1 - *In Progress*)

- 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.

Court & Detention Services (CTS.3 - *Completed*)

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

Court & Detention Services (CTS. 4 - *Completed*)

- Based on observation, provide considerations that address underlying cause of illegal dumping by December 2022 (a) Add a transfer station in Southern Dallas (b) Increase the operation of landfills from 1 day to 3 days a week for residents in Southern Dallas.



2022 DPMs: Eight Measures



Department of Housing & Neighborhood Revitalization (HOU.1 - *Completed*)

- Complete revisions to the Comprehensive Housing Policy based on the Equity Audit by December 2022.

Office of Government Affairs (OGA.1 - *Completed*)

- Increase community engagement to gather feedback on City's federal and state legislative priorities in equity priorities areas from 0 to 4 by December 2022.

Office of Homeless Solutions (OHS.1 - *Completed*)

- 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.



2022 DPMs: Eight Measures



Department of Planning & Urban Design (PUD.1 - *Completed*)

- 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

Office of Risk Management (ORM.1 - *Completed*)

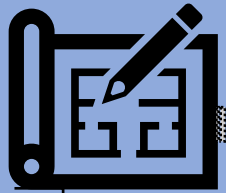
- Increase the number of trainings offered outside of regular hours (multi-shift schedule) from 85 to 95 by December 2022



In 6 Months, the City of Dallas has...



Racial Equity Plan



August 2022
Citywide Racial
Equity Plan
Adopted

Awarded Cities
Addressing Fines
and Fees Equitably
(CAFFE) Grant



Leveraged regional
and national presence



Honored at the
Dallas Business
Journal's 2023
Leaders in Diversity
awards



Presented at conferences
including NLC in KS and
NTC DEI Summit

Initiated dialogues with
Philanthropy to unite
around racial equity
efforts



Advanced DPMs and
BAGs through
department and
interdepartmental
collaboration

Strengthened
community relationships
– 4th Annual Ei
Symposium



REP
highlighted following
RACE FORWARD
national convening



Racial Equity Plan Update



Where we are now

March 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Citywide Department Participation



Supporting departments

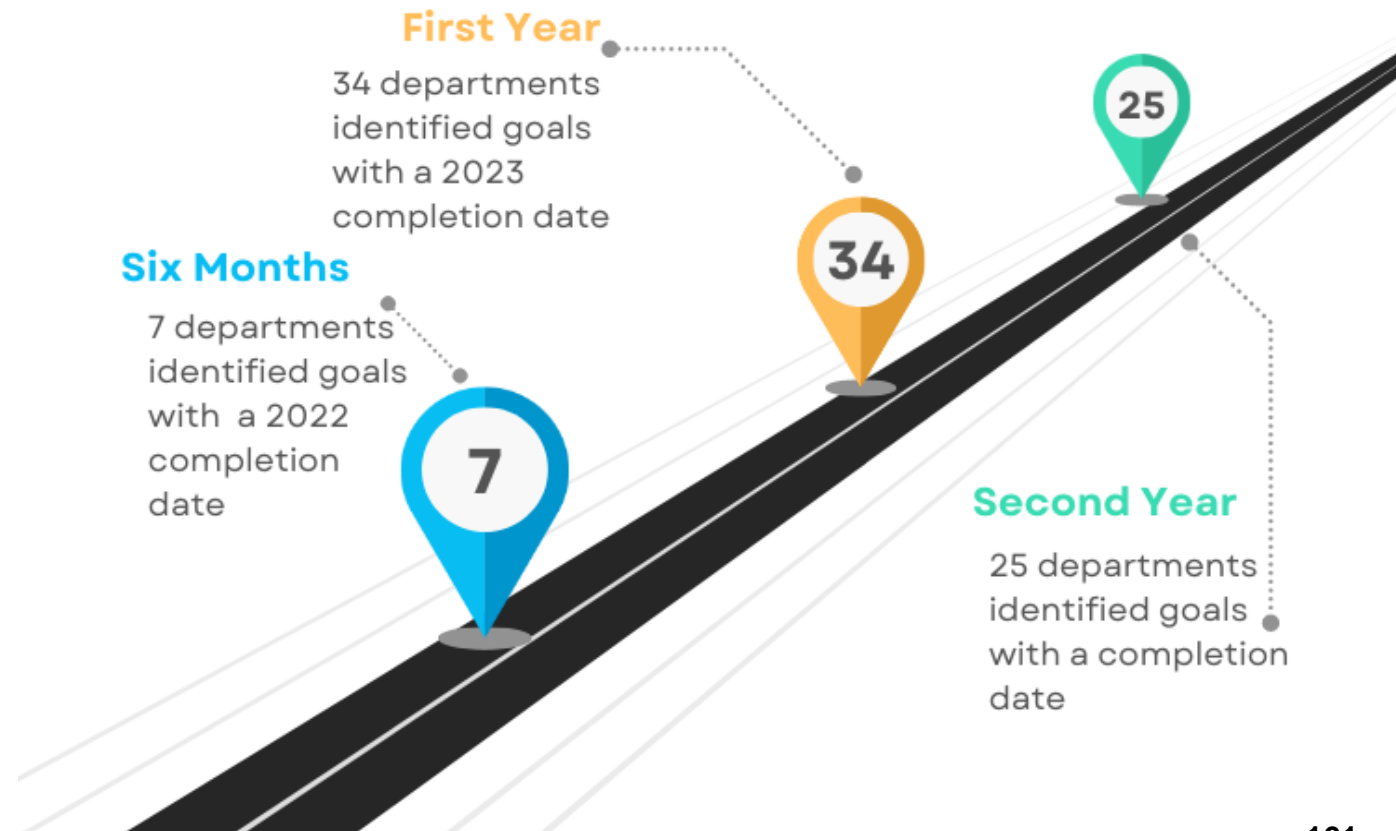
to achieve their DPMs that address disparities over the next 3 – 5 years and move towards

Big Audacious Goals

Goal Completion

1. Awareness
2. Amplification
3. Accountability

Department Progress Measures





FY2022-2023 City Budget allocated \$40.8 million towards equity related initiatives

One-Time REP Investments

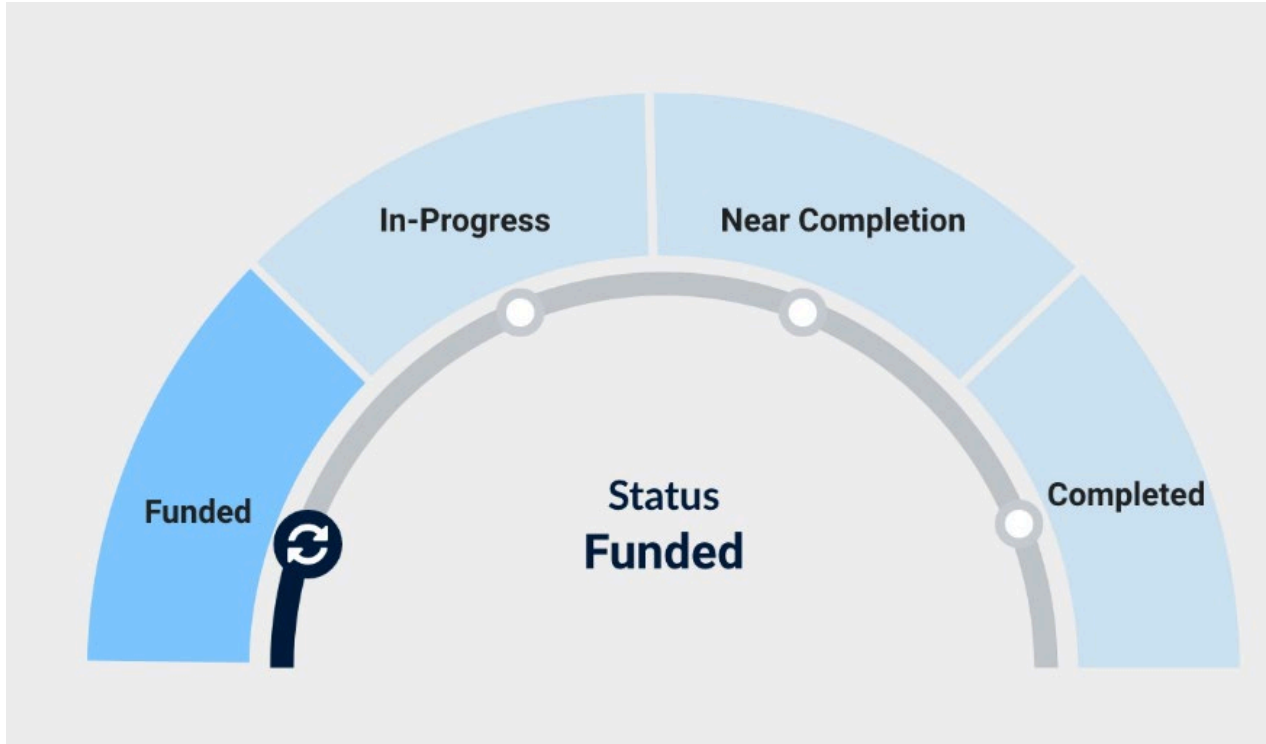
- Total \$20M in Investments
- Total of 13 Initiatives
- Align with Big Audacious Goals (BAGs) and/or Department Progress Measures (DPMs)

Budgeting for Equity Investments

- Total \$20.8M in Investments
- Total of 23 Initiatives
- Partial alignment with Big Audacious Goals (BAGs) or Department Progress Measures (DPMs)



FY 2022-23 Investments and Project Status



City Webpage provides:

- 1. Alignment to Big Audacious Goal**
- 2. Department Name**
- 3. Amount Allocated**
- 4. Project Status**

Funded – Project Funded; In Progress – Project is in the initial to mid-point stage; Near Completion – 80% of the project is finalized; Completed – Project is complete.

[Big Audacious Goals Home \(dallascityhall.com\)](http://dallascityhall.com)



REP Big Audacious Goals



Economic, Workforce, & Community Development Goal: Become the most economically inclusive City by eliminating the racial 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.



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



Housing Goal: Close the homeownership gap and secure housing stability.



Infrastructure Goal: Close infrastructure gaps where intentional historical disinvestment previously occurred.



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



Developing BAG Strategy



City Departments

- Advancing respective DPMs and BAGs with emphasis on efforts funded in City FY2022-2023 Budget
- Developing a Dallas Equity Atlas
- OEI and DBI collaborating to develop a dashboard illustrating key progress measures (expected third quarter 2023)
- Integrating an Equity Framework into existing and developing plans and programs to align with REP DPMs and BAGs

Strategy & Community

- Social Impact Consultant Sarah Cotton Nelson assisting in development of synergies with Philanthropy Community to unite racial equity efforts
- Engagement with communities continues as a key cornerstone of the Equity Framework.
- Initial discussions related to development of BAG Road Map



Developing BAG Strategy & Implementation Roadmap

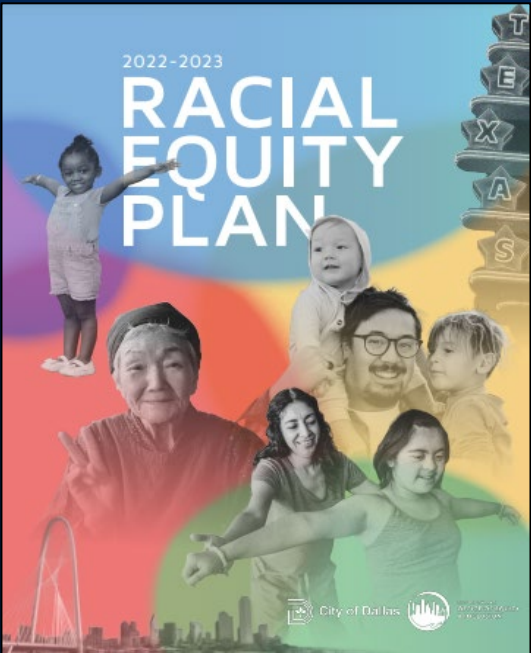


External Partnerships

City Leadership

Eco Dev Policy	ForwardDallas	Housing Policy 2033
Strategic Mobility Plan	CECAP	Cultural Plan
Bond Program	Historic Preservation	Other

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Equitable
Dallas

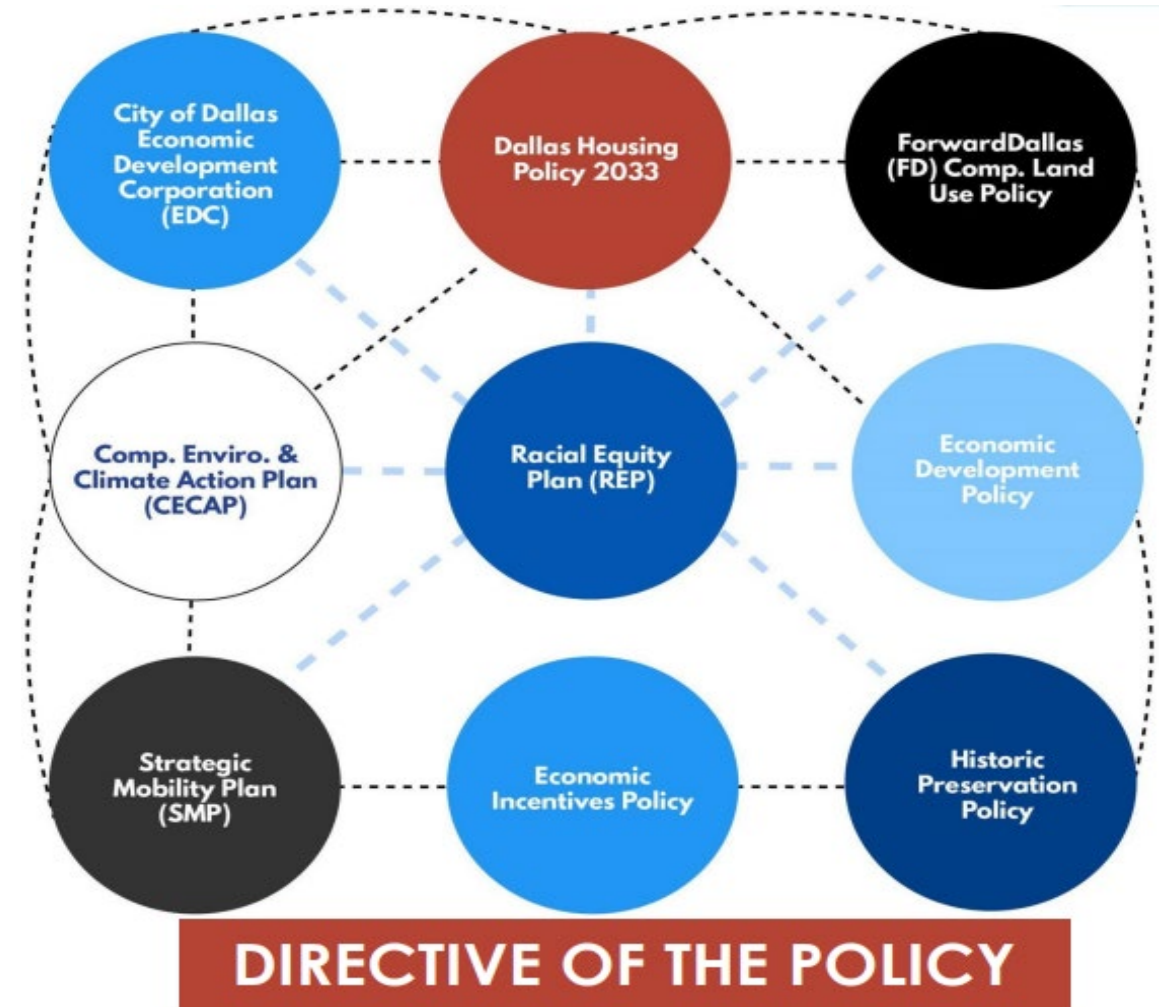


Community Engagement

Big Audacious Goal Strategy In Process (Example)



The **Office of Housing & Neighborhood Revitalization** has modeled how the REP can serve as the center of integrated initiatives to achieve our Big Audacious Goals



Addressing Disparities



3

Where we are
going...

Next Steps



- 2022 DPMs: Amplify Progress & Community Reports
- 2023 DPMs: Support departments with implementation
- FY2022-23 Investments: Monitor and share status updates with the WEE Committee and Public
- Continue to advance community engagement as a Core Value of Service
- Co-lead the Budgeting for Equity Process with BMS
- Advance external collaboration to align BAGs, create synergy, and to address disparities and achieve equitable outcomes for all
- Advance development of the BAG Strategy & Implementation Roadmap





City of Dallas

Racial Equity Plan Update

**Workforce, Education
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March 7, 2023**

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High Flying Strategy 170



EOY 2022 REP Department Progress Measures

Department Name	Progress Measure	Status	Update	Expected completion date
Example	Increase the number of immigrant leaders on WCIA Taskforce from 25% to 40% by December 2022.	Near Completion	OEI is currently on track to complete this goal by EOY. The department has two outreach events still scheduled for this year and we will be able to reach the 40% with the recruitment of 5 additional Taskforce members.	Dec-22
City Controller's Office	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.	In-Progress	The audits have begun. A staffing change has delayed the completion. The results will be finalized this quarter.	23-Mar
Court and Detention Services	Reduce the number of chronic dumpsites in Southern Dallas from 28 to 25 by September 30, 2022.	Completed	IDT started the FY with 33 chronic dumpsites (5 not in the southern sector) which brings the beginning of the FY to 28. Four of the sites were closed throughout the FY, ending the FY with 24 sites remaining.	Completed
Court and Detention Services	Based on observation, provide considerations that address underlying cause of illegal dumping by December 2022. (a) Add a Transfer Station in Southern Dallas. (b) Increase the operation of landfills from 1 day to 3 days a week for residents in Southern Dallas	Completed	Throughout the year, Environmental Crimes Unity conducted physical surveillance and camera surveillance at repeat illegal dumping locations. It was determined that the major factors and underlying cause for illegal dumping was: suspects did not want to wait in long line at the landfill and illegally dumped materials to avoid paying the fees at the landfill. Sanitation Dept is taking over the remaining portion (a) and (b) for the measure.	Completed
Housing and Neighborhood Revitalization	Complete revisions to the Comprehensive Housing Policy based on the Equity Audit by December 2022.	Completed	In 2022, Housing contracted with Community Equity Strategies (CES) to develop the framework for Dallas Housing Policy 2033, a 10-year plan to identify Dallas's housing strategies to increase affordable housing and reduce inequities throughout Dallas. Throughout 2022, CES held meetings with residents, communities, organizations, and various City departments to develop a policy and presented a draft framework to the Housing and Homelessness Solutions Committee in December 2022. CES and Housing will continue to refine the document and plan to present a policy for Council approval in March 2023.	Completed
Office of Government Affairs	Increase number of community engagement activities to gather feedback on the City's federal and state legislative priorities in equity priority areas from 0 to 4 by December 2022.	Completed	Gathered stakeholder and community feedback on legislative priorities through targeted outreach, consideration in public meetings of the City Council, and incorporated feedback through our iterative editing process.	Completed
Office of Homeless Solutions	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.	Completed	A work group was formed and meets regularly to discuss providing and funding PSH.	Completed
Planning and Urban Design	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.	Completed	.	Completed
Office of Risk Management	Increase the number of trainings offered outside of regular hours (multi-shift schedule) from 85 to 95 by December 2022. [Ei 39]	Completed	Completed 100	Completed



FY2022-2023 One Time Investments

Status

Funded – Project Funded
In Progress – Project is in the initial to mid-point stage

				Near Completion – 80% of the project is finalized		
				Completed – The project is complete		
Department	REP Big Audacious Goal	FY2022-2023 Budget Investment	Investment Description	Status	Update	Expected completion date
Example	Economic, Workforce & Community Development	Equity and Inclusion Coordinator Position	The Office of Equity and Inclusion will use the funded position to support with Racial Equity Plan implementation.	In-Progress	Position description has been published, panel solidified and interviews are scheduled	Mar-23
Office of Arts and Culture	Economic, Workforce & Community Development	Martyr's Park Parking and Accessibility	The Office of Arts and Culture will use the funding to increase accessibility and parking at Martyrs Park. The Public Art piece Shadow Lines by Studio Resite will be a reflective three-dimensional work that will be a Memorial for the Victims of Racial Violence, those known and unknown, at Martyrs Park which was a site used for the lynching and murder of African American residents in Dallas. OAC will work with the Park and Recreation Department and the Departments of Transportation and Public Works on this project. This funding will directly benefit access to Martyrs Park and is aligned to the OAC's REP progress measure to increase the number of historically disadvantaged community equity-specific works of art that confront historic racism, commissioned for or donated to the Public Art Collection by 2024.	In Progress – Project is in the initial to mid-point stage	Public Art piece <i>Shadowlines</i> is set to be installed in late April 2023; PKR remediation of site will take through July/August of 2023; PKR Senior Program Manager from PKR has completed first rendering of accessibility plan from parking lot by Dealey Plaza to Martyr's Park, which was presented to key stakeholders at the end of Feb. 2023. PKR is working on lighting for tunnel access to Martyr's Park PKR & OAC will work with DART (external partner) on beautification plan for DART area of property. OAC will work with PBW & TRN in Summer/Fall of 2023 on connectivity to Riverfront Drive	12/1/2024
Office of Community Care	Economic, Workforce & Community Development	Family Support and Empowerment Initiative	The Family Support and Empowerment Initiative will provide direct assistance to families in equity priority areas through a partnership with a local nonprofit organization administrator. The effort draws from research on direct assistance, shallow rent subsidies and similar models. Participating families will receive a monthly benefit of \$250 and connections to social services support programs. These funds will enable the department to pilot this model by serving approximately 325 families. Some examples of City-administered programs include Austin's UpTogether program (https://www.uptogether.org/), a recent report for which shows that participants increased employment, decreased debt, improved housing stability, and 6% of program participants who were renters became homeowners during the program period.	In-Progress	Staff has met with and heard from multiple nonprofits, community organizations and other Cities related to this type of assistance program. Program Statement and summary of project plans is being presented to Workforce, Education and Equity Committee in March before moving forward to full council for consideration. An RFP to identify an implementation partner is prepared and ready for release in March, though awards will be pending approval of the Program Statement.	
Office of Equity and Inclusion	Public Safety & Wellness	Rapid Resilience Community Ambassador Initiative	The Office of Equity & Inclusion – Welcoming Communities & Immigrant Affairs will collaborate with trusted community organizations to expand an effort developed during the COVID-19 pandemic to improve bi-directional communications with the City and language diverse communities and historically disadvantaged communities employing community ambassadors/promotoras. The community ambassadors will connect residents with critical city services and receive input from residents by deploying culturally responsive community engagement methods. The Equity Assessment Tool will be utilized to identify geographic areas still recovering from the negative impacts of the pandemic.	In-Progress	RFP and Application has been drafted and is currently being reviewed	

Office of Community Care	Economic, Workforce & Community Development	Period Access Dallas	The Period Access Dallas (PAD) initiative was launched earlier this year to make available free period products in City facilities, such as libraries, recreation centers, and community centers. The initial pilot focused on sites located within certain census tracts due to funding restrictions, but funding will allow this to expand to sites across the City. Period products, such as pad and tampons, are a necessary product for many, but are not provided for through SNAP, WIC nor other public benefits, and are not exempt from sales tax.	In-Progress	Staff has developed a Program Statement with insight from Office of Equity and Inclusion, Department of Housing, and Office of Integrated Public Safety Solutions. Program Statement and summary of project plans is being presented to Workforce, Education and Equity Committee in March before moving forward to full council for consideration. An RFP to identify an implementation partner is prepared and ready for release in March, though awards will be pending approval of the Program Statement.	
Office of Community Care	Economic, Workforce & Community Development	Housing Relocation Assistance and Rent Subsidies	The Office of Community Care will serve approximately 165 families in equity priority areas with a focus on communities served by the Office of Integrated Public Safety Solution Apartment Community Team and/or identified using rental assistance program data. Families will be identified by applying a selection process that utilizes an equity lens. The program will provide relocation support, rent deposits, and a shallow monthly rent subsidy to enable families to relocate and maintain housing.	In-Progress	Staff has developed a Program Statement with insight from Office of Equity and Inclusion, Department of Housing, and Office of Integrated Public Safety Solutions. Program Statement and summary of project plans is being presented to Workforce, Education and Equity Committee in March before moving forward to full council for consideration. An RFP to identify an implementation partner is prepared and ready for release in March, though awards will be pending approval of the Program Statement.	
Office of Environmental Quality and Sustainability	Environmental Justice	Neighborhood-level Air Monitors	This investment in neighborhood-level air monitors will assist the City in quantifying neighborhood-level air pollution within the City of Dallas, particularly in our equity priority areas, share neighborhood-level air monitoring data with our residents, and inform future policy decisions to address disproportionately. The investment in approximately 50 additional neighborhood air monitors will add to approximately 40-50 monitors already planned for the City's neighborhood-level air monitoring network. The City will prioritize the installation and operation of these monitors in equity priority areas.	In-Progress	OEQS has installed 3 of the first 8 sensors. OEQS is in the process of making a second order of sensors.	9/30/2023 (although OEQS is in the process of reevaluating the completion date given the delay in receiving the first set of sensors)
Office of Environmental Quality and Sustainability	Environmental Justice	Jeffries-Meyers Environmental Assessment	The identified funding will support the City in assessing properties in the Jeffries-Meyers area for environmental contamination and remediation as needed for protection of human health and the environment.	In-Progress	OEQS and Housing have worked with consultants to develop air quality monitoring and soil assessment proposals.	9/1/2023
Housing and Neighborhood Revitalization	Housing	Anti-Displacement Homebuyer Assistance Fund	The rising cost of living in Dallas is making it increasingly more difficult for current residents to remain in their homes or find new homes in Dallas. This program- Anti Displacement Homebuyer Assistance, would target historically disadvantaged communities; homebuyers with more than 10 years of City of Dallas residency, who earn 50-120% of the area median income, purchasing a home in the city limits of Dallas. The amount of assistance is based on need up to \$50,000 per household.	Funded	Program design is scheduled for City Council review in February.	10/1/2023
Public Works	Infrastructure	Infrastructure/Land Acquisition Pleasant Grove	Funding will support infrastructure and/or land acquisition in the Pleasant Grove area. Potential improvements include such things as infrastructure (short and long-term) including transit accessibility, infrastructure upgrades such as illumination, crosswalks, sidewalks, signal operation upgrades, planning studies and/or land acquisition to support either new commercial or housing development.	In-Progress	Acquisition Item for 9500 Bruton is scheduled for the February 22, 2023 Council Agneda. Closing anticipated to occur within 45 days after Council approval.	4/1/2023

Public Works	Infrastructure	Five Mile Infrastructure	The identified funding for specific Five Mile Infrastructure will cover the shortfall for the construction of the following projects currently under design: (1) Persimmon from Tracy to Bonnie View; (2) Tracy from Givendale to Persimmon; (3) Givendale from Lancaster to Tracy; (4) Plum Dale from Givendale to Pall Mall; (5) Pall Mall from Lancaster to Tracy. These projects align with Indicator 32, Street Quality: Ratio between the average pavement condition index ratings in racially diverse and majority-white neighborhoods.	Funded	Since this funding is to cover a shortfall for construction, the design was already underway. The project is currently at 60% design and is expected to have design completed by late spring, awarded in the summer and start consturction soon afterwards.	Estimated to finish the design by Oct. 23 & construction by Dec 2024
Public Works	Infrastructure	.Joppa Infrastructure	Joppa is one of the older Freedman communities in Dallas and this identified funding supports the design and construction of two projects in an equity priority area: (1) Stokes St., from Hull of End of Pavement and (2) Hull Ave., from Linfield to Burma.	In-Progress	Projected is fully funded. Design is in initial progress (20%)	Estimated to finish the design by Oct. 23 & construction by Dec 2025
Public Works	Infrastructure	West Dallas Area Infrastructure	The West Dallas Infrastructure project will include condition-based infrastructure improvements such as street resurfacing and/or sidewalk and barrier free ramps construction in equity priority areas.	Funded	900,000	10/1/2023
Parks and Recreation	Infrastructure	Cadillac Heights Park and Facility Infrastructure	The Cadillac Heights Park and Facility Infrastructure project will improve an economic corridor in an equity priority area by creating a green space that improves the quality of life and becomes a destination area not only for the community, but for visitors to the City. The improvements will include but not limited to a loop trail, pavilion, playground, basketball courts, an athletic field & track, furnishings, and landscaping.	In-Progress	The design efforts (supplemental #4) for the improvements have just started. There is a Community Engagement meeting setup for March 9 with MPT Arnold to discuss the disired amenities and possible concepts for the park site. The demolition is scheduled to start in June and the site regrading completed in August. The improvements will likely start in December, 2023	12/15/2024



FY2022-2023 BfE Investments

Department	REP Big Audacious Goal	FY2022-2023 Budget Investment	Investment Description	Status	Update	Expected completion date
Example	Economic, Workforce & Community Development	Equity and Inclusion Coordinator Position	The Office of Equity and Inclusion will use the funded position to support with Racial Equity Plan implementation.	In-Progress	Position description has been published, panel solidified and interviews are scheduled	Mar-23
Office of Economic Development	Economic, Workforce, & Community Development	Economic Development Policy and Plan	Advance Economic Development Policy and Plan	Completed	The updated Economic Development Policy and the revised Economic Development Incentive Policy were approved in January 2023.	Complete
Planning & Urban Design	Housing	Forward Dallas	Forward Dallas (development of code changes)	In-Progress	Procurement interviews completed, working towards consultant selection	9/30/2023
Office of Environmental Quality and Sustainability	Environmental Justice	Environmental Coordinator	Environmental Coordinator to track Environmental Justice (EJ)	In-Progress	Position filled; Monitor installation, monitoring and reporting underway	9/30/2023
Office of Environmental Quality and Sustainability		Comprehensive multi-media outreach	Comprehensive multi-media outreach	In-Progress	Plan completed; staff procuring graphics and media buys	9/30/2023
Office of Environmental Quality and Sustainability	Environmental Justice	Brownfields Program	Educational and/or community-led solutions for remediation projects and seed money to build a Brownfields Program	In-Progress	Application for follow-on funding underway. Staff continue with appropriate neighborhood engagement	9/30/2023
Office of Environmental Quality and Sustainability	Environmental Justice	Environmental Coordinator	Environmental Coordinator to install, monitor, and report on air quality monitors	In-Progress	Position filled; Monitor installation, monitoring and reporting underway	9/30/2023
Citywide	Economic, Workforce, & Community Development	City's Minimum Wage Increase	City's minimum wage increase (All funds) - reflects min wage increase only - does not include compression or merit	Completed	Merit was applied first to all eligible employees, then those who remained below \$18.00 were moved to \$18.00 and we are just beginning the Compensation Study Phase three. So, merit and \$18.00 have been completed and did not include compression.	Completed
Housing and Neighborhood Revitalization	Housing	Emerging Developers Fund	Empower new and existing housing developers in Dallas, including Minority/Women Owned Businesses, through partnerships, education, technical assistance, marketing, and/or certifications.	In-Progress	Housing is working with a nonprofit to develop the program. An MOU is planned for presentation to City Council in April 2023.	TBD
Office of Homeless Solutions	Housing	Dallas R.E.A.L. Time Rapid Rehousing (DRTRR) Team	Dallas R.E.A.L. Time Rapid Rehousing (DRTRR) Team	In-Progress	As of January 31, 2023, the DRTRR has rehoused 1.509 individuals.	12/31/2023
Office of Homeless Solutions	Environmental Justice	Healthy Community Collaborative (HCC) - support homeless population with mental illness	Healthy Community Collaborative (HCC) - support homeless population with mental illness	In-Progress	In FY 2022-23, we have provided support to 474 of our unsheltered neighbors with mental illness.	9/30/2023
Office of Integrated Public Safety Solutions		Expand Crisis Intervention Team	Expand Crisis Intervention Team	Near-completion	We are working to implement a third team (2PM-10PM). That would consist of 1 additional supervisor and 7 additional coordinators.	4/30/2023
Code Compliance Services		Illegal Dumping	Illegal Dumping - create a 3rd Illegal Dump Team (HART)	In-Progress		5/1/2024

Code Compliance Services		Code Pro Team	Code Pro Team (add 2 additional teams for a total of 4)	In-Progress	Hiring is in progress for the additional two proactive illegal dumping abatement teams. Out of the budgeted 16 positions, 7 have been onboarded and 1 is pending hire. Code Compliance has developed performance measures for the Pro Teams that include 30 illegal dumping site abatements per week. Full deployment is scheduled for FY23-24 due to procurement of heavy equipment.	
Library		Enhanced Library Card	Enhanced Library Card	Completed	Enhanced Library Card Service was introduced to all 29 full-service library locations on January 17, 2023.	1/17/2023
Library	Economic, Workforce & Community Development	Extend Library Hours	Extend Library Hours	Completed	Expanded hours at 15 locations were implemented on January 17, 2023	1/17/2023
Office of Arts and Culture		Historical Review	Historical Review - Documenting the achievements of underserved communities	In Progress – Project is in the initial to mid-point stage	Call for proposals for historical project will be posted on 3/6 for 30 days and selected candidate(s) will be notified by April 21, 2023.	9/30/2023
Transportation		Vision Zero Plan	Vision Zero Plan	In-Progress	Vision Zero Action Plan has implemented several Action Items (AI) this FY. AI#1-TRN has completed 4 out of the 5 Engineering Safety Evaluations on High Injury Networks; AI#6-TRN has piloted a "fast track" program for speed hump/cushion installation on identified local streets in CD5; AI#10-TRN held public informational meetings for two schools receiving Safe Routes to School grants	
Office of Equity and Inclusion		ADA Compliance Efforts	ADA Compliance Efforts- assessments only (Approx. 20 buildings per year)	In-Progress	OEI staff continues to work with Kimley-Horn and Accessology to assess city-owned facilities to determine ADA barriers to programs, services, and activities.	9/30/2023
Office of Equity and Inclusion	Economic, Workforce & Community Development	Public Engagement Coordinator	Public Engagement Coordinator (1 position)	In-Progress	OEI has scheduled interviews	5/23/2023
Office of Equity and Inclusion	Housing	Equity and Inclusion Coordinator	Equity and Inclusion Coordinator (1 position)	Near Completion	OEI completed final interviews	4/23/2023
Small Business Center		Availability and Disparities Study	Availability and Disparities Study - develop mentor program to support capacity building	In-Progress	The program marketing materials and an outreach plan to target business participants are being developed. The planning for an information session to recruit M/WBE mentors is in progress.	5/1/2023
Small Business Center	Economic, Workforce & Community Development	Accelerators Program	Accelerators Program - expand the capacity of minority and women-owned business enterprises	In-Progress	The Dallas Accelerator program is in the RFP evaluation phase and will go to City Council for approval in a few months.	7/1/2023
Small Business Center	Economic, Workforce & Community Development	Day Labor Center	Day Labor Center (1 position)	Near Completion	Onboarding process is complete for final candidate; anticipated start date of March 20.	3/20/2023



City of Dallas

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

Agenda Information Sheet

File #: 23-640

Item #: C.

Equity (Internal): Strategic Engagement and Customer Service Presentation
[Genesis D. Gavino, Chief of Staff, City Manager's Office]



City of Dallas

Strategic Engagement and Outreach Presentation

**Workforce, Education,
and Equity Committee**

March 7, 2023

Genesis D. Gavino
City Manager's Office

Presentation Overview



- Purpose
- Values of Service and Strategic Priorities
- Strategic Engagement and Outreach
- Implementation
- Next Steps



Purpose



- To develop an organizational standard for engagement and outreach that exemplifies the City's core values and strategic priorities.



Values of Service and Strategic Priorities



Strategic Priorities	
	ECONOMIC DEVELOPMENT
	ENVIRONMENT & SUSTAINABILITY
	GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT
	HOUSING & HOMELESSNESS SOLUTIONS
	PUBLIC SAFETY
	QUALITY OF LIFE, ARTS, & CULTURE
	TRANSPORTATION & INFRASTRUCTURE
	WORKFORCE, EDUCATION, & EQUITY



Current Engagement and Outreach Strategy



- Ad hoc approach by department
- Translation and accessibility differs based on engagement and outreach need; not consistent
- Decentralized repository of resources and support





Strategic Engagement and Outreach



Defining the terms



Engagement

- Collaborative processes between organizations/institutions and communities impacted by their policies, programs, or practices to influence decisions and actions through the mutually beneficial and bidirectional exchange of resources, expertise, and information

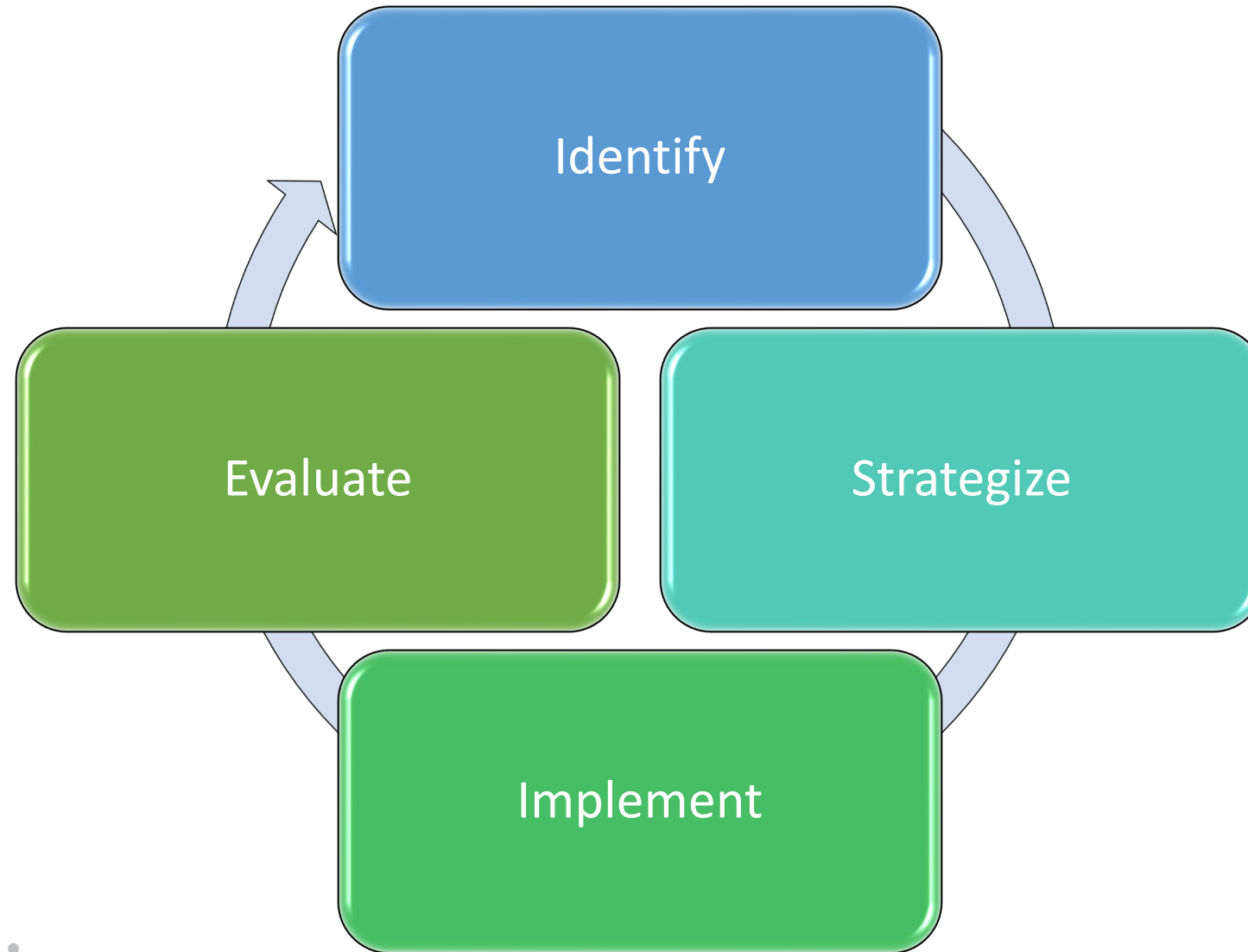
Outreach

- One-sided activities and processes related to raising awareness, disseminating information, or training external partners to connect their constituents or members with a service, program, or information





Best Practices



1. Identify



- What is the issue?
 - Clarify, define, and analyze
 - 5 Why's
- What is the purpose of the meeting?
 - Inform
 - Consult
 - Involve
 - Collaborate



1. Identify



Inform

- Communicating information about an issue

Consult

- Gather input on an issue, problem, or process that is under consideration

Involve

- Participation throughout the process

Collaborate

- Identifying and developing recommendations and alternative solutions



2. Strategize



- Match stakeholders to engagement purpose
- Develop key message(s)
 - Talking points
 - Handouts
 - Presentations
- Leverage communication methods best suited to audience; specific communications plan



3. Implement



- Which resources can be allocated for this purpose?
 - Financial, personnel, etc.
- How, when, and where should the messages be distributed?
- Who is the point personnel to deploy resources?
- Contact person for stakeholders?
- Develop and deploy meeting management tools
 - Facilitator
 - Agenda
 - Presentation
 - Sign-Up Sheet
 - Language Access
 - Audio/Visual
 - Security



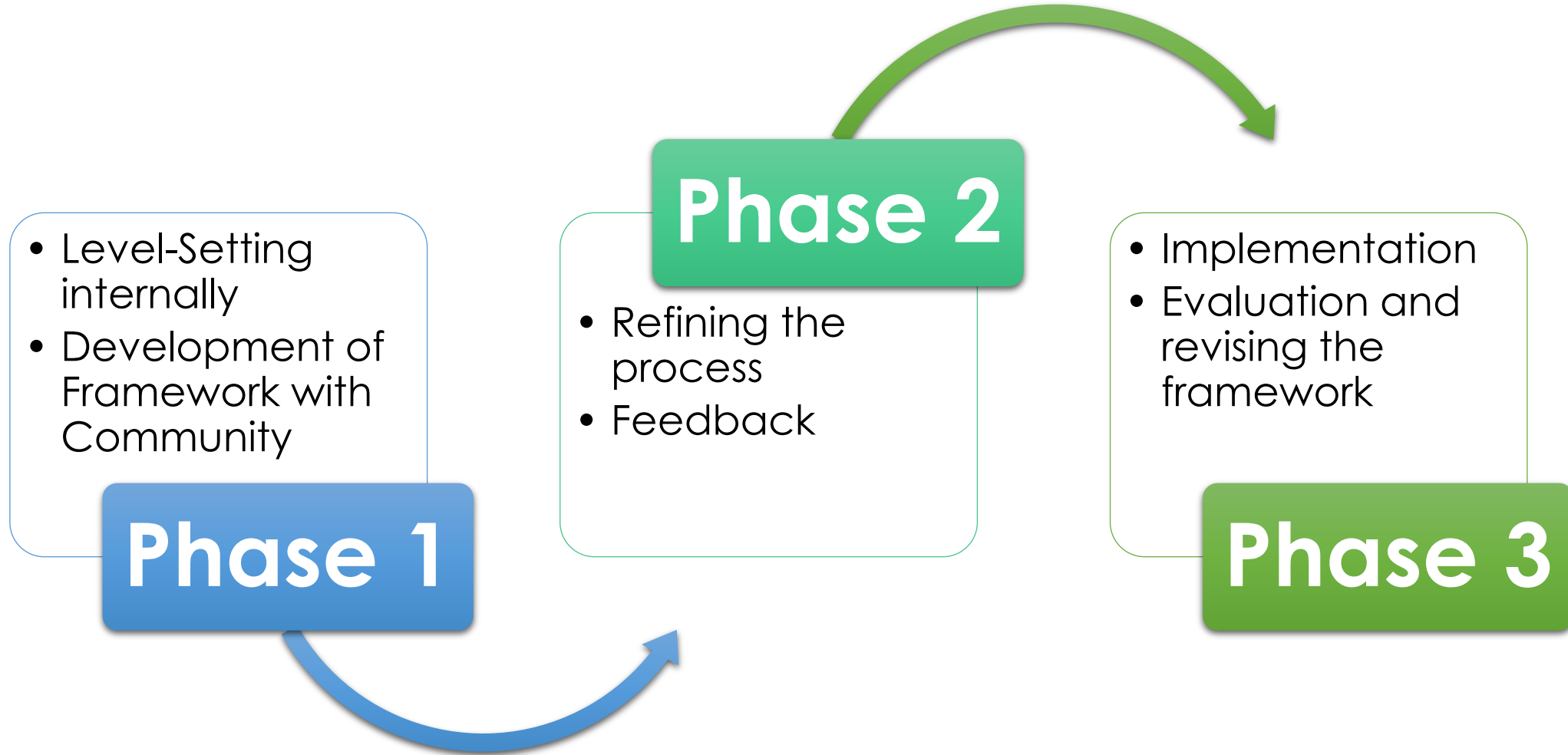
4. Evaluate



- Ties back to goal and purpose of the engagement; was the goal accomplished?
- What type of evaluation is needed?
 - **Process** – improve process for future engagement
 - **Summative** – assess outcomes and impacts of the engagement
 - **Formative** – inform the development of recommendations for the program/policy/funding
- How do we want to report the information back to the community?

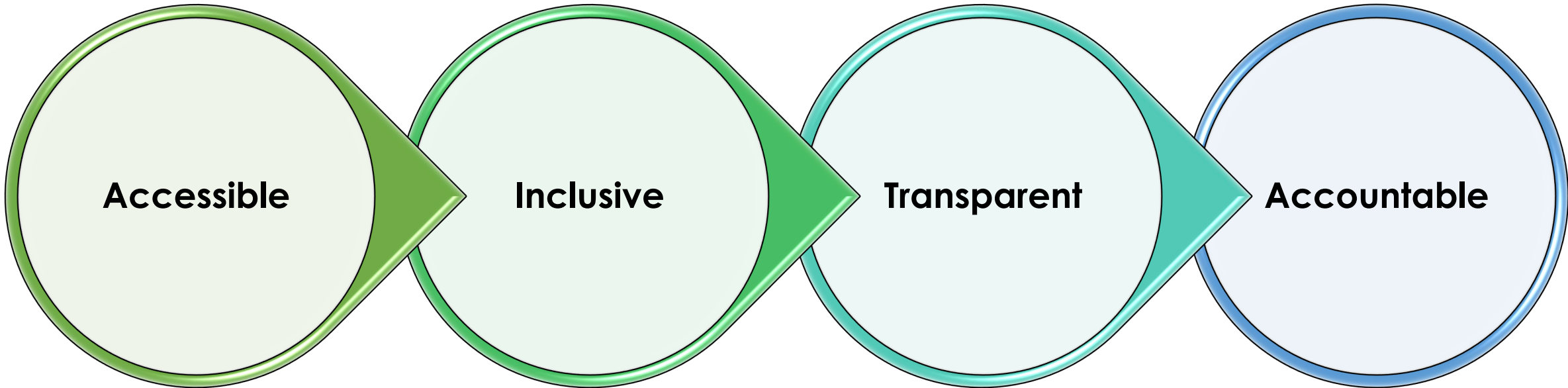


Phased Implementation





Approach



Goals



- Communicate clear goals and objectives for City-led engagement and outreach
- Create a model for advancing mutually beneficial relationships with community
- Build trust in communities that respects and honors their engagement
- Establish expectations and responsibilities for accountability
- Increase civic participation in decision-making and policy development



Next Steps



- Engage City Council to receive feedback on the best practices and approach
- Collaborate with community to refine and formalize the framework
- Establish a City-wide 'Strategic Engagement and Outreach Framework'
- Develop and deploy training for all departments





City of Dallas

Strategic Engagement and Outreach Presentation

**Workforce, Education,
and Equity Committee**

March 7, 2023

Genesis D. Gavino
City Manager's Office



City of Dallas

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

Agenda Information Sheet

File #: 23-641

Item #: D.

Equity (Internal): Environmental Justice Equity Indicators Update
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE March 7, 2023

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

SUBJECT **Environmental Justice Equity Indicators Update**

In 2019, the City of Dallas released an [Equity Indicators Report \(Report\)](#) that was developed in collaboration with the City University of New York's Institute for State and Local Governance (CUNY ISLG), and the Center for Public Policy Priorities (CPPP). It is intended to be used as a comprehensive tool to help Dallas understand and measure progress toward equity across the various communities it serves. The Report measures disparities in five thematic areas: economic opportunity; education; neighborhoods and Infrastructure; justice and government; and public health. Through community engagement, the City identified the need to include indicators directly tied to environmental justice.

On August 24, 2022, the City Council adopted the [Racial Equity Plan \(REP\)](#). The REP is a strategic framework that outlines short-, mid-, and longer-term goals inclusive of Department Progress Measures and an Environmental Justice Big Audacious Goal that is aimed to equitably engage and address the disproportionate impact pollution and climate issues have on historically disadvantaged communities. Those environmental justice progress measures, action targets, and overarching goal can be found throughout the plan. Additionally, funding has been allocated to advance the environmental justice measures. OEI and partnering departments are in the process of developing environmental justice equity indicators that will be integrated into the next Equity Indicators Report and support the environmental justice goals identified in the REP.

Environmental Commission

On October 12, 2022, the OEI briefed the EVC on the REP and the inclusion of environmental justice goals, targets, and measures. In November 2022, the Office of Environmental Quality and Sustainability (OEQS) engaged the EVC Environmental Justice Subcommittee to solicit recommendations for the new environmental equity indicators. The subcommittee met again in December to finalize Environmental Justice Subcommittee Recommendations, which were ultimately [approved by the EVC](#). These recommendations are the following:

- **Recommendation 1:** Adopt an Equity Indicator that comparatively measures the overall weighted average Environmental Justice Score for a neighborhood based upon the Dallas Environmental Justice Screening tool metric, assessing overall neighborhood measure of proximity to environmental pollution categorized as: 1) a major source of air emissions; 2) a large or small quantity generator of hazardous waste; 3) a current or former landfill site; 4) a surface water body categorized as impaired on the Texas 303d List; 5) a wastewater discharge facility; or 6) a U.S.

DATE March 3, 2023
SUBJECT **Environmental Justice Equity Indicators Update**

Environmental Protection Agency Superfund or Brownfields Program site or a Texas Commission on Environmental Quality Voluntary Cleanup Action Site, Municipal Setting Designation site, or other state-defined impaired property

- **Recommendation 2:** Adopt an Equity Indicator that comparatively measures the tree canopy coverage in communities in Dallas
- **Recommendation 3:** Adopt an Equity Indicator that comparatively measures the kilowatts of solar installed on single-family homes in Dallas.
- **Recommendation 4:** Adopt an Equity Indicator that comparatively measures the distance to fresh, healthy foods to households in Dallas.

Environmental Justice Equity Indicator Development

OEQS, in partnership with OEI, are evaluating the EVC environmental justice equity indicator recommendations. To date, OEQS has found the recommendations to be consistent with the City's ongoing efforts. Most notably, the Office of Data Analytics and Business Intelligence (DBI), in partnership with OEQS, has developed an environmental justice mapping tool to better identify potential environmental disparities between census blocks and council districts within the City of Dallas. In December 2022, DBI delivered a draft tool to OEQS. After an internal review by OEQS, the two departments plan to seek input from internal and external stakeholders. OEQS plans to use the tool to support EVC's first recommendation.

OEQS is also evaluating other tools to support the EVC and other equity indicators, including the [City of Dallas Urban Agriculture and Community Health Explorer](#) that supports the draft [Comprehensive Urban Agriculture Plan](#), the Texas Trees Foundation Equity Tree Planting Map, and the American Forest's Tree Equity Score Analyzer (TESA).

Should you have any questions, please contact Carlos Evans, Director of the Office of Environmental Quality and Sustainability at carlos.evans@dallas.gov.



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

c: T.C. Broadnax, City Manager
Tammy Palomino, Interim City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
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Directors and Assistant Directors



City of Dallas

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Agenda Information Sheet

File #: 23-643

Item #: E.

Equity (Internal): Update on Cities and Counties for Fine and Fee Equitably (CAFFE)
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Memorandum



CITY OF DALLAS

DATE March 3, 2023

TO Honorable Members of the Workforce, Education and Equity Committee

SUBJECT **Update on Cities and Counties for Fine and Fee Equitably (CAFFE)**

Background

In May 2020, the City of Dallas was selected as one of ten jurisdictions across the country to participate in the inaugural Cities and Counties for Fine and Fee Justice Cohort (CFFJC) facilitated by PolicyLink, the City of San Francisco's Financial Justice Project, and the Fines and Fees Justice Center, each nationally recognized for their work in advancing racial and economic equity through research and advocacy. Participation in the Cohort included a \$50,000 grant and an 18-month program to receive technical expertise and guidance from jurisdictions and thought leaders with experience in fine and fee reform. Several outcomes stemmed from the work with CFFJC including the City sunsetting participation in the Scofflaw program, the City of Dallas Municipal Court ceasing to send new driver's license holds for citations, and the redesign of the following court forms: reminder letter, default postcard, and warrant postcard. Currently, the City is in the process of translating all forms in Dallas' top five languages to reduce the disparate impact on historically disadvantaged communities.

Most recently, in alignment with the City of Dallas' Racial Equity Plan, the City applied and was selected by National League of Cities (NLC) to be a part of the Cities Addressing Fines and Fees Equitably (CAFFE) Initiative. The CAFFE initiative aims to strengthen the financial security for families by improving the financial stability of residents who are at risk of losing income and assets. CAFFE is in alignment with the City's work to provide free access to personal financial coaching through Dallas' Financial Empowerment Center. This 16-month project will provide the City with technical assistance, peer-learning opportunities, and an initial \$10,000 planning grant and the opportunity to apply for a second round of implementation funding.

National League of Cities CAFFE Initiative is designed to:

- Increase racial equity and economic mobility for residents by helping cities mitigate the often-harmful impacts of municipal fines and fees; and
- Implement innovative collection approaches

The City's participation in this current Cohort builds upon our previous participation in the inaugural 2020 Cities and Counties for Fine and Fee Justice Cohort, aligns with Equity Indicator 40: Fines and Fees in the 2019 Equity Indicators Report and is tied to the Economic, Workforce and Community Big Audacious Goal in the Racial Equity Plan. Should you have

DATE March 1, 2023
SUBJECT **Update on Cities and Counties for Fine and Fee Equitably (CAFPE)**
PAGE 2 of 2

any questions or need further information, please contact Dr. Lindsey Wilson, Director, Office of Equity and Inclusion.



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Directors and Assistant Directors



City of Dallas

1500 Marilla Street
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Agenda Information Sheet

File #: 23-644

Item #: F.

Equity (Internal): Update on Racial Equity Projects Outline - Family Support and Empowerment Initiative and Housing Stability through Rent Subsidies and Relocation Assistance Program
[M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager, City Manager's Office]

Memorandum



DATE March 3, 2023

CITY OF DALLAS

TO Honorable Members of the Workforce, Education and Equity Committee

SUBJECT **Update on Racial Equity Projects Outline – Family Support and Empowerment Initiative and Housing Stability through Rent Subsidies and Relocation Assistance Program**

This memo provides an update on the status of two Racial Equity Plan projects to be administered by the Office of Community Care (OCC).

1) Family Support and Empowerment Initiative

A growing body of research has shown the potential for significant positive impact from programs that focus on providing direct client assistance to residents. The core tenet of such program provides the client flexibility to make decisions on use of assistance based on their own individual needs and circumstances. Model programs typically rely on the distribution of pre-paid debit cards to ensure that lack of access to banking does not serve as a barrier to participation. The Family Support and Empowerment Initiative (FSEI) would draw on learning from local and national promising practices to develop a unique type of support to individuals and families in need in our communities.

This pilot project would provide monthly assistance to a cohort of eligible families for a period of at least 12 months.

FSEI will be administered in accordance with the attached Program Statement (Attachment A – DRAFT), which is still in draft form at this time. This program is aligned with the below Racial Equity Plan goals:

- Big Audacious Goal 1.3 – Improve small to large scale development and social service support where food insecurity and predatory lending institutions have further marginalized historically disadvantaged communities.
- Big Audacious Goal 1.5 – Promote community wellness by increasing access to quality, affordable, nutritious options for food, meals and critical hygiene items by aligning social services, nutrition education, urban agriculture, and financial investments in equity priority areas and other areas with demonstrated need

Family Support and Empowerment Initiative Pilot

According to data released by the U.S. Census Bureau, 2021 saw a record drop in child poverty. Researchers attribute this to the impact of large-scale anti-poverty programs, such as stimulus payment and Child Tax Credit, that were established or expanded as a result of the COVID-19 pandemic response ([Child Poverty Fell to Record Low 5.2% in 2021 \(census.gov\)](https://www.census.gov/data/releases/states/child-poverty/2021-child-poverty.html)).

An increasing number of cities began implementing assistance programs, using various models. In Dallas, the launch of the Targeted Eviction Prevention Program utilizes direct

cash assistance to clients as a mechanism for stabilizing housing and reducing mid-year moves in specific Dallas ISD school attendance zones, successfully leveraging support from multiple nonprofit and philanthropic partners. Initial findings for this program demonstrate that most recipients have used the funds to meet basic needs, and that they are able to remain in their homes thereby positively impacting housing stabilization in the pilot areas. WINGS has implemented a Temporary Assistance to Needy Families (TANF) program with positive results related to client expenditures, as participants tend to use assistance funds for food and basic needs as well as household essentials. This is consistent with the findings of a review of cash transfer programs conducted by the Urban Institute which shows that these types of direct assistance programs can be an effective tool in reducing housing instability ([Direct Cash Transfers Can Deliver Housing Assistance More Efficiently and Equitably | Housing Matters \(urban.org\)](#)),

Implementation Plan for Pilot and Next Steps

OCC is working to finalize the Program Statement (see Attachment A – DRAFT) for this proposed effort. Concurrently, OCC is moving forward to identify potential nonprofit partners to administer this project through a competitive Request for Proposals (RFP). The pilot will prioritize service delivery to historically disadvantaged communities and/or in equity priority areas, as outlined in the Racial Equity Plan. Through the RFP, proposals will be required to outline target communities and populations, document alignment of these targets with the Racial Equity Plan, and demonstrate community support. Proposers that demonstrate specific client impacts, such as but not limited to program alignment with long-term stability or educational attainment, may be prioritized. Additionally, Proposers who demonstrate existing funding commitments and/or matched fundraising capacity will be prioritized.

The client assistance component of the pilot will be funded via \$500,000.00 in Racial Equity funds, while departmental Drivers of Poverty funds will support case management and financial coaching alignment.

2) Housing Stability through Rent Subsidies and Relocation Assistance Program

OCC is partnering with the Office of Integrated Public Safety Solutions (OIPSS) to administer a pilot program providing rental and relocation assistance to Dallas residents. The pilot program will focus on historically disadvantaged communities and households in equity priority areas that are at risk of housing instability or homelessness due to displacement, such as residential properties identified by data informed community engagement from departments such as OIPSS. Specifically, the program seeks to assist residents with rental and relocation support to:

1. Renew a lease in their existing unit or property; and/or
2. Relocate to a new housing unit when unable to maintain or renew lease due to issues with housing quality, affordability or other concerns; and/or

3. Relocation caused by increased rent attributable to market rate alignment, property enhancements to meet property standards, general property enhancements and/or transfer of property ownership

This project is different than current rental assistance programs in that it will contribute only partially to the resident's overall rental obligation and will require participants to participate in financial counseling sessions. Assistance will include payment of deposits and monthly subsidies for the term of a residential lease, up to 12 months.

This project will be administered in accordance with the attached Program Statement (Attachment B – DRAFT), which is still in draft form at this time. This program is aligned with the below Racial Equity Plan goals:

- Big Audacious Goal 1.3 – Improve small to large scale development and social service support where food insecurity and predatory lending institutions have further marginalized historically disadvantaged communities.
- Big Audacious Goal 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.

Background on Housing Stability through Rent Subsidies and Relocation Assistance Program

Data shows that 2021 and 2022 were years of rising rent in Dallas. A February article in the *Dallas Morning News* cites a 14% year-over-year increase in rents in the Dallas area in December ([Soaring apartment and home rents put the squeeze on North Texas residents \(dallasnews.com\)](https://www.dallasnews.com/news/2022/02/14/soaring-apartment-and-home-rents-put-the-squeeze-on-north-texas-residents/)). Combined with increased costs for other essentials, this increased housing-cost burden has impacted lower income families the most. Over the last two years, the City, facilitated by the Office of Community Care, has provided millions in rental assistance to residents impacted directly and indirectly by the COVID-19 pandemic. These funds have been near fully expended while we still understand the housing needs of residents to be great.

Over the course of the last two years, staff has seen numerous instances in which residents have been unable to maintain housing due to rising costs, however these are not always due to macro factors. In some circumstances, residents have been able to benefit from grandfathered below-market rents from having lived at properties for multiple years, only to see those rents rise to meet rising market rates when properties are sold or remodeled. Similarly, residents may be forced to live in lower quality units for lower rental rates, but unable to afford market or near-market rates. This can put these residents at risk of immediate housing instability with any shift in rents or additional costs.

Implementation Plan for Pilot and Next Steps

DATE March 3, 2023
SUBJECT **Update on Racial Equity Projects Outline – Family Support and Empowerment Initiative and Housing Stability through Rent Subsidies and Relocation Assistance Program**
PAGE 4 of 9

OCC is working to finalize the Program Statement (see Attachment B – DRAFT) for this program with insight from the Office of Integrated Public Safety Initiatives, Department of Housing and Neighborhood Revitalization and Office of Equity and Inclusion. Concurrently, OCC is moving forward to identify nonprofit partners to administer and/or provide support for this project. Due to the limited funding available, the pilot will prioritize service delivery to historically disadvantaged communities and/or in equity priority areas, as outlined in the Racial Equity Plan. Additionally, OCC will partner with the OIPSS Data Informed Community Engagement team to identify and target specific residential properties and communities aligned with that work.

The rental subsidies component of the pilot will be funded via \$1,000,000.00 in Racial Equity funds, while departmental funds will support case management and financial coaching alignment. OCC will issue a Request for Proposals to identify programmatic partners to implement these components, including dedicated case managers and a financial coach dedicated to this program.

If you have any questions or concerns, please contact myself or Director of Office of Community Care, Jessica Galleshaw at jessica.galleshaw@dallas.gov.



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Directors and Assistant Directors

Attachment A

Family Support and Empowerment Initiative Program Statement

Description – Family Support and Empowerment Initiative

The program provides direct assistance to eligible residents via cash transfer or other direct-to-client mechanism. The program also connects residents with case management services.

This program may also utilize non-profit agencies to serve as subrecipients for program administration.

Eligible Participants

Residents of the City of Dallas with incomes at or below 50% of the area median income (AMI), as defined by the United States Department of Housing and Urban Development (HUD) or a low-income family¹, at the time of program intake. The Program will prioritize clients who are 30% AMI or below at the time of program intake.

Clients should be recertified for eligibility on a quarterly basis, or each 90 days. Rental subsidy may need to be recalculated based on change in client income. Should a client's income exceed 50% AMI, but not exceed 80% AMI, the client may continue to receive assistance for the established program term. Direct assistance received through the Program should not be factored as income in recertification.

Client Eligibility:

- An “eligible household” is defined as a household with total income of 50% AMI or below at the time of intake and of 100% or below throughout the service period, excluding assistance received from the Program
- Reside in the City of Dallas
- Additional eligibility criteria may be established by program administrator, with approval from the City

Funds will be paid directly to the eligible household via cash transfer, direct deposit, or other direct-to-client funds disbursement mechanism.

Eligible Uses

Funds can be used for direct financial assistance paid to clients, applicable program costs necessary to provide these payments, including and not limited to staffing, technology, fees, etc., case management service delivery, and administrative costs.

¹ As of the date of the FAQs, the definition of “low-income families” in 42 U.S.C. 1437a(b) is “those families whose incomes do not exceed 80 per centum of the median income for the area, as determined by the Secretary [of Housing and Urban Development] with adjustments for smaller and larger families, except that the Secretary may establish income ceilings higher or lower than 80 per centum of the median for the area on the basis of the Secretary’s findings that such variations are necessary because of prevailing levels of construction costs or unusually high or low family incomes.”

Attachment A

Assistance

Monthly cash assistance in an amount of up to \$250 per month for the client program period.

Funding

Various funding types may be used under this Program and must follow the requirements of the funding types. The Program may include, but is not limited to, direct financial assistance paid to clients, applicable program costs necessary to provide these payments, including and not limited to staffing, technology, fees, etc., case management service delivery, and administrative costs paid with Racial Equity Fund dollars and departmental funds. The program will use appropriated general funds only for services, including case management support and administrative costs.

This program statement represents minimum eligibility requirements. Program administrator may implement additional eligibility or prioritization criteria, with approval from the City.

This program statement may be amended by the City Manager or designee to include amendments as appropriate to meet funding requirements or guidance from the Treasury.

When necessary, the City Manager or designee is authorized to execute change orders or amendments to contractor and subrecipient agreements, in excess of 25% and/or \$50,000.00 (subject to compliance with the applicable procurement laws), to commit and expend funds timely to meet federal and/or state requirements.

Attachment B

Housing Stability through Rent Subsidies and Relocation Assistance Program Statement

Description – Housing Stability through Rent Subsidies and Relocation Assistance

The program targets residents of the City of Dallas who are very low income to maintain their housing by providing relocation assistance and rental subsidies. The program will help residents avoid displacement by offering rental subsidies to support lease renewals and will support residents needing to relocate due to affordability, housing quality or other concerns.

This program may also utilize non-profit agencies to serve as subrecipients for program administration.

Eligible Participants

Residents of the City of Dallas with incomes at or below 50% of the area median income (AMI), as defined by the United States Department of Housing and Urban Development (HUD) or a low-income family¹, at the time of program intake. The Program will prioritize clients who are 30% AMI or below at the time of program intake.

Clients should be recertified for eligibility on a quarterly basis, or each 90 days. Rental subsidy may need to be recalculated based on change in client income. Should a client's income exceed 50% AMI, but not exceed 100% AMI, the client may continue to receive assistance for the established program term.

Rental assistance provided to an eligible household should not be duplicative of any other federally, state or locally funded rental assistance provided to such household. Rental assistance cannot be provided for households receiving rental vouchers.

Client Eligibility:

- An “eligible household” is defined as a household that is obligated to pay rent
- Services are available for households in order to:
 - Renew a lease in their existing unit or property; and/or
 - Relocate to a new housing unit when unable to maintain or renew lease due to issues with housing quality, affordability or other concerns; and/or
 - Relocation caused by increased rent attributable to market rate alignment, property enhancements to meet property standards, general property enhancements and/or transfer of property ownership
- Reside in the City of Dallas, and in cases wherein relocation support is provided, be relocating into a unit in the City of Dallas

¹ As of the date of the FAQs, the definition of “low-income families” in 42 U.S.C. 1437a(b) is “those families whose incomes do not exceed 80 per centum of the median income for the area, as determined by the Secretary [of Housing and Urban Development] with adjustments for smaller and larger families, except that the Secretary may establish income ceilings higher or lower than 80 per centum of the median for the area on the basis of the Secretary’s findings that such variations are necessary because of prevailing levels of construction costs or unusually high or low family incomes.”

Attachment B

- During the course of the service period, the participant must participate in a financial coaching or supportive service, such as case management

If a landlord does not wish to participate, funds may be paid directly to the eligible household, however the household must provide evidence, on a monthly basis, of the use of such funds for rent. Failure to provide this documentation may result in the discontinuation of provided assistance.

Eligible Uses

Direct financial assistance, including rent subsidies, required lease deposits, and other costs necessary to enable a client to relocate. Funding can be used to pay for all or a portion of the eligible expenses.

Eligible Properties

Residential properties, publicly or privately-owned, located within Dallas City limits.

Assistance

Provides assistance for the length of a lease, up to a total of 12 months rent subsidies plus one-time relocation expenses. Deposit assistance can be provided in an amount up to the total of a full month's rent according to lease terms.

Assistance is limited households with monthly rental rates that do not exceed 120% of fair market rates as defined by HUD.

Monthly assistance amount:

1. For lease renewals, relocations and/or unit transfers where the new rate is higher than the previous, monthly assistance may equal up to the difference between monthly rent amount stipulated in most recent lease and new rental amount
2. For relocations and/or unit transfers in which the client is moving to a lower cost unit due to affordability concerns or due to reduced income, monthly assistance may equal up to the difference between the monthly rent stipulated in the lease agreement and 30% of the total household income

Excluding rental deposits, monthly rental subsidies should not exceed 50% of monthly lease obligation.

For clients that meet the eligibility criteria for the Dallas Homebuyers Assistance Program and that have been pre-approved through that program only, monthly assistance can be provided for month-to-month lease assistance for up to 12 months.

Funding

Various funding types may be used under this Program and must follow the requirements of the funding types. The Program may include, but is not limited to, rental subsidies and relocation expenses, case management and administrative costs paid with Racial Equity Fund dollars and departmental funds. The program will use appropriated general funds for complimentary services, including case management support and administrative costs.

Attachment B

This program statement represents minimum eligibility requirements. Program administrator may implement additional eligibility or prioritization criteria, with approval from the City.

This program statement may be amended by the City Manager or designee to include amendments as appropriate to meet funding requirements or guidance from the Treasury or other funding entity.

When necessary, the City Manager or designee is authorized to execute change orders or amendments to contractor and subrecipient agreements, in excess of 25% and/or \$50,000.00 (subject to compliance with the applicable procurement laws), to commit and expend funds timely to meet federal, state and/or funder requirements.

DRAFT