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2020 FEB 27 PM 5:09

CITY SECRETARY
DALLAS, TEXAS

City of Dallas

1500 Marilla Street, Room 6ES
Dallas, Texas 75201



Workforce, Education, and Equity Committee

March 3, 2020

9:00 AM

2019 CITY COUNCIL APPOINTMENTS

COUNCIL COMMITTEE	
ECONOMIC DEVELOPMENT Atkins (C), Blewett (VC), Gates, McGough, Narvaez, Resendez, West	ENVIRONMENT AND SUSTAINABILITY Narvaez (C), Atkins (VC), Blackmon, Blewett, Gates
GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT Gates (C), Mendelsohn (VC), Arnold, Bazaldua, Kleinman, Narvaez, Thomas	HOUSING AND HOMELESSNESS SOLUTIONS West (C), Thomas (VC), Arnold, Blackmon, Kleinman, Mendelsohn, Resendez
PUBLIC SAFETY McGough (C), Arnold (VC), Bazaldua, Blewett, Medrano, Mendelsohn, Thomas	QUALITY OF LIFE, ARTS, AND CULTURE Arnold (C), Gates (VC), Atkins, Narvaez, West
TRANSPORTATION AND INFRASTRUCTURE Kleinman (C), Medrano, (VC), Atkins, Bazaldua, Blewett, McGough, West	WORKFORCE, EDUCATION, AND EQUITY Thomas (C), Resendez (VC), Blackmon, Kleinman, Medrano
AD HOC JUDICIAL NOMINATING COMMITTEE McGough (C), Blewett, Mendelsohn, Narvaez, West	AD HOC ADMINISTRATIVE AFFAIRS Kleinman (C), Arnold, Atkins, Gates, Resendez

(C) – Chair, (VC) – Vice Chair, (L) – Liaison

Handgun Prohibition Notice for Meetings of Governmental Entities

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

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

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

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

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

Call to Order**MINUTES**

- A. [20-318](#) Approval of the February 10, 2020 Minutes

Attachments: [Minutes](#)

BRIEFING ITEMS

- B. [20-319](#) P-Tech Initiative
 [Usamah Rodgers, Assistant Superintendent Post-Secondary Partnerships
 and Programs; Cheryl Nevels, Executive Director, PTECH /Early College
 Programs]

Attachments: [Presentation](#)

- C. [20-320](#) Downtown PK-12 School
 [Angie E. Gaylord, Deputy Chief Transformation and Innovation, Dallas ISD]

Attachments: [Presentation](#)

- D. [20-323](#) Texas Central High Speed Train - Workforce Component
 [Stephanie Nellons-Paige, Texas Central Partners]

Attachments: [Presentation](#)

BRIEFING MEMORANDUM

- E. [20-321](#) Equity Indicators Update
 [Victor Obaseki, Equity Officer, Office of Equity]

Attachments: [Memo](#)

ADJOURNMENT

EXECUTIVE SESSION NOTICE

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

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]
4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]
5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex Govt. Code §551.089]

Workforce, Education and Equity Committee Meeting Record

The Workforce, Education, and Equity Committee meetings are recorded. Agenda materials are available online at www.dallascityhall.com. Recordings may be reviewed/copied by contacting the Workforce, Education and Equity Committee Coordinator at 214-670-3316.

Meeting Date: February 10, 2020

Convened: 9:02 a.m.

Adjourned: 10:38 a.m.

Committee Members Present:

Casey Thomas, Chair
Jaime Resendez, Vice Chair
Paula Blackmon
Lee Kleinman
Mayor Pro Tem Adam Medrano

Committee Members Absent:

Other Council Members Present:

N/A

Presenters:

Kimberly Tolbert, Chief of Staff
Leslie Williams, Deputy Chief of Racial Equity, Dallas ISD
Ashley Flores, Senior Director, Child Poverty Action Lab
Byron Sanders, CEO, Big Thought
Kristina Dove, Director of Learning System, Big Thought
Greg MacPherson, Sr. Director of Big Thought Institute
Mark Duebner, Director, Dept of Aviation
Sheneice Hughes, Assistant Director, Dept of Aviation
Helena Thompson, Senior Program Manager, Dept of Aviation

AGENDA

Call to Order (9:02 a.m.)

1. Approval of the January 13, 2020 Meeting Minutes

Motion made by: MPT Medrano
Item passed unanimously: X
Item failed unanimously:

Motion seconded by: CM Blackmon
Item passed on a divided vote:
Item failed on a divided vote:

2. Place-Based Investments: Righting the Wrongs of the Past

3. Presenters: Leslie Williams, Dallas ISD, Ashley Flores, Child Poverty Action Lab

Action Taken/Committee Recommendation(s): Committee members were briefed on the race and redlining legacies of Dallas' segregated past and how redlining has affected the education system and surrounding neighborhoods in the community. Presenters informed the committee about development of a Community Resource Index (CRI) and to illustrate application of CRI to Dallas ISD Bond planning. The CRI illustrates the condition of the neighborhood around Dallas ISD campuses and how to identify where 2020 Bond investments may provide needed support for local communities and residents. Currently, this project only applies to neighborhoods within two miles of selected schools. Councilmembers asked about extending beyond the two-mile radius and including Richardson ISD. Presenters responded that this is a starting off point and those would be factors to consider once the program is able to be extended. Next steps include neighborhood meetings for parents and the community to provide input. Councilmembers were asked to co-facilitate community meetings and assist with resources to analyze quantitative and qualitative data to prioritize projects across public agencies. As this item was for informational purposes only, no vote was taken.

4. Dallas City of Learning

Presenter(s): Byron Sanders, Kristina Dove, and Greg MacPherson, Big Thought

Action Taken/Committee Recommendation(s): Big Thought believes the opportunity gap will only be solved by bringing the right opportunities to children who need them most. By connecting like-minded organizations,

they customize programs to meet the unique needs of each community they serve. Dallas City of Learning (DCoL) launched in summer 2014 to create city-wide system of summer learning and combat the summer learning “slide”. Dallas City of Learning is a public-private citywide partnership between the City of Dallas and Dallas ISD, managed by Big Thought, to ensure all students have access to high quality out of school time learning experiences that build social and emotional skills and increase academic achievement. The presentation was brought to the committee to ask for support and share opportunities to connect City and District youth service via common or aligned youth. As this item was for informational purposes only, no vote was taken.

5. Aviation Workforce Development

Presenter(s): Mark Duebner, Sheneice Hughes, Helena Thompson, Department of Aviation

Action Taken/Committee Recommendation(s): Staff presented aviation educational partnerships with DISD, DCCCD, UTA/DART Transportation Leadership Academy. Due to the rapid growth rate in business, the Department of Aviation’s staff has grown from 160 employees in 2014 to 341 employees in 2019. Staff noted that there is a need for a more qualified workforce in order to support airport growth. A list was presented to committee members on the different positions available in aviation. Staff is being proactive by creating a pipeline of talent while providing equity opportunities for local youth. The department is developing several unique partnerships with local educational institutions and seeking additional partners such as UNT-Dallas and TCCD. This would include more directed programming, and additional opportunities to promote equity through workforce development. As this item was for informational purposes only, no vote was taken.

6. 2020 Census Update

Presenter(s): Kimberly Tolbert, Chief of Staff, City Manager's Office

Action Taken/Committee Recommendation(s): The Office of Strategic Partnerships and Government Affairs provided a memorandum update on the implementation of the 2020 census and where we are currently with efforts. Staff is planning to provide a briefing to the full Council on March 4, 2020. No discussions took place.

Adjourn (10:38 a.m.)

APPROVED BY:

Casey Thomas, Chair
Workforce, Education & Equity Committee

ATTESTED BY:

Victoria Cruz, Coordinator
Workforce, Education & Equity Committee

P-TECH Initiative

Dallas Independent School District
March 3, 2020

Usamah Rodgers, Assistant Superintendent
Post Secondary Partnerships and Programs

Cheryl Nevels, Executive Director, P-TECH /
Early College Programs

City of Dallas



Presentation Overview

- Background
- Purpose: P-TECH Impact
- Importance
- Outcomes
- Questions



Background

State and Local Realities

Texas Strategic Plan for Higher Education

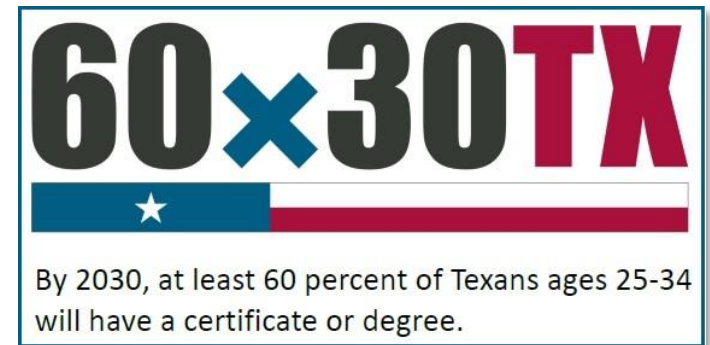
- Focus on earning credentials
- Growing issues surrounding student debt

Emphasis on Workforce

- For the state and for students

Technical Credit as key

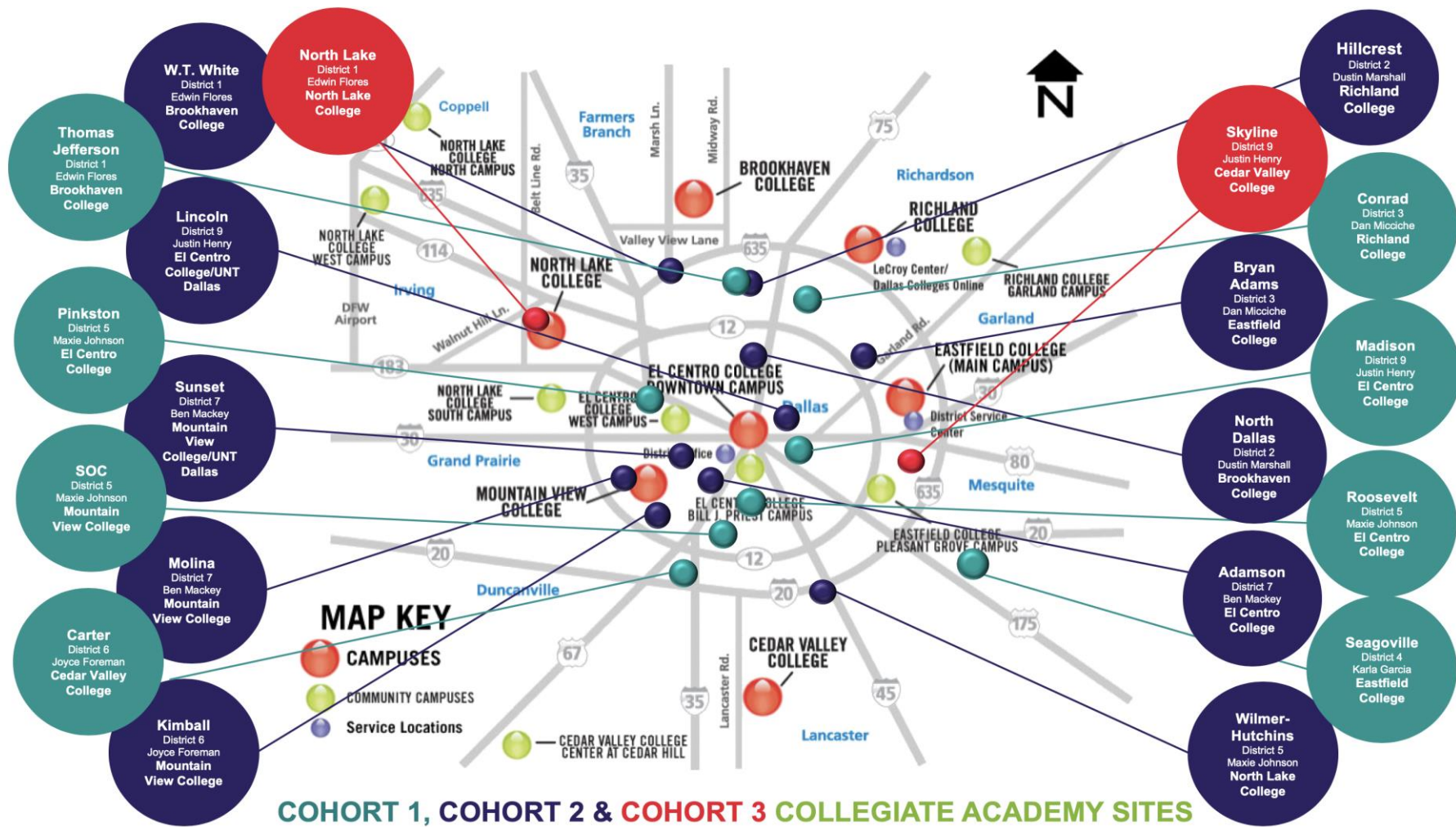
- Engaging / High Impact
- Strong credentials



What is a P-TECH?

High school, college and industry partners working together to prepare students to enter middle skill level jobs.





Dallas ISD P-TECH Goals

Outputs:

- ✓ High School Diploma
- ✓ Graduation Endorsements
- ✓ Up to 60+ College Credit Hours at No Cost to Students and Parents
- ✓ Associate of Applied Sciences Degree
- ✓ Career and Technology Certifications
- ✓ 4 Year University Options
- ✓ Career Opportunities
- ✓ Mentoring
- ✓ Worksite Visits
- ✓ Internships
- ✓ First in line for Job Interviews/Jobs



Industry Partners



77

Industry Partners



Industry Partners



Academic Gains: STAAR / EOC 2019 Results

Algebra I				
Category	# Tested	Approaches+	Meets+	Masters
Cohort 1	628	95%	80%	49%
Cohort 2	749	95%	74%	48%
Collegiate	1377	95%	76%	48%
Non Collegiate	4577	75%	47%	24%
State	416,314	84%	62%	39%

Biology			
# Tested	Approaches+	Meets+	Masters
951	95%	75%	26%
1031	94%	67%	20%
1982	95%	71%	23%
4712	77%	40%	8%
409,348	88%	64%	26%

English I				
Category	# Tested	Approaches+	Meets+	Masters
Cohort 1	1021	78%	63%	10%
Cohort 2	1094	76%	59%	5%
Collegiate	2115	77%	61%	7%
Non Collegiate	6807	40%	23%	2%
State	467,831	64%	49%	12%

English II			
# Tested	Approaches+	Meets+	Masters
849	84%	64%	4%
913	84%	64%	2%
1762	84%	64%	3%
5797	44%	24%	1%
445,461	67%	51%	8%

U.S. History			
# Tested	Approaches+	Meets+	Masters
679	96%	76%	41%
495	98%	77%	35%
1174	97%	76%	38%
4717	90%	65%	30%
360,017	93%	75%	47%

NOTE: Data compares PTECH students to comprehensive high school students at those same campuses.



Degrees and Certifications

Degrees obtainable:

- Associate of Applied Science
 - Associate of Arts
 - Associate of Science
- Class of 2019 Seniors earned **252** Associate Degrees
 - **539** Dallas ISD Students received a degree or credential from DCCCD in 2018-2019
 - **980** Students from Dallas County received a degree or certificate from DCCCD. **539** were within Dallas ISD!

252

Associate Degrees
Earned
for Seniors 2019

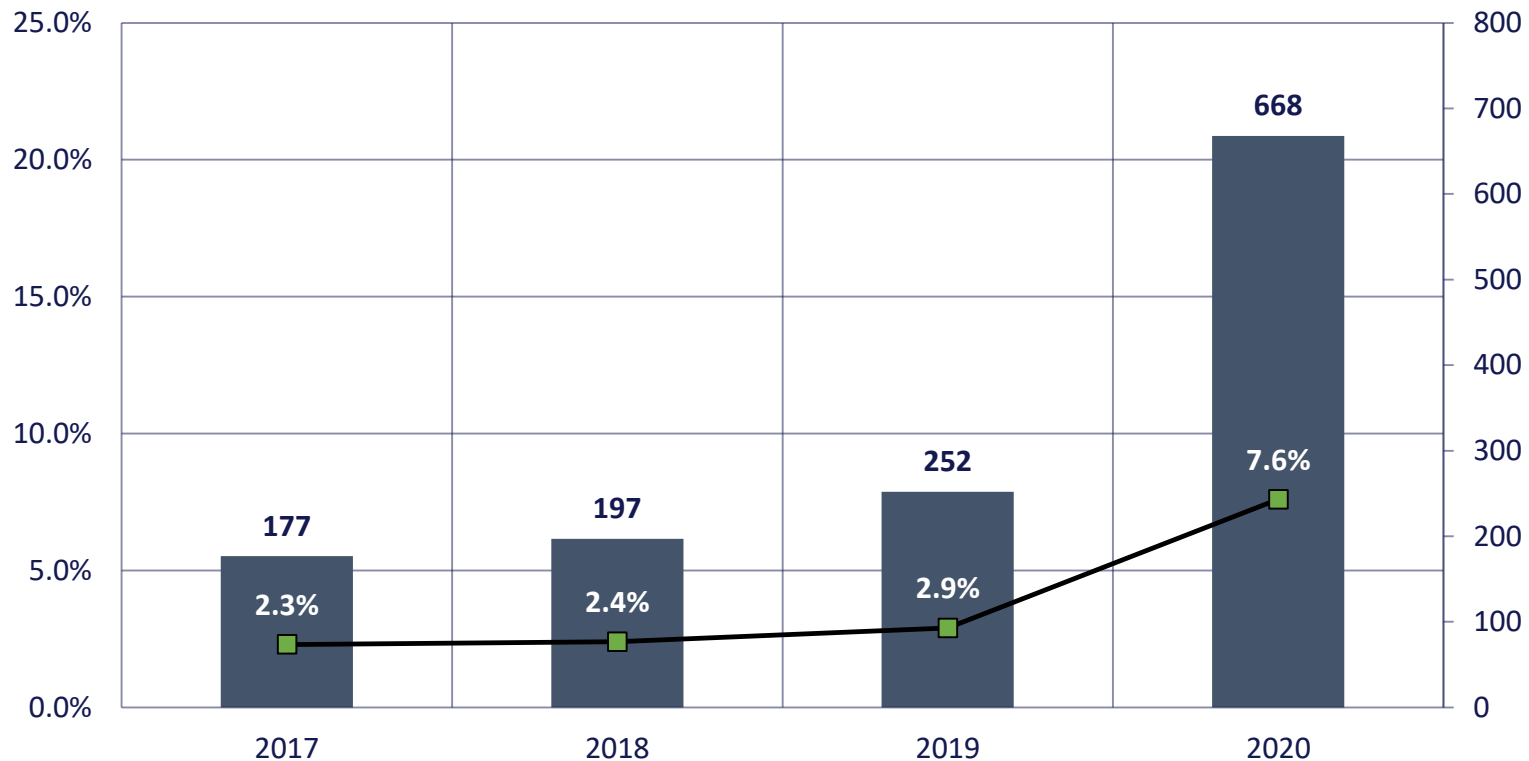
287

Level 1 & Level 2
Certificates Earned for
2018-2019 P-TECH &
ECHS Students



Dallas ISD Projections

Associate Degree Acquisition across the District



**Estimated 8,800 annual graduates for 2019 and 2020*



Senior Next Steps

Bootcamp

(IBM, STEMuli, Wells Fargo)

Final checkpoint in helping students become ready for life after P-TECH.

- ✓ **Workplace Skills**
- ✓ **Technical Skills**
- ✓ **Financial Literacy**
- ✓ **Portfolio/Resume**



**WORKPLACE
SKILLS**



**TECHNICAL
SKILLS**



**FINANCIAL
LITERACY**



**PORTFOLIO |
RESUME**

P-TECH/ECCHS Job Fair

Face-to-Face

- ✓ Presentations
- ✓ Pitch Competitions
- ✓ Coding Challenges
- ✓ Group and Individual Interviews

Virtual

- ✓ GreenLight

Date: Saturday, May 16, 2020

Location: W.H. Adamson High School

Time: 9AM – 12PM





Q&A



P-TECH Initiative

Dallas Independent School District
March 3, 2020

Usamah Rodgers, Assistant Superintendent
Post Secondary Partnerships and Programs

Cheryl Nevels, Executive Director, P-TECH /
Early College Programs

City of Dallas



Downtown PK-12 School

Dallas Independent School District
March 3, 2020

**Angie E. Gaylord, Deputy Chief
Transformation and Innovation
City of Dallas**



Presentation Overview

- Background
- Purpose: Public School Choice Impact
- Importance / Significance
- PK-12 Downtown Project (3 schools)
- Questions



Background



Neighborhood School Quadrants



Northeast Quadrant



Northwest Quadrant



Southeast Quadrant



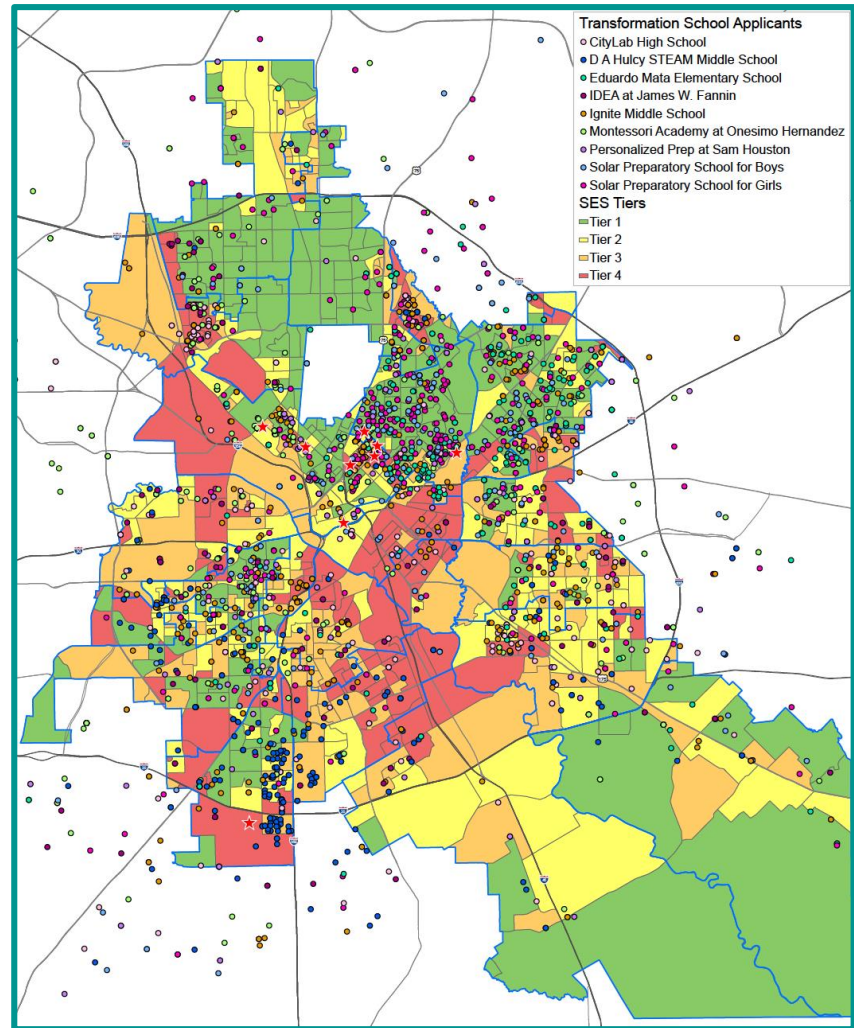
Southwest Quadrant



Quadrants of City



- ✓ Best Fit Schools for All
- ✓ Choice In All Parts of Dallas
- ✓ Racial Equity
- ✓ Socio-economic Diversity
- ✓ Increase Market Share
- ✓ Identify Gaps in Resources

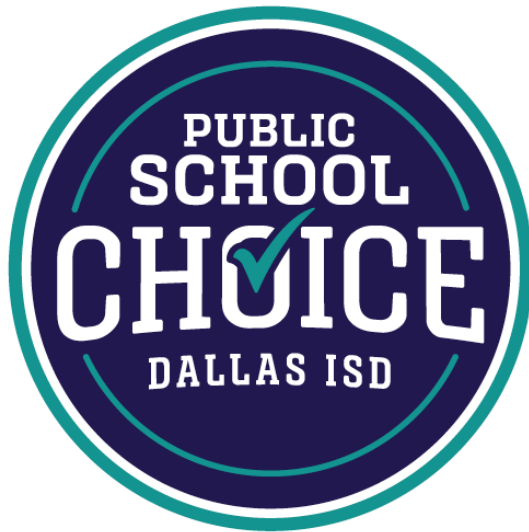


School Choice Models

Neighborhood	Transformation	Magnet
<p>Traditional attendance boundary school based on area of residence.</p> <p>*Innovation schools are neighborhood schools that went through the OTI process to redesign.</p>	<p>Call for Proposal Process</p> <p>Open enrollment new startup school, no attendance boundary 50/50 model for priority lottery, transportation provided</p>	<p>Open enrollment school, academic requirement to attend, 30/70 board policy on admissions and enrollment</p>

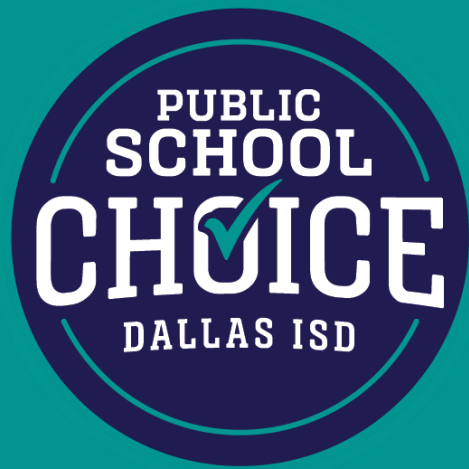


Importance/Significance

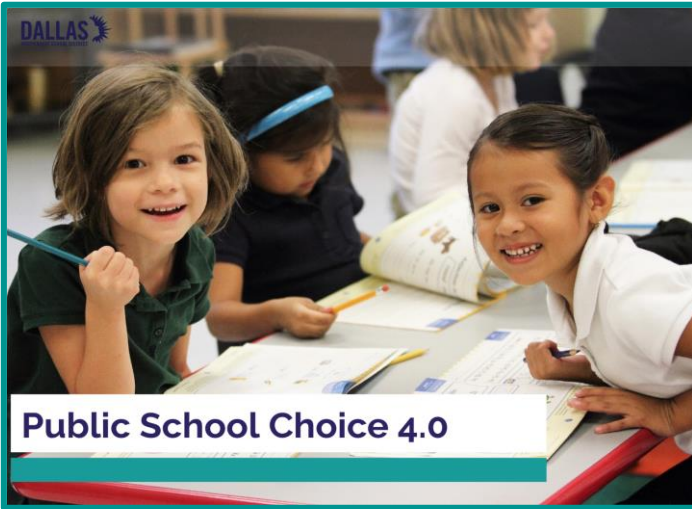


- Provide additional school choices & models for Dallas parents
- Recapture market share from parents currently not choosing Dallas ISD





Three School Models

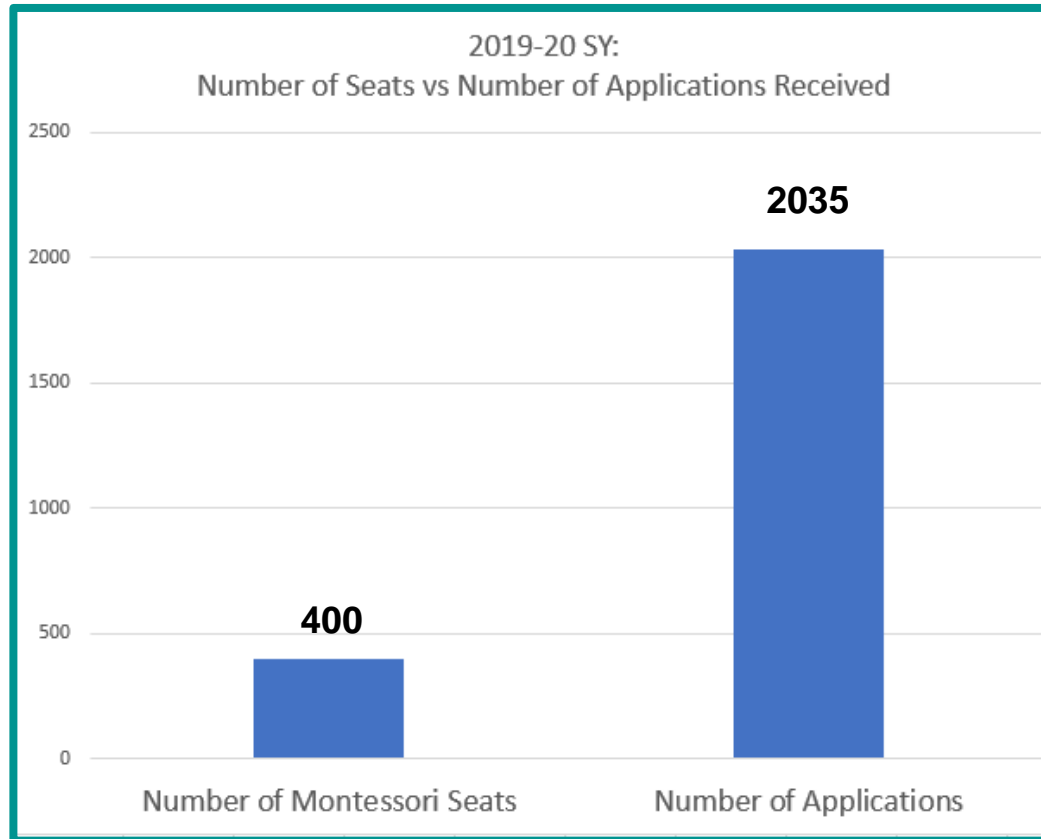


PK-8 MONTESSORI

- **PK-8 Montessori model**
 - *Multi-age grouping*
 - *Blocks of work time*
 - *Guided choice of work*
 - *Prepared environments*
 - *Hands-on materials*
 - *Social emotional learning*
- **88 students per grade level (880)**
- **Applications open Jan 2020**



Demand for Montessori Model



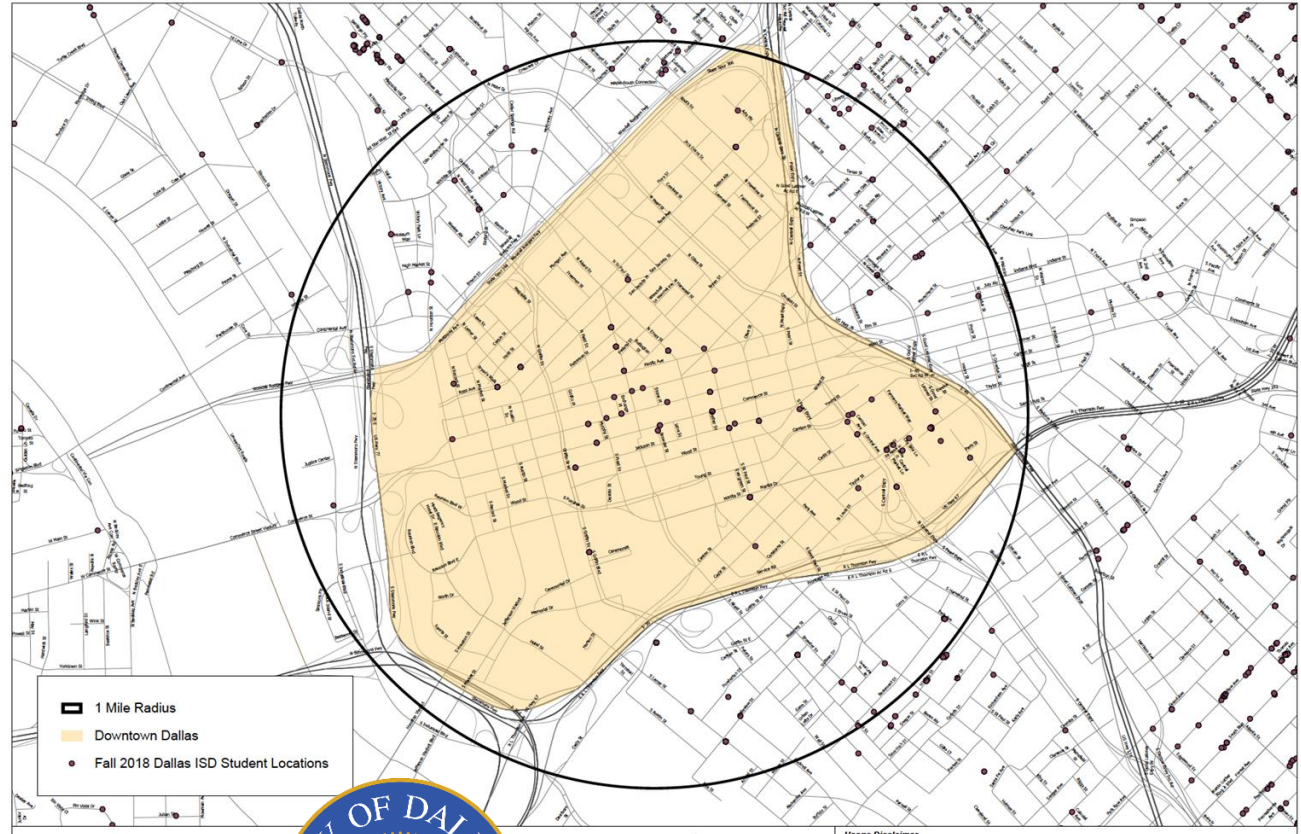
Strategic Enrollment

Lottery by SES

Year	ED	N-ED
1	50%	50%



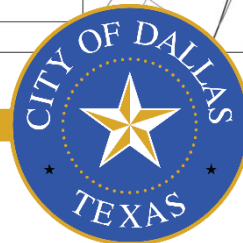
Downtown Dallas and 1 Mile Radius
with Fall 2018 Dallas ISD Student Locations



Priority Lottery 1
Downtown Residence

Priority Lottery 2
Downtown Employees

Priority Lottery 3
City of Dallas





- **9-12th grade**
 - *City as a Lab*
 - *Hands-on Project-based Learning*
 - *Community Partnerships*
 - *Citizenship focus*
 - *Open concept / flexible classrooms*
- **125 students per grade level (500)**
- **Applications for enrollment**





DR. WRIGHT L. LASSITER, JR. EARLY COLLEGE HIGH SCHOOL

- **9-12th grade ECHS**
 - *Mixture of HS and college classes*
 - *Associate's degree earned*
 - *Partnership with DCCCD*
 - *Workforce development*
 - *High school internships in Downtown*
 - *Industry partnerships*
- **125 students per grade level (500)**
- **Applications for enrollment**



Downtown PK-12 School

Dallas Independent School District
March 3, 2020

**Angie E. Gaylord, Deputy Chief
Transformation and Innovation
City of Dallas**



Texas High Speed Train: Workforce Component

Texas Central Railway
March 3, 2020

Stephanie Nellons-Paige
Managing Director, Diversity and
Economic Inclusion
Texas Central Railway



Presentation Overview

- Project Overview
- Economic Impact
- Business and Workforce Opportunity Program
- Goals of Transportation Workforce Opportunity Program
- Next Steps



Changing the Future of Texas: Project Overview

3 passenger stations: Houston, Dallas, Brazos Valley

SAFE:

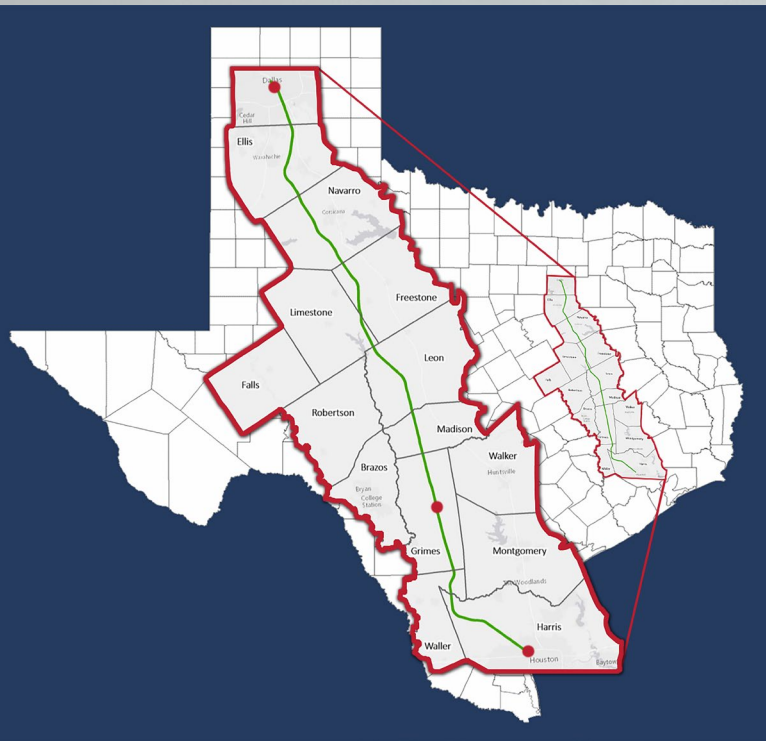
- Proven Japanese Shinkansen technology
- Dedicated, grade-separated corridor

FAST:

- Houston to North Texas in 90 minutes
- Departures every 30min during peak travel times

RIGHT FOR TEXAS:

- Investor-owned infrastructure
- All-electric



Tracking Major Progress



- Project EIS begins

2014



- First round of capital raised by Texas investors

2015



- Land acquisition milestone reached (30%)
- DEIS is released by FRA, final route and station locations selected

2017



- Program Manager was selected (Bechtel)
- Joint ticketing agreement with Amtrak was announced

2018



- Financial Advisors selected (Citi & MUFG)
- FRA begins rulemaking for safety regulations
- Business & Workforce Opportunity policy was approved

2019



- Federal approvals, financial close and the start of construction

2020



- Testing & commissioning period begins

2025



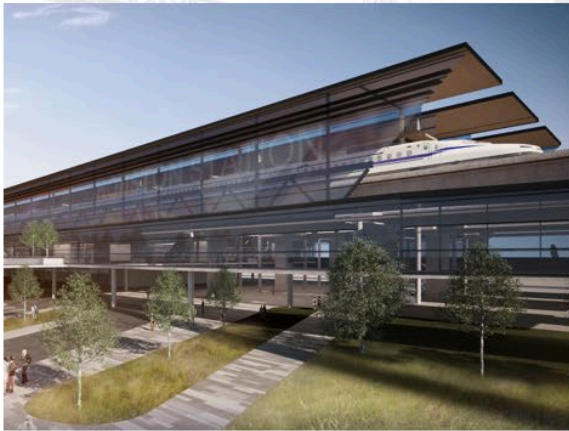
- Commercial service fully operational

2026



Construction on a Texas-Sized Scale

~\$20 Billion Investment



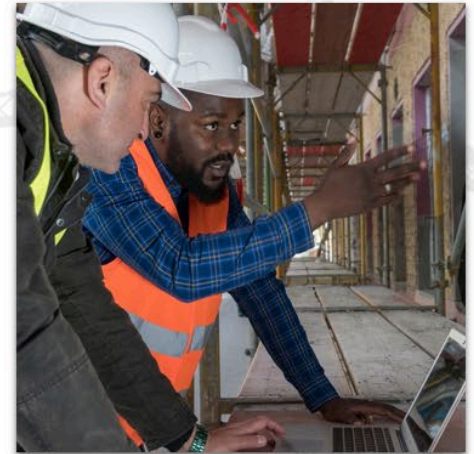
STATIONS & FACILITIES

- 3 passenger stations
- 2 train maintenance facilities
- multiple maintenance of way and power substations



CONCRETE & STEEL

2.5 million cubic yards of concrete, 12 times more concrete than the new One World Trade Center; 48+ million pounds structural steel, 3.3X the Eiffel Tower



JOBS, JOBS, JOBS

10,000 direct jobs per year during peak construction
1,500+ direct jobs once operational

GLOBAL BEST FOR AMERICA'S 1ST HIGH-SPEED TRAIN

Creating A New American Industry With World Class Companies



TEXAS
CENTRAL



Program Manager will deliver the train on budget and schedule.

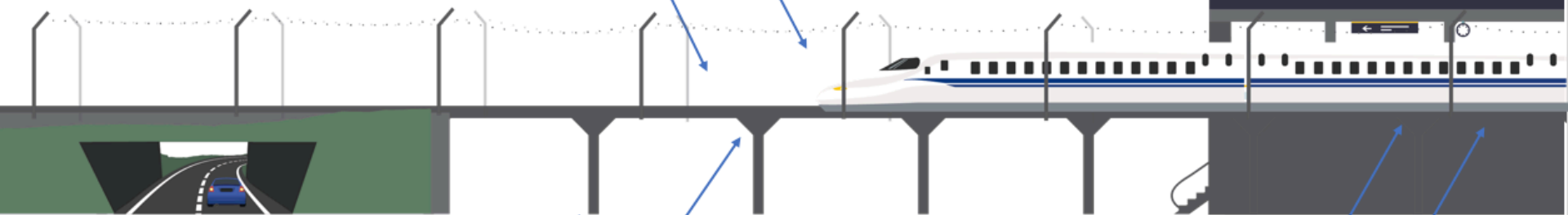


Technology partner responsible for trains; catenary; safety, signal and communication systems.

Systems Installation partner responsible for installing catenary; safety, signal and communication systems.



Financial advisors to lead capital-raising efforts.



Civil contractor building everything from the ground up to the train rail including viaduct and berm foundations. Lane is subsidiary of Salini Impregilo.



Operating Partner will run the trains, maintain systems such as engines, signals and other equipment; oversee staff and service at train stations.



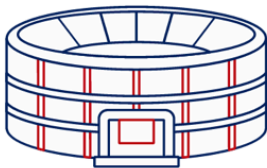
TEXAS
CENTRAL

Benefits Spread Across Texas and America

Economic Impact, Workforce Development, and Domestic Prosperity

\$36B

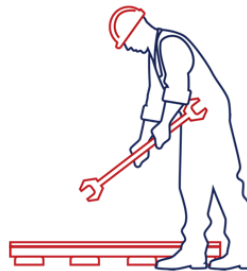
In Economic Impact



Equivalent to
84 Super Bowls

25%

Of Permanent Jobs
In Rural Communities



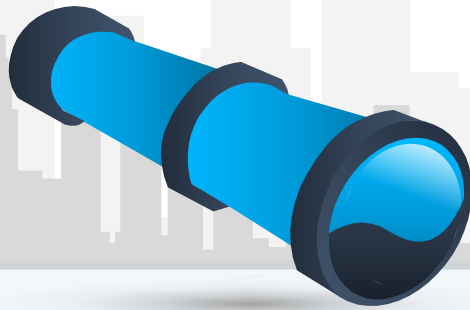
14,630

Cars removed from I-45
annually



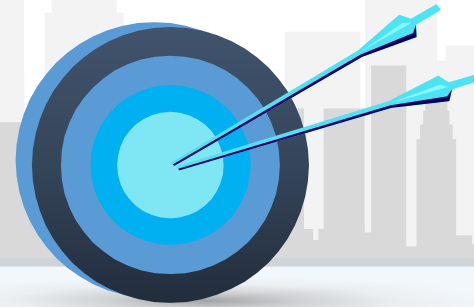
Will lead to net reductions in
Nitrous Oxides, Volatile Organic
Compounds and Greenhouse Gas
Emissions

BWOP VISION AND MISSION



Vision

To serve as a socially responsible corporate leader that provides sustainable economic development through transportation to Texas communities.



Mission

Ensure a highly skilled workforce and promote the growth of Texas-based small, rural, minority, women, veteran and disabled individual-owned businesses by providing robust opportunities in building and operating the Texas Central high-speed train.



BUSINESS OPPORTUNITY PROGRAM (BOP)

Primary goal is to ensure that small, women, minority, rural, veteran and persons with disabilities have contract opportunities in all facets of the project.

If an entity holds one or more of the following certifications, that entity is considered a Business Opportunity Enterprise (BOE) by Texas Central standards.

Rural Business Self Certification- If an entity has its principle place of business in a zip code outlined by BWOP, that entity will be considered a BOE. A copy of the entity's Articles of Incorporation or other business license must be submitted for validation.

Texas Central is not a certifying agency but will accept local and national certifications from eleven (11) certifying agencies.

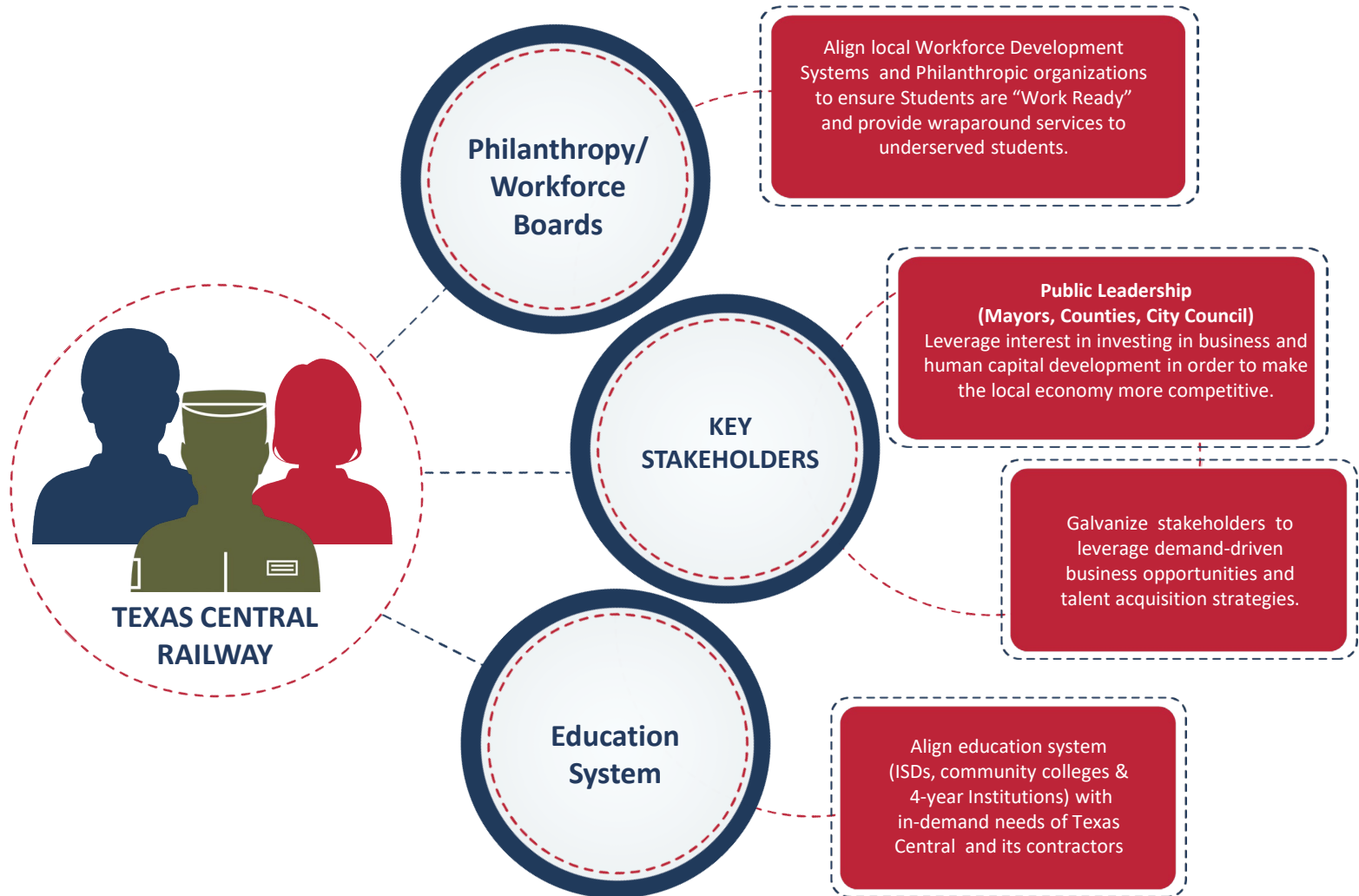
TRANSPORTATION WORKFORCE OPPORTUNITY (TWO) PROGRAM GOAL

The objective of the Transportation Workforce Opportunity (TWO) Program is to assist Texas Central and its Prime Contractors:

- Source job-ready talent
- Work collaboratively with various groups to train career seekers to work for Texas Central and its contractors in the future; and
- Inspire the future workforce to choose careers in the construction and transportation industries.



TRANSPORTATION WORKFORCE OPPORTUNITIES (TWO) ENGAGEMENT STRATEGY



Texas High Speed Train: Workforce Component

**Texas Central Railway
March 3, 2020**

**Stephanie Nellons-Paige
Managing Director, Diversity and
Economic Inclusion
Texas Central Railway**



Memorandum



CITY OF DALLAS

DATE February 27, 2020

TO Honorable Mayor and Members of the City Council

SUBJECT **Equity Quarterly Update**

The Office of Equity briefed the Workforce, Education and Equity (WEE) Committee regarding Equity Indicators and Office of Equity work on November 12, 2019 and again as part of the Dallas Resilience Strategy update on January 13, 2020. As requested, this memo is written to provide an Equity quarterly update to the WEE Committee.

The Equity Indicators Symposium on January 14 brought more than 200 people together to spark collaborative energy to eliminate disparities in Dallas. City Manager T.C. Broadnax and WEE Committee Chair Casey Thomas spoke, while WEE Committee Vice Chair Jaime Resendez also attended. Various community experts facilitated five themed workshops based on the sections of the Equity Indicators Report—Education, Economic Opportunity, Neighborhoods and Infrastructure, Justice and Government, and Public Health. In addition to leaders from City departments including the Dallas Police Department, Office of Welcoming Communities and Immigrant Affairs, and Planning and Urban Design Department, facilitators included:

- Dr. Roberto De La Cruz of Parkland Hospital;
- Dr. Philip Huang of Dallas County Health and Human Services;
- Dr. Usamah Muhammad-Rogers of Dallas ISD;
- Dr. Eric Ban of Dallas County Promise;
- Drexel Owusu of Dallas Regional Chamber;
- Prisma Garcia of Social Venture Partners; and
- Lizzie MacWillie of BuildingCommunity Workshop.

The Office of Equity, in partnership with the Office of Resilience and Office of Welcoming Communities and Immigrant Affairs, gathered information and input from the workshops and, over time, from participant survey responses. The Office of Equity and partners are now working to convene the workshop facilitators to ensure there is a full, collective understanding of the equity assets discussed and considered during the Symposium.

As part of its internal effort to advance equity, the Office of Equity is now in the process of conducting this year's Budgeting for Equity (BfE) Tool project. The BfE Tool is designed to advance equity for the City by systematically gathering information about department budgets and operations and developing department staff to focus work on eliminating disparities and advancing equity. To date, City departments have responded to the survey-style BfE Tool and participated in approximately 30 hours of training and intensive technical assistance on the Tool, focused on racial and socioeconomic data, community engagement, and accountability for equity.

DATE February 27, 2020
SUBJECT **Equity Quarterly Update**

The departments' final draft responses are due March 31 in order to finalize BfE Tool scoring. Scores will be provided to the City Manager's Office for consideration.

We will continue to keep you updated on the Equity Indicators and the Office of Equity's related efforts to advance equity for the City. For questions or concerns, please contact me.

Sincerely,



Liz Cedillo-Pereira
Chief of Equity and Inclusion

c:	T.C. Broadnax, City Manager	Joey Zapata, Assistant City Manager
	Chris Caso, City Attorney (Interim)	Nadia Chandler Hardy, Assistant City Manager
	Mark Swann, City Auditor	Michael Mendoza, Chief of Economic Development and Neighborhood Services
	Billieae Johnson, City Secretary	M. Elizabeth Reich, Chief Financial Officer
	Preston Robinson, Administrative Judge	Laila Alequresh, Chief Innovation Officer
	Majed A. Al-Ghafry, Assistant City Manager	Liz Cedillo-Pereira, Chief of Equity and Inclusion
	Jon Fortune, Assistant City Manager	Directors and Assistant Directors

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