

2022-2023

# RACIAL EQUITY PLAN



City of Dallas



CITY OF DALLAS  
OFFICE OF EQUITY  
& INCLUSION

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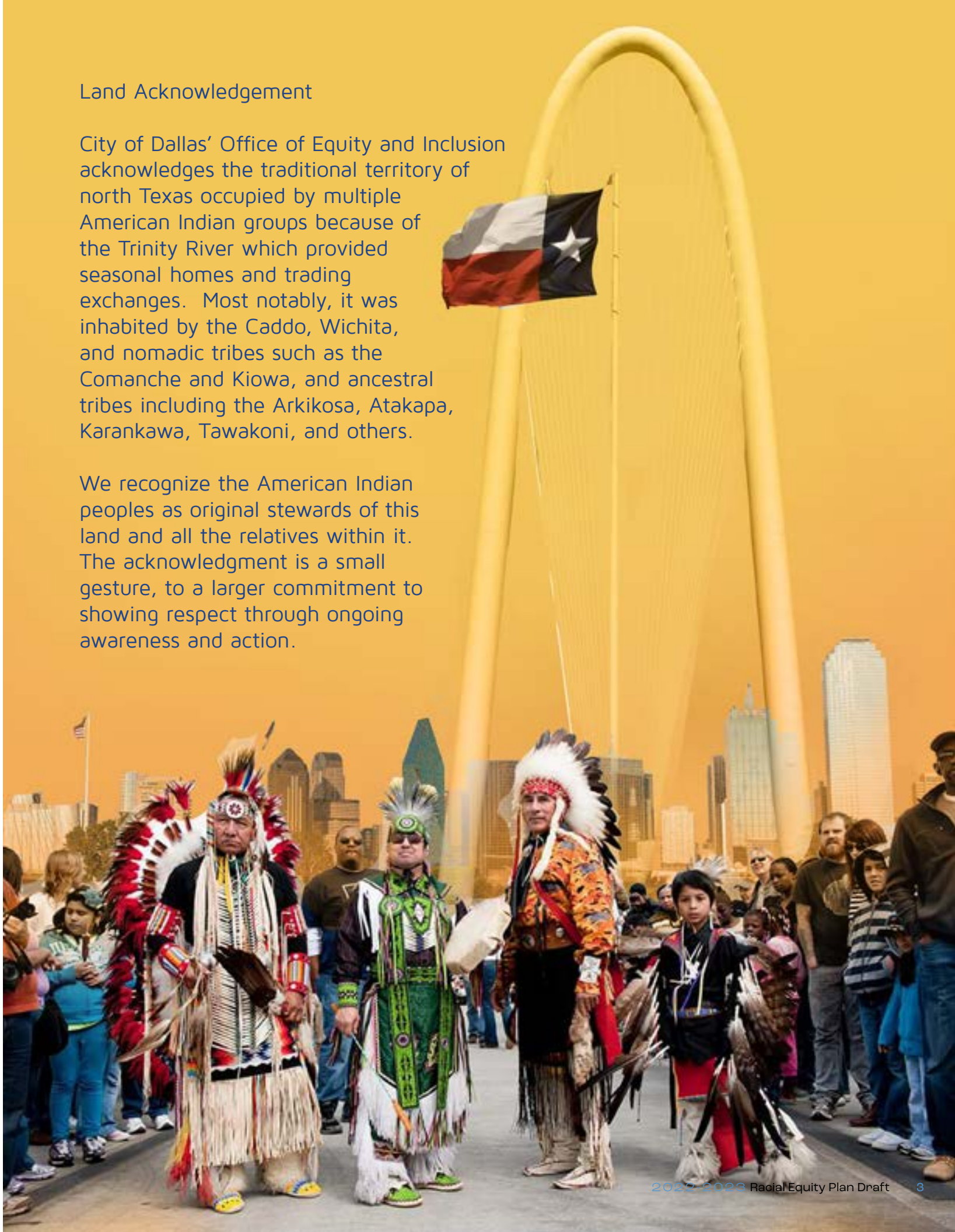
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Final Plan will be designed with language accessibility and translation.

## Land Acknowledgement

City of Dallas’ Office of Equity and Inclusion acknowledges the traditional territory of north Texas occupied by multiple American Indian groups because of the Trinity River which provided seasonal homes and trading exchanges. Most notably, it was inhabited by the Caddo, Wichita, and nomadic tribes such as the Comanche and Kiowa, and ancestral tribes including the Arkikosa, Atakapa, Karankawa, Tawakoni, and others.

We recognize the American Indian peoples as original stewards of this land and all the relatives within it. The acknowledgment is a small gesture, to a larger commitment to showing respect through ongoing awareness and action.



# ACKNOWLEDGEMENTS

## I. Introduction

### Purpose of Plan

Equity is one of Dallas’ Core Values of Service, and is an important factor in individual, family, neighborhood, and community success when measured by several metrics – economic opportunity, education, neighborhood and infrastructure, public health, and government including justice and essential services. As the 9th largest city in the nation, Dallas consistently tops multiple lists as one of the fastest-growing economies and best places to do business and start a career. Yet, not all residents report the same experience. Disparities exist and disproportionately impact historically disadvantaged communities. Data sources continue to show that race, ethnicity, and socioeconomic income influence outcomes for residents.

Resolution No. 21-0503, unanimously adopted by the Dallas City Council on March 24, 2021, directs the City to work with external and internal stakeholders to develop a racial equity plan (REP or the Plan). The REP is intended to advance equity and assist City leaders by establishing short-, mid-, and long-term goals to minimize existing inequities. The REP is the byproduct of City leadership, community input, and intentional deliberation with City departments focused on advancing equity by closing disparity gaps for residents with the greatest need. It centers the residents who live and work in Dallas because they are the experts of their own experiences.

This plan seeks to reframe racial and economic inclusion as integral to Dallas’ growth. While many cities are growing in diversity, racial and ethnic disparities are also expanding. In Dallas we seek to be the outlier to leverage diversity, equity and inclusion while creating shared prosperity for all residents. We acknowledge there is work to be done and this plan is our shared vision.

# DIRECTIVE: RACIAL EQUITY RESOLUTION NO. 21-0503



For full version of the Racial Equity Resolution, see Appendix H.

## WHAT IS THE RACIAL EQUITY PLAN?

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Data continues to demonstrate how race and ethnicity predict life outcomes for Dallas residents. Much of what you will see in the pages that follow, is a response to the 2019 Equity Indicators Report, which was recently updated with additional data points. These reports were an effort to quantify where and to what extent disparities exist in our city.

We know, however, that numbers do not tell the entire story of inequity in Dallas. There are people groups and intersectionalities that do not show up in traditional data sources. Through our community engagement efforts, we sought to honor these experiences through the inclusion of qualitative insights shared by residents.

*We acknowledge that hundreds of years of oppression may take twice as long to right and we are committing to doing the challenging but necessary work it will take to become the nation's most equitable city.*

On March 24, 2021, the City Council unanimously adopted the Racial Equity Resolution (210503) directing the City to work with external and internal stakeholders to develop a Racial Equity Plan (REP). The REP builds on previous momentum undertaken by the City to advance equity and provides City leaders with a strategic framework for ongoing decision making.

The REP is the byproduct of City leadership, community input, and intentional deliberation with City departments focused on establishing short-, mid-, and long-term goals aimed at reducing known disparities for Dallas residents.

We owe a debt of gratitude to the many individuals and institutions who have tirelessly advocated for racial equity to become a reality in our city for many decades.

The Racial Equity Plan serves as a public acknowledgment of Dallas' history, a transparent record of our strategic actions, and a first step from a new generation of City leaders to engineer a Dallas that weaves racial equity into its every function.



I. INTRODUCTION

DEFINING EQUITY

Race and ethnicity predict outcomes across various systems.

In 2021, Dallas County declared racism a public health crisis. Research continues to demonstrate inequities persist across every system including Justice and Government, Economic Opportunity, Neighborhoods and Infrastructure, and Education.

Equity means that each person has the resources and services necessary to thrive in their own unique identities, circumstances, and histories. Equity reduces disparities while improving outcomes for all. **Racial equity occurs when people are thriving and neither race nor ethnicity can be used to predict outcomes.**



Equality and Equity are two separate concepts as illustrated in this graphic. Equality promotes sameness, while equity focuses on fairness.

EQUITY INDICATORS REPORT

The Dallas Equity Indicators project was developed through a collaboration among the City University of New York’s Institute



for State and Local Governance (CUNY ISLG), the City of Dallas, the Center for Public Policy Priorities (CPPP), and Communities Foundation of Texas (CFT) as a comprehensive tool to help

Dallas understand and measure progress toward equity in our community. The Equity Indicators report was developed in conjunction with the Resilient Dallas Strategy (RDS), as part of Dallas’ participation in 100 Resilient Cities – funded by the Rockefeller Foundation.

The Equity Indicators provide a two-year snapshot of disparities in outcomes across a variety of themes. They require sustained commitment by multiple anchor institutions at the local, state and national level to address and overcome. The data from the indicators is helping City efforts to address disparities in outcomes and this planning process identified where data should be further developed. For example, environmental justice has been a predominant theme in community conversations and department and Council feedback and briefings. As such, equity indicators addressing EJ concerns are under development. Moving forward, additional

work will need to be conducted to continue alignment of City efforts with relevant data that is publicly available.

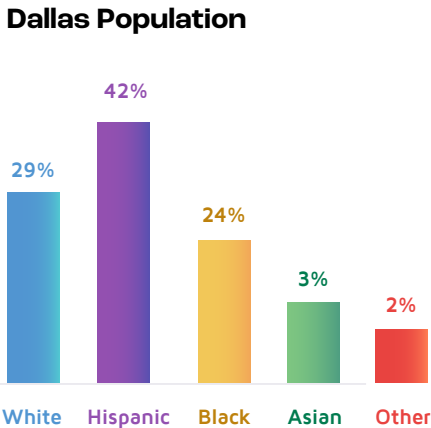
Residents, businesses, educators, nonprofit leaders, public health, and elected officials have used the Report to understand, target and focus efforts to improve outcomes for Dallas residents. The 2019 Equity Indicators have been utilized as a critical framework to guide public conversations around where to focus policy and institutional resources to improve outcomes for all residents, and the individual equity indicators (Ei) showed up in the individual department progress measure(s) (See Appendix A).

In 2021, the Equity Indicators Report, in partnership with Every Texan, was updated to focus on thirteen selected



EQUITY ATLAS

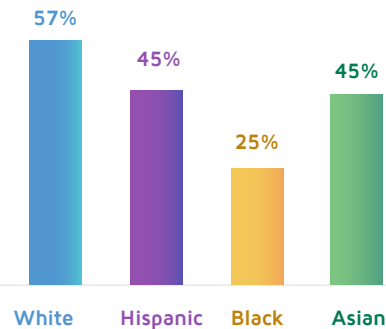
The Equity Atlas is an interactive tool composed of multiple dashboards that visualize socioeconomic factors in Dallas, such as Poverty, Education, Household Median Income, etc. Census data collected and transformed based on Dallas city limits to visualize inequities and disparities based on Council District, Zip Code, Census Tract, or Indicator Score. The Equity Atlas complements the Racial Equity Plan in assisting residents, non-profits, businesses, and governmental entities in planning, investing, and executing strategic plans in communities in need.



DATA FROM 2019 EQUITY INDICATORS REPORT

Homeownership in Dallas

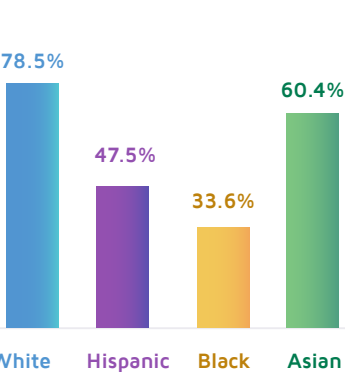
Blacks and Hispanics are far less likely than Whites to own their own homes in Dallas. Experts say housing is a key indicator for success as it impacts families' access to schools, healthcare and other resources.



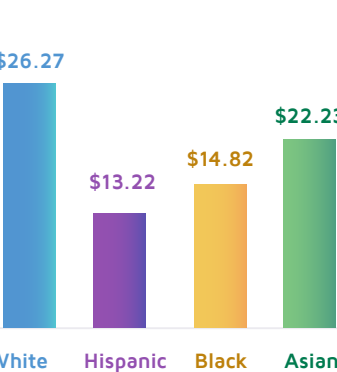
What people earn

Dallas is comprised of massive divides along race and class. Black and Hispanics are far more likely to earn significantly less than White residents in the city.

Median household income



Median hourly wages



Source: City of Dallas based on the 2019 Equity Indicators Report. In 2019, this lack of readily available data restricts our ability to measure outcomes for important groups.

EQUITY PRIORITY AREAS

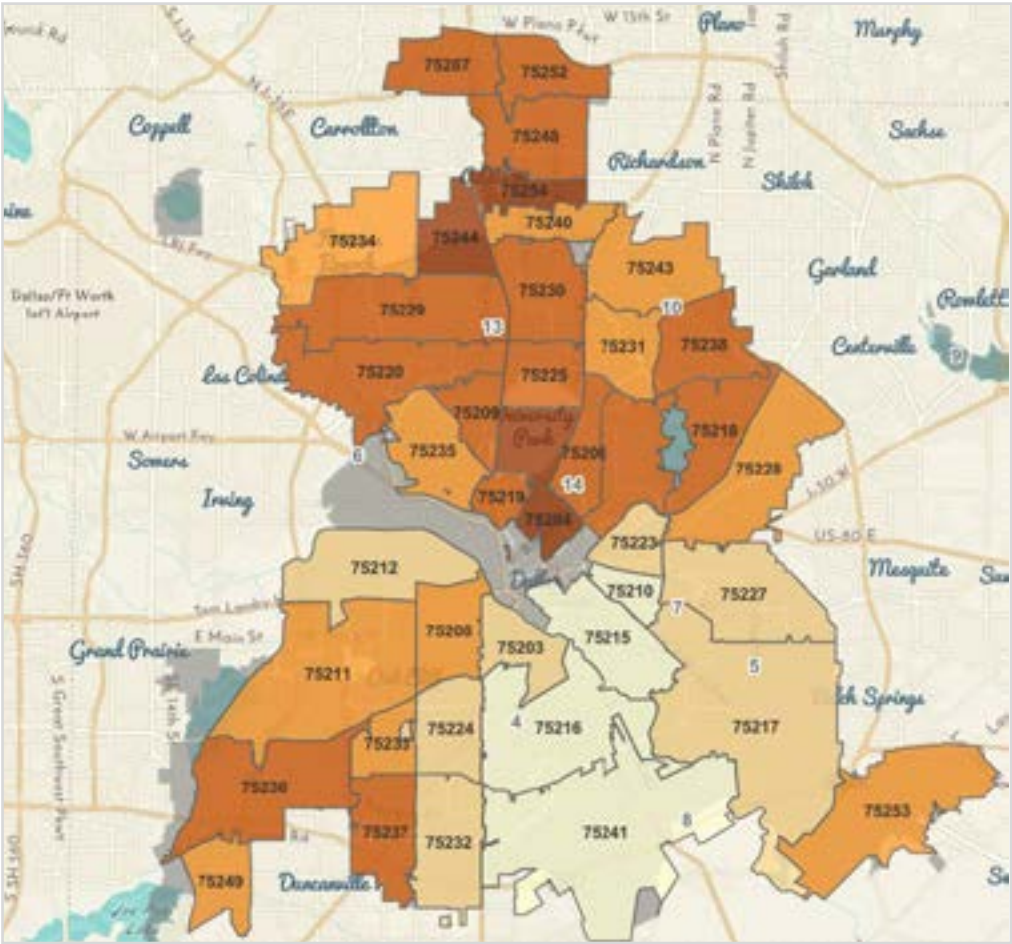
The City of Dallas Racial Equity Plan has identified Equity Priority Areas, defined as those areas that demonstrate the greatest investment needs using multiple tools and data consistent with the Equity Impact Assessment Tool, Racially & Ethnically Concentrated Areas of Poverty (HUD – Department of Housing and Urban Development), Market Value Analysis, Social Vulnerability Index (CDC – Center for Disease Control and Prevention) and Qualified Census Tracts (HUD). Each source considers

race, ethnicity, poverty, and historical neighborhood disinvestment as outlined in the Report. Some City departments have developed or are developing tailored equity assessment tools to include indicators specific to departmental operations and provided services (i.e., Transportation, Public Works, Digital Equity, and Environmental Quality & Sustainability have developed or are in the process of developing equity assessment tools in collaboration with the Office of Equity & Inclusion).

LIFE SPAN BY ZIP CODE

Why is the life expectancy different by geography?

- Indicates lifespan 82.5 to 90 years old
- Indicates lifespan 79.4 to 82.5 years old
- Indicates lifespan 76.2 to 79.4 years old
- Indicates lifespan 71.4 to 76.2 years old
- Indicates lifespan 67.6 to 71.4 years old



# PLAN DEVELOPMENT

Through the leadership of the City Council Workforce, Education and Equity Committee, the development of the Plan began with community engagement, with the goal of seeking input from residents and community leaders surrounding the direction of the REP, potential challenges, and areas of focus. At the onset, several of the City’s current and previous plans were reviewed to understand potential alignment or areas of work to strengthen equity. The reviews of the previous plans were conducted with a focus on the level of community engagement, alignment of key actions with historical disparities, language access, and clarity of commitment to public accountability.

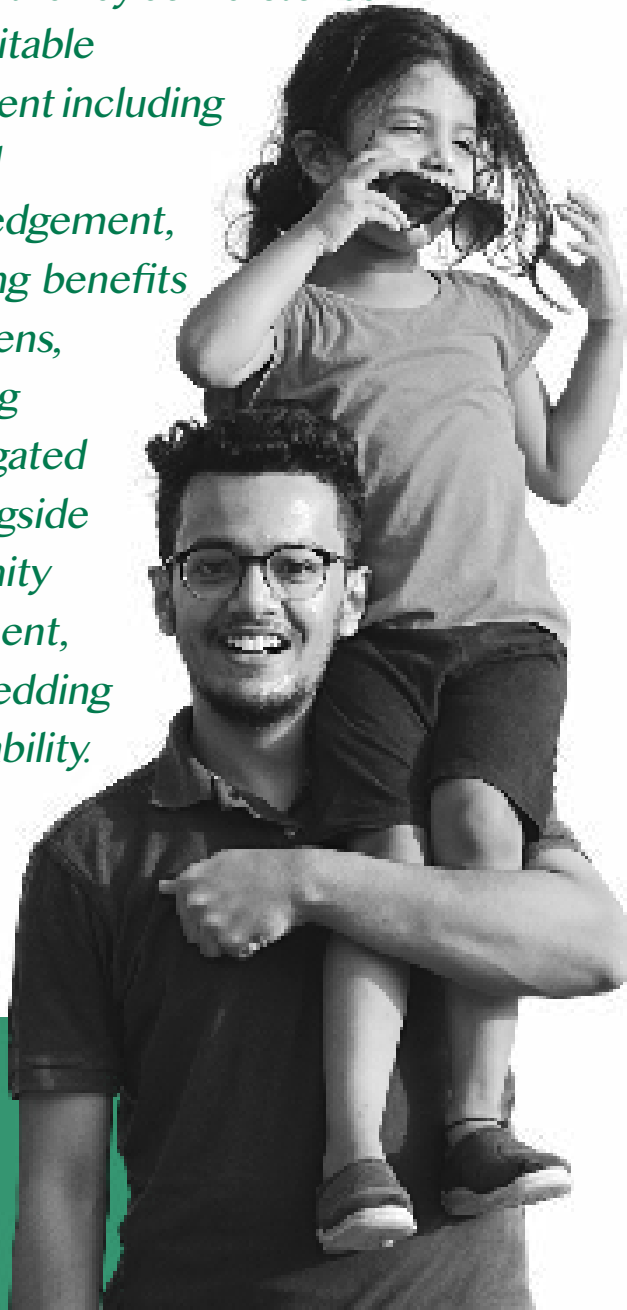
Furthermore, the review identified a clear need to develop specific questions for use during community engagement efforts, influenced the Big Audacious Goals (BAGs), development of Department Progress Measures (DPMs) (listed in Appendix A), and served as a guide to design methods of accountability for REP commitments.

In all, forty-two City departments participated in multiple rounds of collaborative discussions with the REP development team in order to set accountability-focused progress measures. The progress measures are: 1) time bound, 2) include a baseline and target, and (3) identify a specific population. In addition, the Big Audacious Goals (BAGs) discussions centered on questions presented in the Government Alliance on Race and Equity (GARE) framework such as:

- What does our department have control over?
- Are any solutions prioritized by historically disadvantaged communities?
- What is a specific historically disadvantaged community that would promote equity and inclusion?
- How will an action decrease inequities?
- Are there any unintended consequences? Can they be mitigated?
- Is the desired outcome achievable in the next three to five years?
- Is the desired outcome measurable and how will it be measured?

Feedback from community engagement events was shared with departments and contributed to the staff development of goals, measures, and action targets. As a result, the five Big Audacious Goals and over 200 equity-focused DPMs are key components of the REP.

*The Racial Equity Plan is structured to align with the key cornerstones of an equitable government including historical acknowledgement, addressing benefits and burdens, leveraging disaggregated data alongside community engagement, and embedding accountability.*



## II. HISTORICAL LENS

### WOMEN INFLUENCE HISTORICAL EVENTS

- 1991** The first City Council elections under the 14-1 single-member district plan were held. Pioneered by strong civic women leadership such as: [Honorable Anita Martinez](#) (First Hispanic Council Member in 1969), [Honorable Lucy Patterson](#) (First Woman African American Council Member in 1973), [Honorable Juanita Craft](#) (Second Woman African American Council Member in 1975), [Honorable Adlene Harrison](#) (First Woman Jewish Appointed Mayor in 1976), [Honorable Diane Ragsdale](#) (Council Member 1984-1991 and first Woman to organize a non-profit community coporation [CDC] known as South Dallas Fair Park ICDC) [Honorable Charlotte Mayes](#) (First Woman African American Deputy Mayor Pro Tem in 1993), [Honorable Dr. Elba Garcia](#) (First Immigrant [Mexican Heritage] Council Member to be elected to City Council; First Hispanic Woman Mayor Pro Tem in 2007) [Honorable Pauline Medrano](#) (First Council Woman to be County Treasurer in 2015) [Honorable Carolyn King Arnold](#) (First Woman African American Mayor Pro Tem in 2022)
- 1998** [Honorable Diana Flores](#) created pathways to accessibility for aspiring college student dreamers as Dallas College Trustee.
- 2006** Mega-March in Dallas energized a new generation of Latinos – When it dawned on Sunday, April 9, 2006, nobody could have predicted that hundreds of thousands of Latinos would turn out to march in solidarity with immigrants that afternoon in Dallas. [Adelfa B. Callejo](#), the first Latina woman to be licensed and practiced Law in the city of Dallas, addressed the estimated 400,000 people who marched.
- 2012** American Indian community leader [Peggy Larney](#) (Mississippi and Oklahoma Choctaw) co-led the efforts of the Texas legislation enacted to recognize American Indian Heritage Day as a civic holiday and led the efforts to eliminate the American Indian Mascots in Dallas Independent School District.
- 2018** [Almas Muscatwalla](#), co-founder of Faith Forward Dallas, along with [Cheryl Pollman](#), [Rev. Rachel Baughman](#), [Rev. Isabelle Marquez](#), [Rabbi Nancy Kaston](#), [Jennifer Stinson](#), [Vanna Slaughter](#) co-led efforts to organize respite centers to welcome refugees and asylum seekers in Dallas.
- 2022** The Dallas Asian American Historical Society was established in 2022 by co-founders [Stephanie Drenka](#) and [Denise Johnson](#) to research, preserve, and amplify the legacy of Asian Americans in the Dallas, Texas area.



## II. HISTORICAL LENS

### HISTORICAL EVENTS TIMELINE

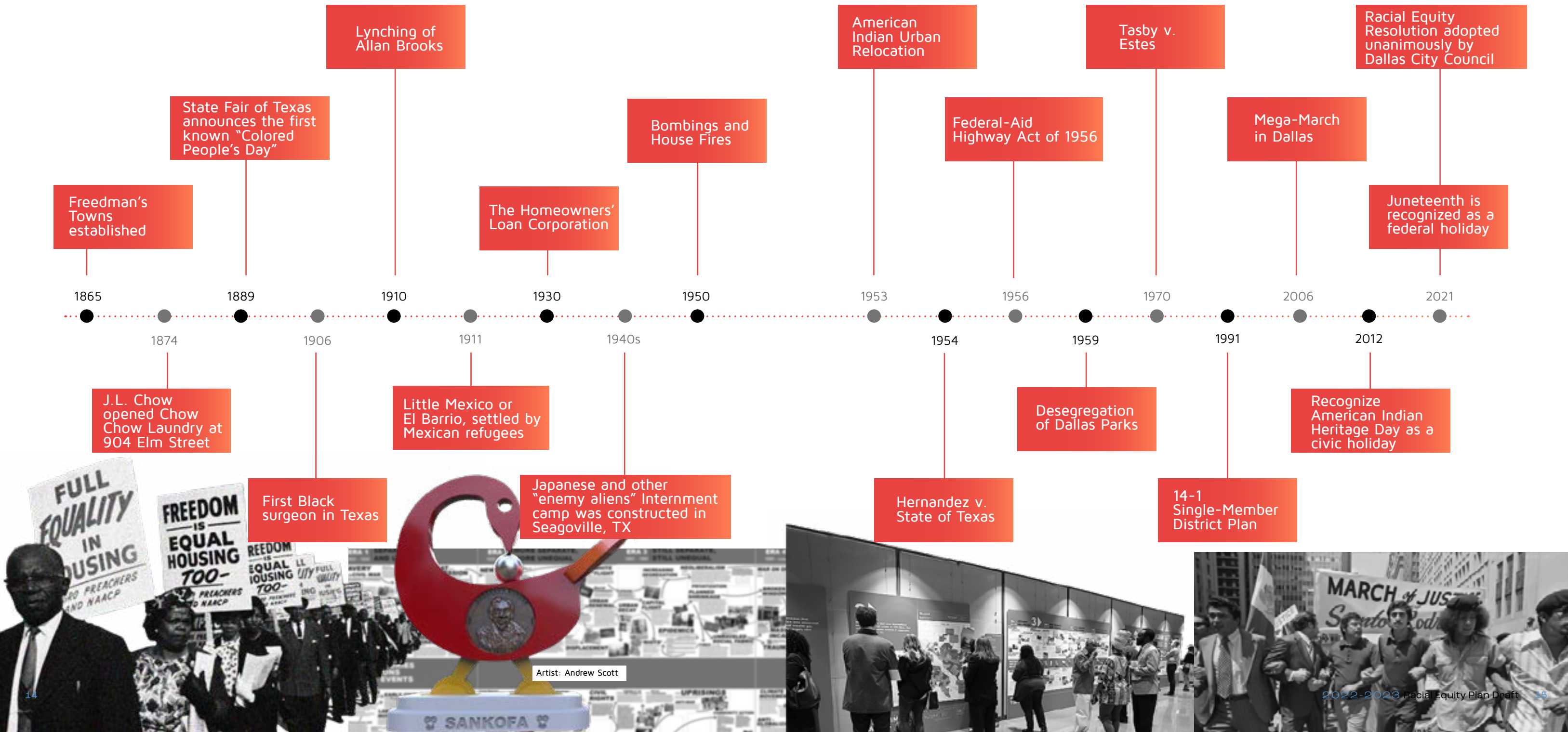
As part of this year long planning and community-based engagement process, community residents have voiced the need to adequately chronicle the history of civil rights and diverse cultures of historically

marginalized groups in our City. Upon adoption of this plan, City would support a community-driven process to chronicle the history of civil rights and culture in Dallas to preserve in City archives.

For additional Historical Events information, see Appendix C

The Office of Equity and Inclusion has worked with important groups such as Remembering Black Dallas, Dallas Mexican American Historical League, American Indian Heritage Day in Texas, the Jewish Federation, Dallas

Truth Racial Healing and Transformation and others to explore the root causes of inequity in an historical context through Undesign the Redline exhibit at City Hall brought to us by Councilmember Casey Thomas.



# CITY OF DALLAS RACIAL EQUITY MILESTONES

The City of Dallas acknowledges this Plan would not be possible without the life-giving and courageous work of the many who relentlessly fought against systemic racism. We recognize these individuals as “Equity Pioneers” – past and present – who have a history of working towards a more equitable future. While we cannot name all of the Equity Pioneers, we can acknowledge historical association that have been instrumental in the City’s foundational efforts to amplify the voices who have been historically marginalized in Dallas.

Valuing equity means researching and acknowledging historical policies and actions that have shaped inequitable conditions. Additionally, it also requires acknowledgement of groundbreakers who helped lay the foundation to the point where the City can develop its first REP. The Office of Equity and Inclusion is committed to continuing to work with our community to find the best way to acknowledge the many individuals who have been vital to creating a more equitable Dallas. Since Equity became institutionalized as a core value at the City of Dallas, here is a brief chronology of a few key equity-related milestones to date:

- 2022
- Statue honoring civil rights leader and first Latina attorney in Dallas, Adelfa B. Callejo, added to the City Public Art Collection at Main Street Garden Park
  - City Council approves of \$1.1 million construction services contract for restoration of the home of Civil Rights pioneer and Council Member, Juanita Craft, to preserve her legacy in partnership with local non-profit organizations
  - City Council approves workforce inclusion contract with Envision for procurement and customer services to advance diversity and inclusion efforts
  - A statue honoring Santos Rodriguez was unveiled at Pike Park nearly fifty years after his murder by a Dallas Police officer in 1973.
  - Responsible Banking Ordinance adopted by City Council
  - Racial Equity Audit of the Comprehensive Housing Policy adopted
  - Dallas officials recognizes Juneteenth Day and Indigenous Peoples’ Day as City holidays
  - City Council approved amending the Fair Housing Ordinance, Chapter 20A, to provide protections for LGBTQ+ residents to exercise their rights to housing choice. Pursuant to this amended provision anyone that feels they have been discriminated against or denied housing or a housing related service because of their sexual orientation or sexual identity may now file a complaint with the city’s Fair Housing Division to investigate.
- 2021
- The City Council unanimously adopted an Economic Development Policy which integrates equity to foster economic growth and social progress for all residents with a focus on Southern Dallas
  - Human Rights Plan led by Office of Equity and Inclusion with multiple city departments as part of the 2026 FIFA World Cup Bid for Dallas region
  - March 24, the City Council directed the City Manager to work with external and internal stakeholders to develop a racial equity plan by Resolution No. 21-0503
  - Dallas City Council approves renaming a city street in memory of Botham Jean.
  - Mayor Johnson appoints Chair Jaynie Schultz, first woman to lead the Workforce,



- Education and Equity Committee
- The City of Dallas and Dallas Independent School District developed a long-term Broadband and Digital Equity Strategic Plan
  - City of Dallas has received a 100 score in Human Rights Campaign for seven consecutive years for commitment to LGBTQ+ rights.
  - Mayor Eric Johnson brought before the Dallas City Council the creation of the Commission on Disabilities, the first of its kind in Dallas, that was unanimously approved. The Commission will help Dallas achieve its goals of equity and inclusion for all residents and will be made up of residents who will make recommendations to city leaders.
  - Mayor Eric Johnson creates third Mayoral new Anti-Hate Advisory Council
- 2020
- The Office of Equity and Inclusion retained UT Austin Dell medical to assess the Budgeting for Equity (BfE) efforts. Findings note, Dallas is one of four cities annually conducting a citywide BfE assessment.
  - Equity Indicator Assessment Tool established to develop areas of prioritization for COVID-19 resource deployment
  - Dallas became one of first major cities to produce immediate policing transformation through responsible, equitable, accountable and legitimate efforts (R.E.A.L).
  - Dallas County declares racism a public health emergency.
  - The City of Dallas in collaboration with Communities Foundation of Texas hosts the first annual Equity Indicators Symposium designed for community leaders, businesses, and stakeholders to strategize how to reduce disparities across Dallas.
  - City Council voted to recognize the second Monday in October as Indigenous Peoples’ Day, which honors American Indians and the Indigenous community
  - Mayor Eric Johnson’s proposal to establish a Veteran Affairs Commission is unanimously passed by Dallas City Council. The commission is designed to alleviate veterans’ difficulties in meeting basic needs, obtaining housing, employment, and comprehensive mental health assistance.
- 2019
- The City of Dallas was the first to open an “Undesign the Redline,” exhibit at City Hall. The exhibit explored the history of redlining and other discriminatory practices impacting Dallas, co-created with designing the WE, Remembering Black Dallas, Dallas Mexican American Historical League, Jewish Federation, the American Indian Council, and Dallas Truth, Racial Healing and Transformation

- In collaboration with external partners, the City published 2019 Dallas Equity Indicators Report, the first of its kind to identify, understand, target, and track inequities residents experience based on race, ethnicity, and socioeconomic status
- Newly elected Mayor Eric Johnson, sworn in as second African American elected to serve as Mayor of Dallas, establishes the Workforce, Education, and Equity Committee and appoints Chair Casey Thomas and Vice Chair Jaime Resendez
- The Dallas City Council adopted the Equity Resolution (190804), which called for centering equity in budgeting decisions, and directing resources where the need is greatest
- Teatro Dallas and Cara Mia Theatre awarded long-term residency at the City of Dallas' Latino Cultural Center (LCC) making it the first municipal arts building in the nation to house two Latinx theater companies

## 2018

- The Dallas City Council approved the Dallas Resilience Strategy (Resilience Resolution No. 18-1026), which called for the advancement of equity in City government through an analysis in service delivery, strategic planning, and budget allocation. The Office of Equity and Human Rights (now, Office of Equity & Inclusion) was formed as a result of the Resilience plan
- The City of Dallas became a member of the Government Alliance on Race and Equity (GARE), initially training around 300 City executives, managers, and budget staff on the GARE framework to advance equity
- City Council unanimously adopted the Dallas Cultural Plan with an emphasis on equity
- City Council votes to approve the recommendations of the Taskforce on Confederate Monuments and votes to remove Confederate monument from Pioneer Park and the monuments are removed in 2020

## 2017

- Mayor Mike Rawlings and City Council appoints Taskforce on Confederate Monuments and Robert E. Lee Statue in Lee Park is removed and Lee Park is renamed Oak Lawn Park
- Mayor Rawlings Task Force on Poverty co-chaired by Rev. Larry James and Regina Montoya laid the groundwork for using data to identify drivers of poverty and announced the Dallas Area Partnership to End and Prevent Homelessness to fulfill a recommendation made the prior year by the Homeless Commission
- The City of Dallas made a commitment to becoming a welcoming city for immigrants/refugees through the development of the Office of Welcoming Communities and Immigrant Affairs



## III. THE VOICES OF DALLAS RESIDENTS

### COMMUNITY ENGAGEMENT EFFORTS & PARTICIPATION

#### A. Community Engagement Efforts & Participation

Equity is both a process and an outcome, and City of Dallas' leadership and staff are committed to the continuation of engaging in an intentional process that is inclusive of communities through outreach, shared planning, and decision-making. The outreach completed for the Plan resulted from a variety of community engagement and participation efforts at every stage to meet the unique needs of communities by gathering insight and input from residents who experience the greatest disparities.

#### B. Community Feedback & Participation

Input gathered across various forms of engagement revealed key overarching themes that emerged across demographics and geography. The aim is for the identified priorities to continue to guide the City's equity efforts.

Community feedback identified three clear, broad themes that provided foundational concepts to the development of the Plan, Department Progress Measures, Big Audacious Goals, and will guide future work. The three themes are:

- Shared Prosperity
- More Progress, Fewer Plans
- Housing and communities as Equity Catalysts

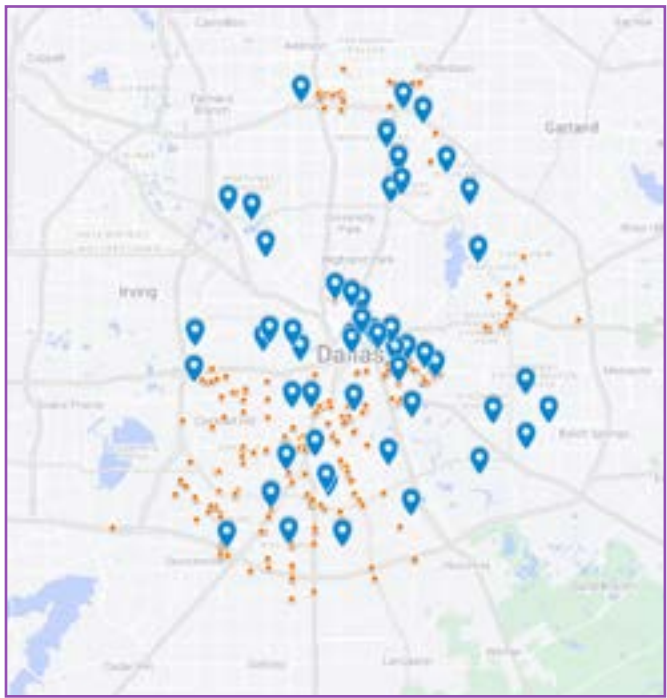
#### Community Engagement Opportunities

In-Person	REP presentation and community feedback session open to anyone.
Public Events	Hosted at libraries, civic centers, or other public spaces across town.
Virtual Public Events	REP presentations and community feedback session open to anyone. Hosted on <a href="https://weareondallas.org">weareondallas.org</a> .
1:1 Conversations	Targeted reviews of specific draft progress measures seeking feedback from sector leaders.
Partner Collaborations	REP events (presentations, focus groups, round tables, etc). Hosted in collaboration with nonprofits/ community-based organizations.
Push-In Event	REP events that prioritize meeting community members where they are already gathered. Hosted wherever a pre-existing community event was happening.
Online/Phone Engagement	Online survey, forum boards, and/or voicemail number. Residents could share feedback at their convenience

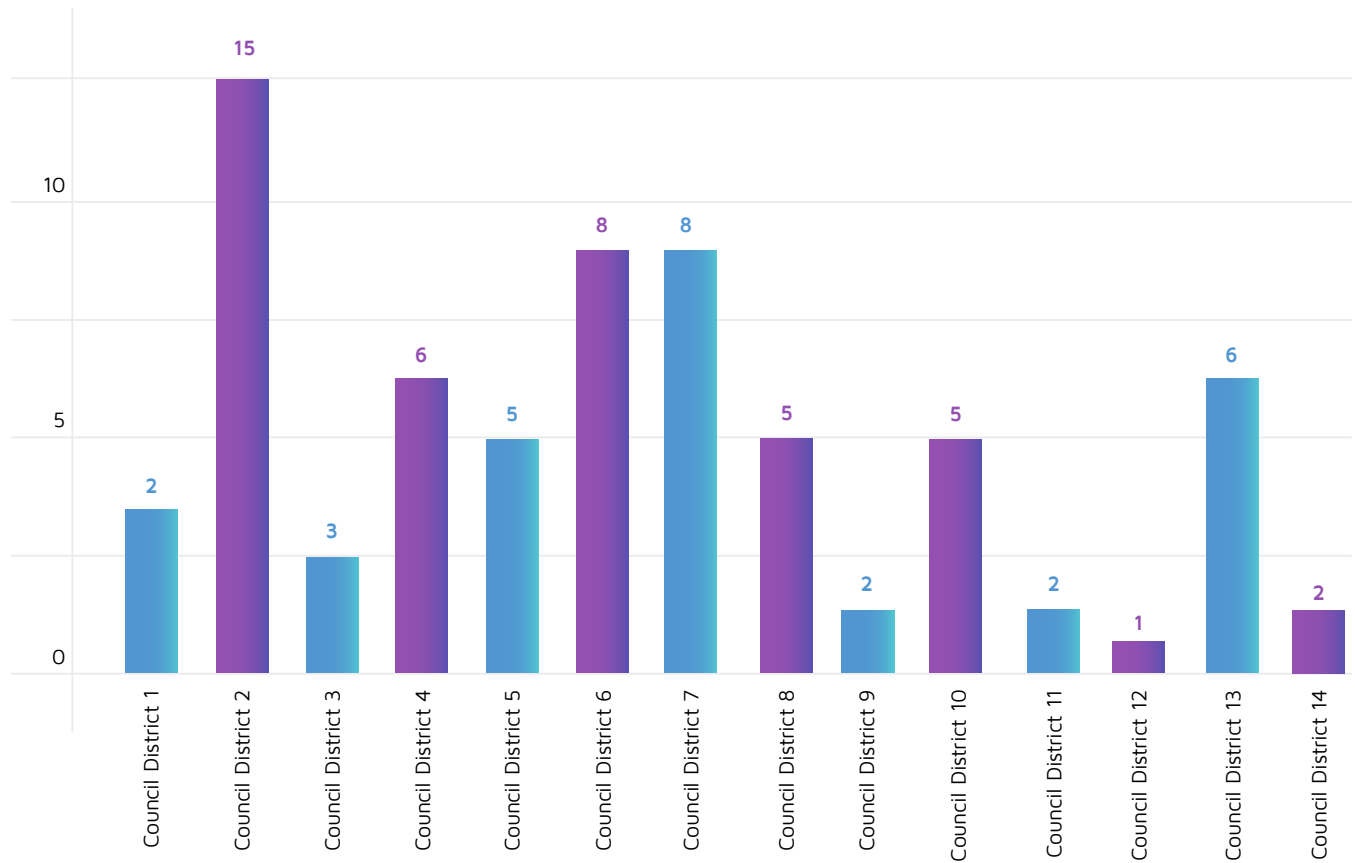
Community Engagement Summary



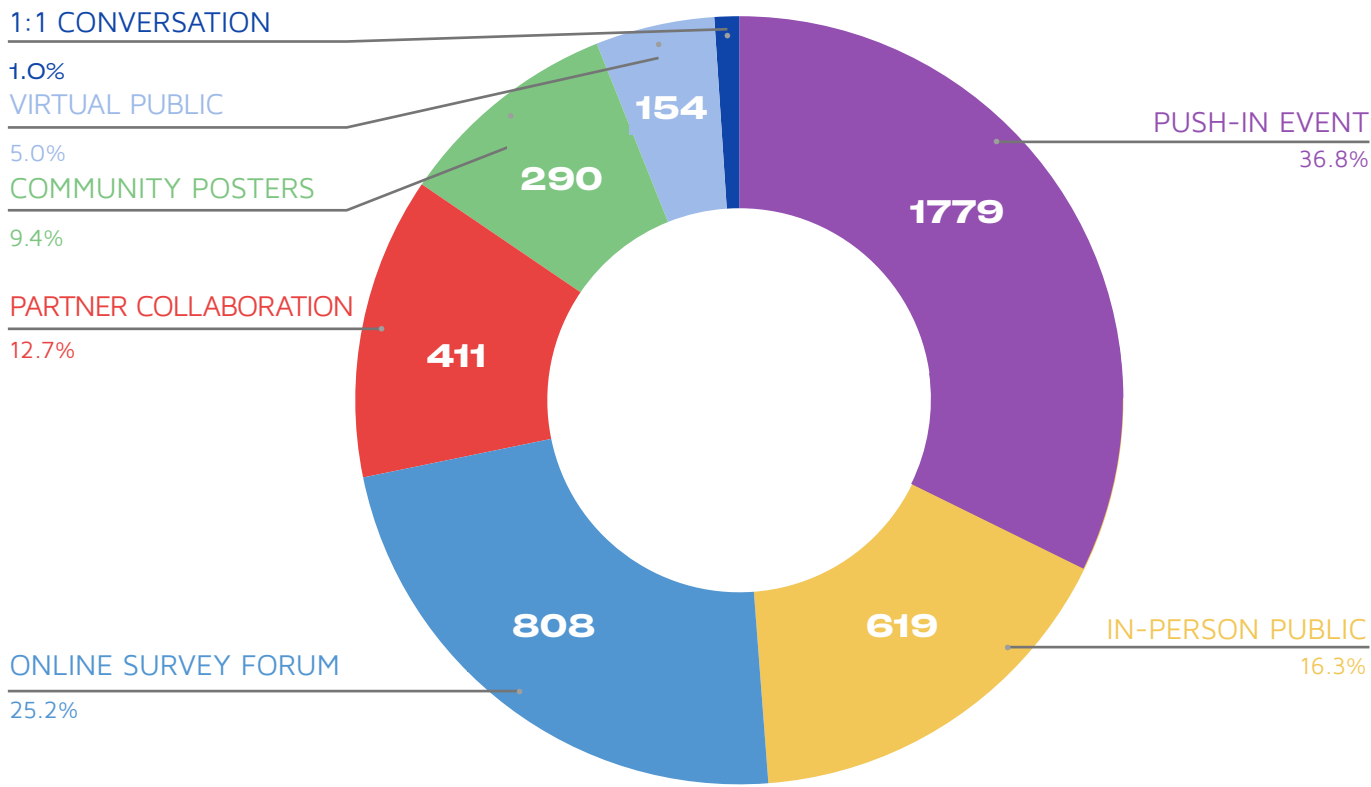
COMMUNITY ENGAGEMENT LOCATIONS



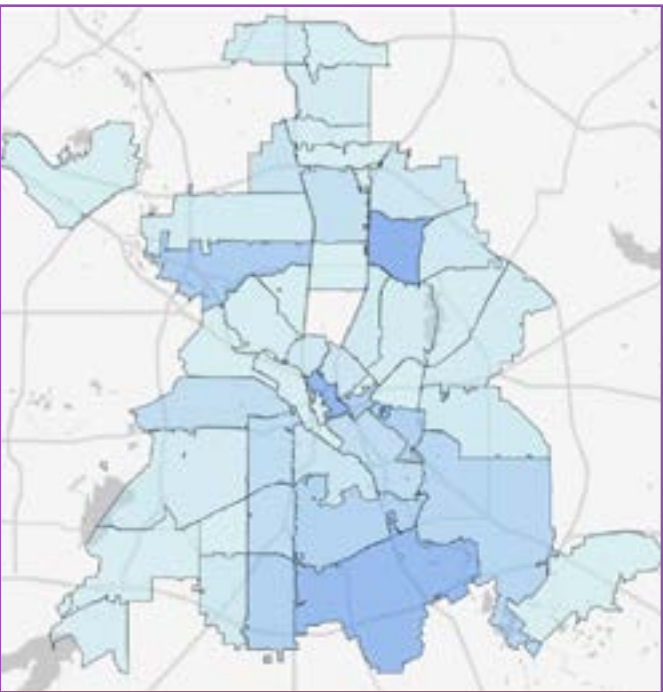
In-Person Events per Council District



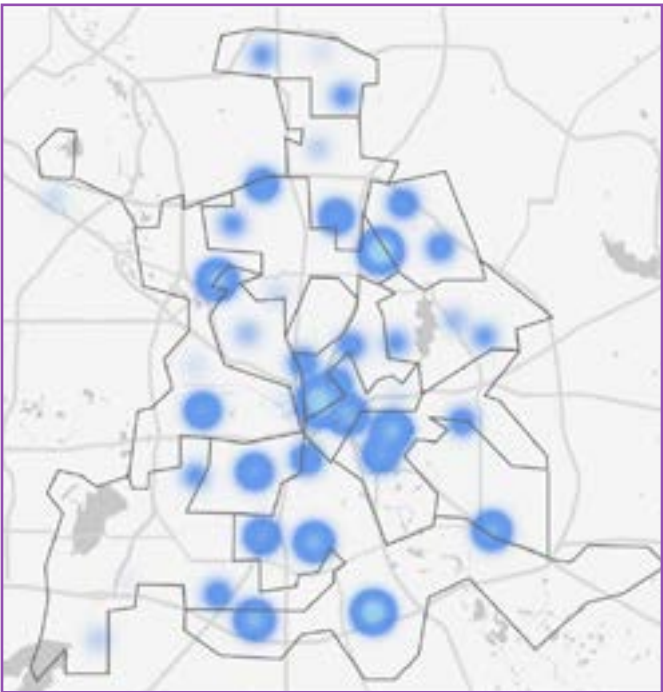
Community Members Engaged by Method



COMMUNITY MEMBERS ENGAGED BY ZIP CODE



COMMUNITY MEMBERS ENGAGED BY COUNCIL DISTRICT



# COMMUNITY FEEDBACK THEMES

Input gathered across various forms of engagement revealed key overarching themes that emerged across demographics and geography. The aim is for the identified priorities to continue to guide all of the city’s racial equity efforts.

## THEME 1 Shared Prosperity

Community members who experience the greatest disparities desire the opportunity to participate in and contribute towards the City’s tremendous, **shared prosperity**.

Community members who have been systemically marginalized want to participate in the city’s tremendous prosperity. As Dallas consistently tops multiple lists as one of the fastest-growing economies and best places to do business and start a career, many community members feel that they are on the outside of the Dallas Boom. Residents are eager for more opportunities to contribute to the economically thriving city they call home. Community members consistently expressed a sincere desire for this Plan to significantly increase the financial investment and address the greatest needs that have persisted as disparities for the longest time. Many indicated that the Plan must account for historical policy decisions that created the present-day challenges.

Some comments include:



## THEME 2 More Progress - Fewer Plans

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

Inequitable outcomes across social determinants such as housing, workforce, infrastructure, and public safety persist. Many expressed frustrations over the fact they have been pushing the City for years to address certain disparities, with little to no changes. Community members are ready to see measurable results and are cautiously optimistic that department level progress measures provide an avenue for greater public accountability. Specifically, community conversations encouraged the REP to make financial information more accessible and understandable by removing jargon and highlighting where money gets invested across neighborhoods and the impact of various tax funded programs and incentives. Additionally, there are strong concerns about the longevity of the Plan through leadership shifts at the executive and governing levels.

”

“You can’t talk racial equity without talking about policy changes - what policies are going to be on the table to deliver on this REP? What’s the sustainability of this plan through City Council shifts?”

- Virtual Event Participant

“There are so many plans on the books that just haven’t been followed through on; it makes it hard to trust and engage [the City] further.

- Housing Advocate

“Getting the City to bridge the gap between ‘we want to do something’ to ‘we are actually doing something’ is what we want to see.”

- Forum board comment

“If a REP is adopted, what mechanism will be in place to see that there is compliance?”

- In-Person Community Townhall

”

THEME 3  
Housing as an Equity Catalyst

Historically disadvantaged communities are calling for access to safe, healthy, and connected neighborhoods with affordable and quality housing.

Historically disadvantaged communities across all generations, immigrants, and including refugees are calling for Dallas’ affordable housing crisis to be addressed with urgency, focused strategy, and necessary policy changes. There is a continuing shortage of affordable housing in Dallas. Community members view homeownership as critical to the same advantages such as access to healthcare, proximity to jobs, education opportunities, etc. Residents are interested in seeing affordable housing options available across the city, not just in historically disadvantaged communities. Immigrant and refugee communities shared unique struggles related to accessing mortgage financing. As neighborhood revitalization efforts take shape, community members want to ensure the City has plans to prevent displacement of homeowners in gentrifying neighborhoods.



”

“I wonder in terms of metrics what the city is doing to advance affordable housing opportunities - not just in terms of increasing units but actually making them affordable for residents.”

- Event participant

“Low-income housing and apartments should be equally distributed all over Dallas County, not saturated in Southern Dallas.”

- Event participant

“Gentrification in lower-income areas is causing more harm than good to existing residents.”

- Online forum

IV. BIG AUDACIOUS GOALS AND DEPARTMENT MEASURES

MEASURABLE PROGRESS

The City’s Workforce, Education and Equity Committee laid out a visionary statement that the City of Dallas would become the most equitable city in the nation. This plan aspires to advance that vision in two bold ways:

Big Audacious Goals (BAGS)

Action Targets

Department Progress Measures (DPMs)



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

- |   |  |
|---|--|
|  Economic, Workforce, & Community Development |  Infrastructure            |
|  Environmental Justice                       |  Public Safety & Wellness |
|  Housing                                     |  |

Action Targets

1. Outline core commitments that set intentional long-term actions toward transformative change
2. Serve as the basis of formulating bold budgets to capture current investments that address disparities and identifies future investments to eliminate inequities
3. Established shared commitments across multiple departments

Department Progress Measures (DPMs)

in alignment with the BAGs, DPMs are categorized as the City’s short and mid-term racial equity measures that departments will operationalize to address disparities. Department Progress Measures are intentionally crafted to:

1. Name a specific historically disadvantaged community
2. Identify a base line that provides a current or most recent status of the measure
3. Specify a 3–5-year goal that includes the completion year

This section will provide a sampling of Action Targets and DPMs, but you can find a full account of each in Appendix A and B.



## 1. BIG AUDACIOUS GOAL

### Economic, Workforce, & Community Development

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

The ability to earn a living wage is critical in the United States. Wages serve as the main source of economic mobility and are associated with residents' ability to thrive.

Most mentioned economic development topics from community:

Provide business development training to aspiring minority entrepreneurs to increase self employment.

- Offer innovative incubator and investment programs for minority-owned businesses
- Increase small business loan opportunities for minority-owned businesses
- Decrease barriers to city contracting for MBE and minority developers, especially small businesses
- Help art and cultural institutions provide more livable wage jobs

**POVERTY PROBLEM:** Growing up in poverty increases the likelihood of earning lower income wages as an adult.

- **Action Target 1.2:** Building a pipeline of diverse contractors, vendors, and suppliers to increase economic stability and workforce development.
- **Action Target 1.6:** Pilot "prepared" meal opportunities for historically disadvantaged families to help working parents overcome cost barriers to serving nutritious foods.

**Progress Measure ECO.2:** Increase the number of jobs created or retained through incentive agreements that require a minimum wage indexed to the MIT Living Wage Calculator figures from 1293 to 1500 jobs by October 2023. [Ei: 1,4,7]

**WORKING POVERTY PROBLEM:** Black and Hispanic residents are more likely to work multiple jobs that do not offer health insurance, paid sick leave, or other benefits.

- **Action Target 1.3:** Improving small to large scale development where food insecurity and predatory lending institutions have further marginalized historically disadvantaged communities.
- **Progress Measure CVS.9:** By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers with civil service positions in the City of Dallas [Ei: 6, 9]

**REPRESENTATION PROBLEM:** According to the Equity Indicators Report, Hispanic residents are drastically underrepresented on municipal boards and commissions, leading to oversight of challenges unique to this population.

- **Action Target 1.10:** Engage residents through arts and cultural programs funding that fully integrate historically disadvantaged communities into civic life.
- **Progress Measure PUD.2:** Work with MCC to develop training programs for new and existing Commissions, Boards, and committee members, under coordination of PUD, that build their knowledge base and equity awareness to improve decision making and outcomes by the end of the FY22-23. [Ei 38]





## 2. BIG AUDACIOUS GOAL

### Environmental Justice

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

Without equitable policies and meaningful oversight environmental factors pose significant health threats to communities. In 2020, the City of Dallas adopted its first Comprehensive Environmental and Climate Action Plan (CECAP). With equity centered, the community-oriented and data-driven plan focuses on solutions to the environmental challenges we face as a city.

#### Most mentioned environmental topics from community:

- **Post all air quality measurements by location regularly like weekly**
- **Add equity provision on zoning cases impacting pollution burden**
- **Coordinate with Code Compliance on illegal dumping**
- **Eliminate industrial zoning in residential areas.**
- **Deindustrialize the Trinity River Corridor proactively**
- **Meet CECAP goals along the way**

**ENVIRONMENTAL PROBLEM:** In Dallas, pollution disproportionately affects historically disadvantaged communities, contributing to poorer health and developing chronic illnesses such as asthma.

- **Action Target 2.13:** Implement the Brownfield Program to address contaminated sites in historically disadvantaged communities.
- **Progress Measure OEQS.1:** Increase the amount of neighborhood level air quality monitors in equity priority areas by the end of the fiscal year 2025. **[Ei 52]**

**AIR QUALITY PROBLEM:** Exposure to high levels of air pollution is a well-established risk factor for respiratory diseases, such as asthma.

- **Action Target 2.3:** Improve air and water quality in historically disadvantaged communities to promote equitable environmental and public health outcomes using data to assess trends and areas of concern (e.g., nature-based solutions, neighborhood air quality monitoring program by deploying non-regulatory air monitors in historically disadvantaged communities.
- **Progress Measures BSD.1:** Improve indoor air quality at City buildings in areas with high asthma rates by installing HEPA filtration into 20% (35) buildings by October 2024. **[Ei 52]**

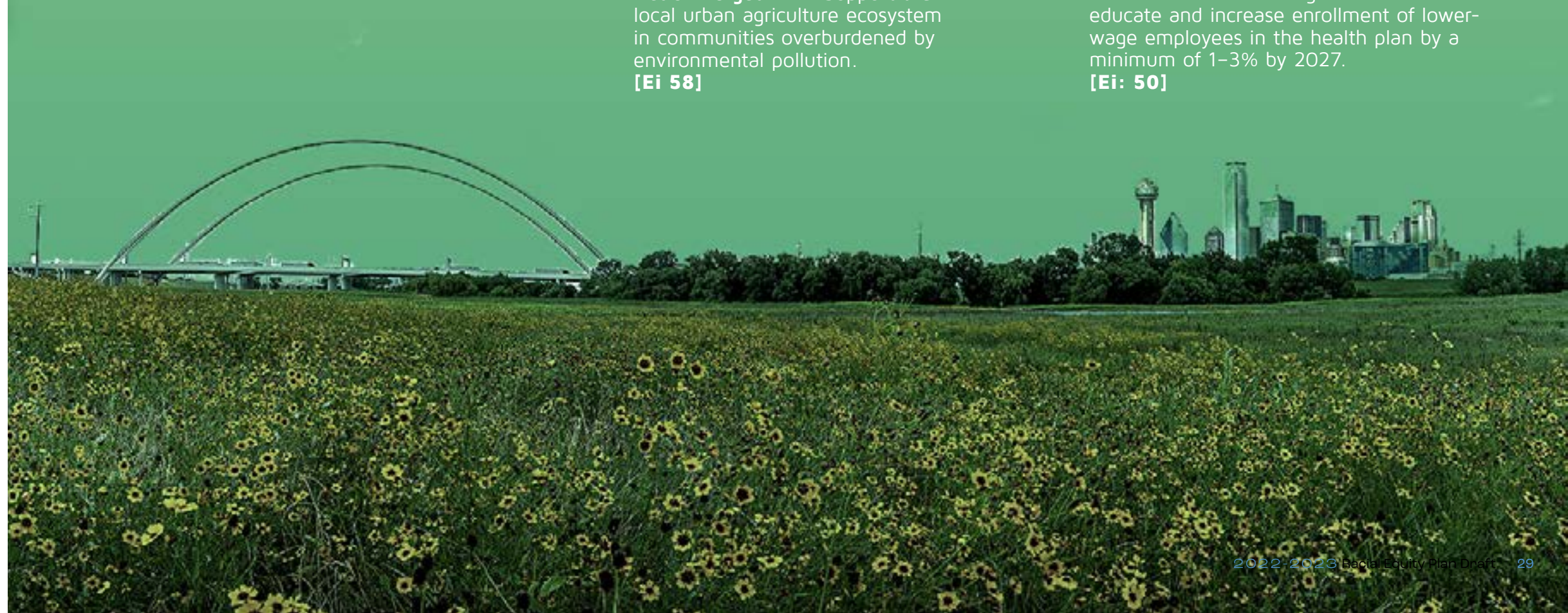
**FOOD ACCESS PROBLEM:** The lack of access to quality food options in Southern Dallas over time contributes to the risk of developing health problems in communities who are also already medically underserved.

- **Action Target 2.14:** Support the local urban agriculture ecosystem in communities overburdened by environmental pollution. **[Ei 58]**

- **Progress Measure OEQS.3:** Increase acreage of neighborhood growing sites (e.g. commercial, community, and resident gardens) serving equity priority areas [with high minority populations] from 7 acres to 17 acres by December 2027. **[Ei 58]**

**HEALTHCARE ACCESS PROBLEM:** Health directly impacts several aspects of a person's life and having the access to proper healthcare can promote an overall higher quality of life.

- **Action Target 2.5:** Support building relationships with and in historically disadvantaged communities to advance, investigate and address illegal dumping site cleanups. (Expediting site cleanup and reducing environmental and human health exposures).
- **Action Target 2.15:** Develop and implement an Environmental Equity checklist for use on City projects to prevent inappropriate batch plan locations in or near critical receptors, particularly on City-construction efforts.
- **Progress Measure HR.2:** HR will develop outreach initiatives designed to better educate and increase enrollment of lower-wage employees in the health plan by a minimum of 1–3% by 2027. **[Ei: 50]**





### 3. BIG AUDACIOUS GOAL

## Housing

Close the homeownership gap and secure housing stability in Dallas.

Access to quality affordable housing is one of Dallas' most enduring challenges. Both data and public opinion support the case that median wage workers struggle to find affordable housing within City limits. In 2021, the City conducted a Racial Equity Audit of its Comprehensive Housing Policy, which provided 11 recommendations to address disproportionate impacts on historically disadvantaged communities.

Most mentioned housing topics from community:

- Locate affordable housing across the city, not just the Southern Sector
- Implement 'greenlining' to help homeowners to increase their house's value and earning potential
- Prioritize the reuse of vacant buildings and other publicly owned property
- Provide priority and flexibility to nontraditional developers focused on affordable housing stock
- Proactively mitigate displacement of residents in gentrifying communities
- Support access to mortgages for immigrant families lacking credit history

**HOUSING ACCESS PROBLEM:** There is a need for affordable and accessible housing in high opportunity areas where quality of life is enhanced. Lack of accessible and affordable housing can perpetuate segregated neighborhoods.

- **Action Target 3.1:** Target affordable housing investments and neighborhood revitalization in stronger housing markets (MVA), underserved communities, and in one of the 15 federally designated opportunity Zones (areas where it is possible to drive capital to support new businesses and investments by providing deferred capital gains taxes, among other tax benefits) to address longstanding inequities. In addition, new opportunities for mixed income housing development will be pursued through Hensley Field, the International District and other major developments planned for Dallas.
- **Progress Measure ECO.3:** Increase number of affordable housing units created or retained through economic development incentive programs from 75 in FY21 to 300 in FY27 in High Opportunity Areas. [Ei 25]

**HOMEOWNERSHIP GAP PROBLEM:** Homeownership continues to be a reliable vehicle to establish wealth. According to Equity Indicators Report, more than half of White households in Dallas own their home (56.98%), followed by Hispanic (45.10%), Asian (45.05%) and Black (27.61%) households.

- **Action Target 3.8:** Provide resources toward home purchase.
- **Action Target 3.3:** Build stable housing communities that contribute to neighborhood safety and economic opportunity.
- **Progress Measure HOU.1:** Complete revisions to the Comprehensive Housing Policy based on the Equity Audit by December 2022. [Ei 25]
- **Progress Measure HOU.5:** Designate three to five Neighborhood Revitalization Strategy Areas and collaborate with community members, City of Dallas services, developers, nonprofits, and other organizations to bring \$100 million of investment to equity priority areas by December 2027. [Ei 25,31]

**GENERATIONAL WEALTH PROBLEM:** Systemic barriers to home and property ownership have significantly impeded generational wealth accumulation in historically disadvantaged communities.

- **Action Target 3.2:** Deploy anti-displacement strategies in transitioning (e.g. gentrification) to address longstanding inequities by ensuring zoning is inclusive of historically disadvantaged communities to encourage sustainability and thriving opportunities.
- **Action Target 3.5:** Address pre-development costs, such as costs of (e.g., rehabilitation) in historically disadvantaged communities.
- **Action Target 3.9:** Provide construction financing and other incentives for affordable and mixed income housing projects.
- **Progress Measure HOU.2:** Develop a strategy for identifying neighborhoods most at risk of gentrification and displacement by December 2023. [Ei 25, 3]
- **Progress Measure HOU.3:** Complete at least three impact assessments of catalytic projects, neighborhood revitalization efforts, or housing programs to ensure equitable program impacts by October 2024. [Ei 31]





## 4. BIG AUDACIOUS GOAL Infrastructure

Close infrastructure gaps where intentional historical disinvestment previously occurred.

A lack of updated Infrastructure in many parts of Dallas's primarily historically disadvantaged communities is the missing physical framework that limits healthy community development. Enhancing infrastructure is costly both in time and dollars, but the return on investment yields tremendous benefits for the future generations of all Dallas residents.

Most mentioned infrastructure topics from community:

- Address areas, primarily in Southeast Dallas, that are severely lacking in sidewalk, road, broadband, water, and parks infrastructure
- Increase funding for sidewalk service and repairs in 75215, 75210, 75216
- Fast track bonds projects in disinvested areas
- Improve auditing processes to ensure quality work is completed.

**COST OF LIVING PROBLEM:** High housing, utility, and transportation costs reduce the ability for historically disadvantaged communities to pay for other necessities such as childcare, health care, or food.

- **Action Target 4.2:** Build and improve infrastructure services to support increases in necessary development for residents who have been burdened by floods and high energy utility costs.
- **Progress Measure SAN.1:** Make a recommendation to City Council to develop a Dallas Rate Assistance Program to support income-eligible households with utility fees by October 2023. [Ei 30]

**Progress Measure SAN.4:** Increase fiscal aid to support income-eligible households with franchise fees assessed on Sanitation enterprise fund from \$0 to \$1 million by May 2027 (Offset rate increases). [Ei 39]

### INFRASTRUCTURE CHALLENGES

**PROBLEM:** Historically disadvantaged communities in Dallas are 3.5 times more likely to have severe infrastructure challenges, making it much more difficult to initiate housing or business developments.

- **Action Target 4.1:** Prioritize the FY 2023-24 Infrastructure Bonds Package/ Proposition to address infrastructure investments in historically disadvantaged communities. (e.g., Jeffries-Meyers, The Bottoms, 5-Mile, etc.)
- **Progress Measure DWU.3:** Increase the investment in water and wastewater infrastructure improvements to all occupied, unserved areas from \$3.5 million annually for ten years to \$34.7 million (ARPA) by December 2025, reducing the implementation time by 70%. [Ei 30]

**DIGITAL DIVIDE PROBLEM:** Households without reliable broadband service face barriers in accessing telehealth, applying to jobs, and completing online homework assignments.

- **Action Target 4.2:** Build and improve infrastructure services to support increases in historically disadvantaged communities who have been burdened by floods and high energy utility costs.

**Progress Measures ITS.2:** Boost and extend free public Wi-Fi at all Park and Recreation facilities. Complete expansion of free public Wi-Fi at 11 facilities located in equity priority areas where 6 of the top 10 zip codes with the highest percentage of households without internet. [Ei 29]



## 5. BIG AUDACIOUS GOAL Public Safety and Wellness

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

Public Safety is the most significant investment in Dallas. The REP builds on current efforts to be more proactive towards crime by increasing streetlight enhancements, real-time translation, implicit bias training for officers, and reducing the likelihood for historically disadvantaged communities to be disproportionately impacted by fines, fees and low-level arrests.

Most mentioned public safety topics from community:

- Increase the investment in neighborhood improvements to reduce nearby crime (vacant properties, streetlights)
- Ensure real-time translation services are available on all police engagements
- Diversify uniform positions
- Provide ongoing training on racial bias and alternative policing tactics for all police officers
- Work to prevent crime, not just respond to it
- Collaborate with residents of impacted communities on decisions regarding public safety & alternative policing solutions

**JUVENILE JUSTICE PROBLEM:** Youth who serve jail time are much less likely to graduate from high school and much more likely to be incarcerated as an adult compared to their peers.

- **Action Target: 5.2** Decrease the number of detentions, internal, and external placements of historically disadvantaged juveniles.
- **Action Target: 5.10** Provide mental health assistance to juveniles.
- **Progress Measure DPD.7:** Increase the number of historically disadvantaged communities youth engaged in the First Offenders Program in lieu of criminal prosecution by December 2027.  
[Ei 42]

**FAIR CHANCE PROBLEM:** Even minor non-violent crimes can affect applications and background checks for employment, housing, or educational opportunities, all of which directly impact socioeconomic mobility.

- **Action Target: 5.1** Decrease the percent of historically disadvantaged communities arrested for low-level offenses.
- **Progress Measure CTS.7:** Increase participation of historically disadvantaged communities residents in non-payment court programs by September 2025 [baseline to be established EOY 2022].  
[Ei 40]
- **Progress Measure CTS.2:** Increase percentage of historically disadvantaged communities agreeing to a referred service to 30% by December 2023.  
[Ei 41]

**LONG-TERM WELLNESS PROBLEM:** The physical, mental, and emotional health of those with criminal convictions show long-term negative impacts, partially due to the tremendous stigma placed on these individuals by society at large.

- **Action Target: 5.6** Create alternatives in the criminal justice system to positively impact outcomes for historically disadvantaged groups.
- **Action Target: 5.14** Uphold community wellness through community outreach and education on rights while utilizing a holistic approach in tandem with public safety.
- **Progress Measure OCP0.1:** Increase the number of community-based organizations serving as Office of Community Police Oversight Complaint Intake sites in historically disadvantaged communities.  
[Ei 39]



## V. COMMUNICATION, ACCOUNTABILITY AND TRANSPARENCY

### REP ACCOUNTABILITY DASHBOARD

The City of Dallas reaffirmed a commitment to pursuing Racial Equity on March 24th, 2021, with the passing of the Racial Equity Resolution. As a City, we acknowledge the painful stigma of racial injustice prevalent in previous eras.

We understand that equity is both a process and an outcome. It will take a conversation, bold leadership, and community investment to make Dallas the most equitable city. As a part of the process for REP, accountability, trust, and transparency are paramount. As such, residents have been engaged to identify the type of information they would like shared (trust). Additionally, the Office

of Equity and Inclusion and Data Analytics and Business Intelligence engaged a focus group of diverse residents to support in developing the REP Accountability Dashboard (transparency).

We invite all residents to follow the progress by bookmarking our **REP Accountability Dashboard**, where you will be able to review the implementation of various progress measures and submit comments or questions. Recognizing the digital divide, the accountability dashboard was developed to align with print-friendly accessibility in multiple languages for the City to share via mailers, posters at libraries, and other meetings.



*In acknowledgement of the digital divide the REP Accountability Dashboard will be print-friendly allowing the City to share progress updates via flyers, newsletters, etc.*

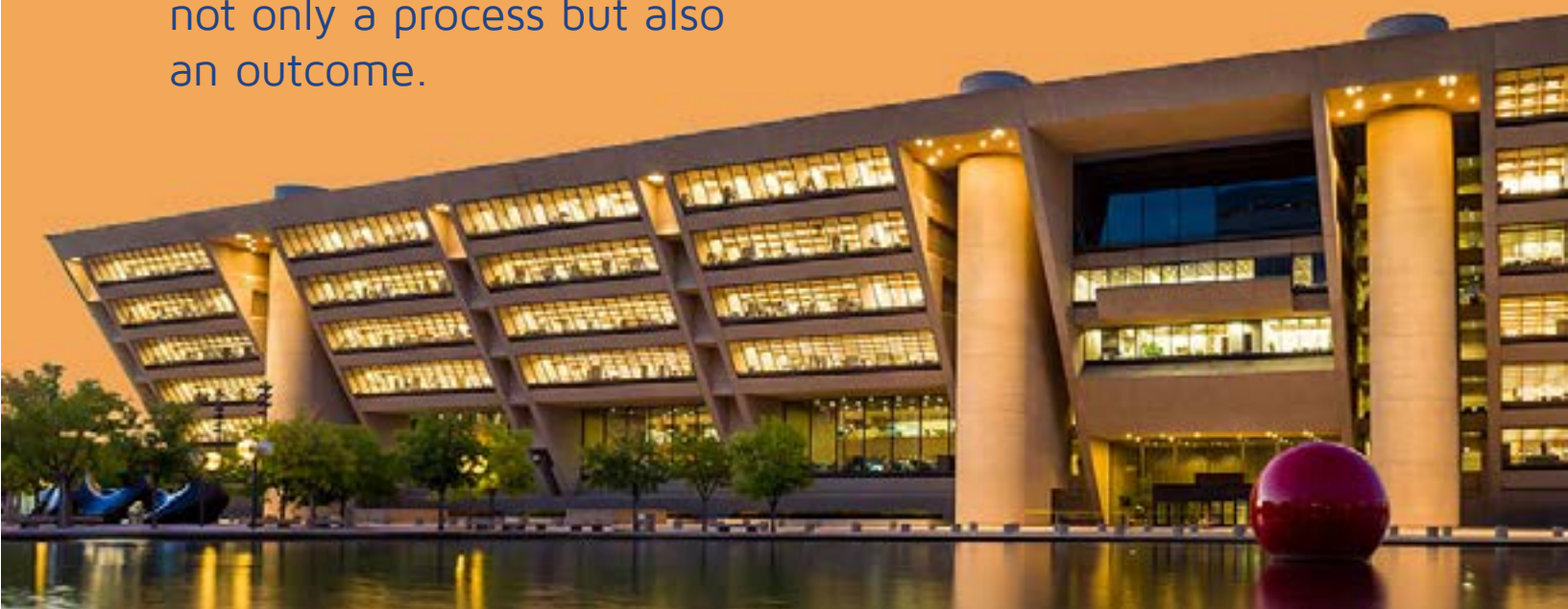


**City of Dallas**

These times will be associated with a racial reckoning, a global pandemic that disproportionately impacted communities of color and lower-wage workers, and they will also be associated with us coming together as One Dallas to find and define a better way forward, toward a more equitable and inclusive Dallas.

After hearing from over 3,000 residents, conducting more than 150 meetings with city staff, proposing over 200 progress measures and nearly 60 action targets, much has been done but there is so much more to do to advance equity.

We commit to work with great haste to seek funding opportunities to pull on all levers – through bold budgets, federal funding, bond initiatives, and private and philanthropic sources – to ensure that equity is not only a process but also an outcome.



## VI. APPENDIX

- A. DEPARTMENT PROGRESS MEASURES
- B. BIG AUDACIOUS GOALS
- C. HISTORICAL EVENTS
- D. RELATED CITY PLANS
- E. DEPARTMENT ACRONYMS
- F. EQUITY INDICATORS WITH SCORES
- G. GLOSSARY
- H. RACIAL EQUITY RESOLUTION

RACIAL EQUITY PLAN




# DEPARTMENT PROGRESS MEASURES

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

311 CUSTOMER SERVICE CENTER

Strategic Priority: Government Performance

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

AVIATION

Strategic Priority: Transportation & Infrastructure

	<b>Key Department Actions:</b> <ul style="list-style-type: none"><li>Provide operation and maintenance of Dallas Love Field, Dallas Executive Airport, and the Dallas Vertiport</li><li>Provide regulation and enforcement of the City's for-hire transportation services</li><li>Oversee the Department of Aviation (AVI) Capital Improvement Program (CIP)</li></ul>
	<b>Aligned Equity Indicators:</b> <ul style="list-style-type: none"><li><b>Indicator 5 - Unemployment:</b> Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.</li><li><b>Indicator 6 - High-Growth, High-Paying Employment:</b> Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.</li><li><b>Indicator 9 - Median Household Income:</b> Ratio between the average number of businesses in racially diverse and majority-Black neighborhoods.</li><li><b>Indicator 36 - Transit Frequency:</b> Ratio between the average number of public transit trips available to majority-Hispanic and majority-Black neighborhoods on Monday between 4:30 a.m. and midnight.</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

AVIATION

Strategic Priority: Transportation & Infrastructure



Progress Measures:

Progress Measures Key:  
\$ = Fiscal Impact  
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Ei # = 2019 Equity Indicator Report Number

1. Expand recruiting efforts to increase the diversity of collegiate interns, particularly focusing on recruitment among historically disadvantaged students. **[\$] [HR, CVS] [Ei 6]**
2. By December 2023, make a recommendation to DART to run earlier (4:30am) dedicated routes to Love Field and Dallas Executive Airport. **[✓][Ei 5, 36]**
3. Increase the number of annual recruitment trips to HBCUs and HACs from 0 to 2 by December 2023. **[\$][HR, CVS] [Ei 6]**
4. Increase the number of marketing communication around aviation employment in high unemployment areas in proximity to airports from 0 to 2 by December 2023. **[\$] [Ei 5]**
5. Increase the number of job and career fairs hosted in high unemployment areas in proximity to the airports (DAL and DEA) from 3 to 6 a year by December 2024. **[\$] [Ei 5]**
6. Increase number of outreach events hosted at ethnic Chambers of Commerce and Contractor's Associations to hold Aviation opportunities sessions for prospective vendors from 4 to 6 by December 2026. **[Ei 9]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

BOND & CONSTRUCTION MANAGEMENT

Strategic Priority: Transportation & Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 25:** Homeownership: Ratio between the percentages of White and Black households who own their home.
- **Indicator 31:** Long-Term Residential Vacancies: Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.
- **Indicator 37:** Sense of Community: Ratio between the average scores reported by Asian and Black residents for "sense of community" on the City's biannual Community Survey.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

BOND & CONSTRUCTION MANAGEMENT

Strategic Priority: Transportation & Infrastructure



Progress Measures:

Progress Measures Key:  
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- Provide strategic recommendations to expedite 2017 Bond projects that experience delays within or near Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs) – in accordance with civil rights and fair housing laws – monthly beginning October 2022 to ensure all project funds are committed by September 2023. [Ei 25, 31] (BCM will prepare a monthly report to relevant directors that includes project updates from staff responsible for implementation of the 2017 Bond projects located in R/ECAP census tracts to ensure that the City remains on schedule with committing funds and completing projects within an acceptable timeframe. This project management process will be implemented in future programs.)
- By December 2023, develop a Community Outreach Strategy that engages residents through neighborhood meetings, social media, surveys, and other mediums to create an effective two-way communication channel between City staff and residents to focus the infrastructure needs of historically disadvantaged communities in the future bond program. [Ei 37]
- Based on the equity-driven selection framework recommend an increase of future bond allocation to address housing needs in Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs) – in accordance with civil rights and fair housing laws – in the next Bond program. [Specific amount to be updated in by December 2023.] [\$] [✓] [Ei 25]

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

BUDGET & MANAGEMENT SERVICES

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 37:** Sense of Community: Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.
- **Indicator 39:** Government Service Satisfaction: Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey



Progress Measures:

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Ei # = 2019 Equity Indicator Report Number

1. Increase budget engagement outreach in equity priority areas (public hearings, surveys, town halls, engage with community organizations, neighborhood events) by 10% year over year. [Ei 37]
2. Increase translation of publication materials (budget development, budget in brief, community development, annual plans) by 5% year over year. [Ei 39]
3. Increase participation in the annual budget survey in equity priority areas by 10% by June 2025. [Ei 37]
4. Increase the percent of departments using the Racial Equity Plan (REP) measures as a budget book measure from 10% in 2023 to 40% by October 2025. [Ei 39]

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

BUILDING SERVICES



Strategic Priority: Transportation & Infrastructure

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>Provides facility services to customer departments in support of their service to residents, visitors, and businesses of Dallas.</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li><b>Indicator 5: Unemployment:</b> Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.</li><li><b>Indicator 52 - Chronic Disease:</b> Ratio between the percentages of White adults and adults of color diagnosed with a chronic disease.</li><li><b>Indicator 59 - Physical Activity:</b> Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job.</li><li>Air Quality Monitor Indicator Under Development</li></ul>
 <b>Progress Measures:</b>  Progress Measures Key: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none"><li>Improve the indoor air quality at City buildings in equity priority areas with high asthma rates by installing HEPA filtration into 20% (35) buildings by October 2024. <b>[\$] [Ei 52]</b></li><li>Improve indoor air quality at City buildings in equity priority areas by installing air purification systems in 15 buildings by 2024. <b>[\$] [Ei 52]</b></li><li>BSD will identify positions to be allocated to the City's FreshStart program, providing a living wage and on-the job training opportunities to individuals from historically disadvantaged groups by 2024. <b>[\$] [SBC] [Ei 5]</b></li></ol>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

CITY CONTROLLER'S OFFICE

Strategic Priority: Government Performance & Financial Management

 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>Financial reporting and audits of state and federal grants, Dallas Water Utilities, Love Field Airport Modernization Corporation, and other related entities.</li><li>Managing all bank accounts and processing a billion dollars in annual payroll for 13,000 employees and oversight and management of employee assets in the deferred compensation plans</li><li>Updating and managing all Administrative Directives, paying vendor invoices and contract management compliance. (Pending Director Approval)</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li><b>Indicator 2:</b> Business Ownership: Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e., own an incorporated or unincorporated business)</li><li><b>Indicator 9:</b> Median Household Income: Ratio between the median household incomes for White and Black households.</li><li><b>Indicator 27:</b> Home Loan Denials: Ratio between the percentages of home loan application denials to Black and White applicants.</li></ul>

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

CITY CONTROLLER’S OFFICE

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Progress Measures Key:  
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Ei # = 2019 Equity Indicator Report Number

1. Increase by 25% the number of annual audits for suppliers with contracts exceeding \$500k regarding compliance with the living wage on general services contracts by 2022. **[Ei 9]**
2. Increase invoices paid via electronic fund transfer to M/WBE vendors by 2024. **[Ei 2]** (Paying M/WBE vendors electronically promotes equity because it allows them to get paid for the goods or services provided by the city within 1-2 days of the invoices being processed increasing cash flow for their operations.)
3. CCO will increase from 0 to 1 socially responsible banking factor during the procurement of banking services, starting in 2024. **[Ei 27]**
4. Per the Responsible Banking Ordinance, CCO will become an annual recipient of a report from the City’s depository bank detailing the institution’s statement of work, including factors related to socially responsible banking according to section 2-78 including commitment to long-term community reinvestment strategies, anti-predatory lending practices, community banking needs, community involvement, homeownership and consumer credit needs, small business lending and other community development services in historically disadvantaged communities in Dallas by 2025. **[Ei 27]**
5. Increase the percent of invoices (that are eligible for payment) to M/WBE vendors paid within 30 days from 80% to 95% by 2025. **[Ei 2]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

CIVIL SERVICE

Strategic Priority: Government Performance and Financial Management



Key Department Actions:

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



Progress Measures:

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

1. Expand recruiting efforts to increase the diversity of candidates for city employment. (historically disadvantaged communities) **[HR] [Ei 9]**
2. By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers within uniform positions in the City of Dallas. **[DPD, DFR] [Ei 9]**
3. By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers within civil service positions in the City of Dallas. **[All Depts] [Ei 6, 9]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

CIVIL SERVICE

Strategic Priority: Government Performance and Financial Management



Progress Measures:

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

- By December 2023, establish an Equity Recruitment Exchange to increase the number of cross-departmental meetings to streamline and bolster marketing and outreach efforts to historically disadvantaged communities from 0 to 4 annually. [\$] [All Depts] [Ei 9]
- By FY23-24, recommend an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff equity surveys and employment barriers assessment, in compliance with applicable employment laws. [✓] [All Depts] [Ei 5]
- Seek diversity by increasing inclusive pool of candidates by December 2027. [Baseline to be established] [All Depts] [Ei 9]

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

CODE COMPLIANCE

Strategic Priority: Quality of Life/Arts & Culture



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

CODE COMPLIANCE

Strategic Priority: Quality of Life/Arts & Culture



Progress Measures:

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

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

COMMUNICATIONS, OUTREACH, & MARKETING SERVICES

Strategic Priority: Workforce, Education and Equity



Key Department Actions:

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



Aligned Equity Indicators:

- Indicator 2 - Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e., own an incorporated or unincorporated.
- Indicator 37 - Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.
- Indicator 38 - Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions.
- Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

COMMUNICATIONS, OUTREACH, & MARKETING SERVICES

Strategic Priority: Workforce, Education and Equity



Progress Measures:

Progress Measures Key:  
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Ei # = 2019 Equity Indicator Report Number

1. Increase number of outreach events to interfaith and multicultural organizations including information on how to apply for board and commission vacancies to 12 by December 2023 [baseline to be established in 2023 progress shown in FY2024].[\$] [Ei 38]
2. Increase the number of outreach deliverables supporting M/WBE vendor recruitment by December 2023 [baseline set this FY2022-23]. [Ei 2]
3. Increase the number of communication deliverables supporting recruitment of historically disadvantaged communities and women in the City of Dallas by December 2023 [ baseline set this FY2022-23]. [Ei 39]
4. Audit existing methods for targeting and engaging residents in order to inform a standardized policy for cross-departmental communication, outreach and engagement by 2024. [Ei 37]
5. Increase views of City department-created original content in Spanish by 5-10% yearly by 2025. [✓] [Ei 39]
6. Increase subscribers to Spanish text and social channels by 5-10% yearly by 2025.[Ei 39]
7. Increase investment in advertising in Spanish and Asian language and Black media outlets as percentage of all departmental advertising Citywide by 2025. [\$] [Ei 39]
8. Increase investment in marketing City programs and services through paid advertising and in-kind support for nonprofits partners serving historically disadvantaged communities by December 2026 [baseline to be established in FY2022-23]. [\$] [Ei 2]
9. By November 2024, establish cross-departmental policy recommendation rooted in equity and inclusion by incorporating audit outcomes to explicitly define outreach, engagement, and the processes for meaningful public participation. [✓] [Ei 37]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

COMMUNICATIONS, OUTREACH, & MARKETING SERVICES

Strategic Priority: Workforce, Education and Equity



Progress Measures:

Progress Measures Key:  
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APPENDIX A.

DEPARTMENT PROGRESS MEASURES

CONVENTION & EVENT SERVICES

Strategic Priority: Economic Development



Key Department  
Actions:

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

CONVENTION & EVENT SERVICES

Strategic Priority: Economic Development



Aligned Equity  
Indicators:

- **Indicator 2:** Business Ownership: Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 8:** Median Hourly Wage: Ratio between the median hourly wages for White and Hispanic adults aged 25-64 employed part-time or full-time.
- **Indicator 9:** Median Household Income: Ratio between the median household incomes for White and Black households.



Progress  
Measures:

Progress Measures Key:  
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Department(s)  
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Report Number

1. Permit mobile food vending areas in 3 equity priority areas with goal of adding 1-2 per year (Per Council Approval). [✓] [Ei 2]
2. Increase diversity from historically disadvantaged high school and college hotelier interns who once employed full-time achieve living wage employment from 0 to 60 by December 2025 with a 3% increase afterwards. [CVS, HR] [Ei 8]
3. Increase the percent of historically disadvantaged business spend through OVG360 (formerly Spectra) from 47% to 50% of the overall operations and event expenses of the Kay Bailey Hutchison Convention Center (KBHCCD) by October 2026. [\$] [Ei 2]
4. Increase the percent of historically disadvantaged businesses contracted through VisitDallas from 16.4% to 18.4% by October 2025, and 21.6% by 2027. [\$] [Ei 2]

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

CONVENTION & EVENT SERVICES

Strategic Priority: Economic Development



Progress Measures:

Progress Measures Key:  
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Ei # = 2019 Equity Indicator Report Number

- 5. Through the IAVM partnership, increase the number of historically disadvantaged hotel employees actively participating and provide mentoring opportunities from 0 to 120 by December 2027. [\$] [Ei 9]
- 6. Procure 50% historically disadvantaged business participation through contracts related to the master plan by October 2027. [\$] [Ei 2]
- 7. Further diversify and expand recruiting efforts to include historically disadvantaged communities and women in the Convention Center Internship program with a 3% increase per year through 2027 (By end of 2023- First 20). [\$] [CVS, HR] [Ei 8]

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

COURT & DETENTION SERVICES

Strategic Priority: Public Safety



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

COURT & DETENTION SERVICES

Strategic Priority: Public Safety



Progress Measures:

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

1. Increase community engagement meetings to provide education resources to historically disadvantaged communities about illegal dumping from 5 to 10 by September 2023. **[Ei 40]**
2. Increase percentage of residents from historically disadvantaged communities agreeing to a referred service to 20% respectively by December 2023 [baseline to be established EOY 2022]. **[Ei 41]**
3. Reduce the number of chronic dumpsites in Southern Dallas from 28 to 25 by September 30, 2022. **[Ei 40]**
4. Based on observation, provide considerations addressing underlying cause of illegal dumping by December 2022: [✓]
5. Add a Transfer Station in Southern Dallas. **[\$] [Ei 39]**
6. Increase the operation of landfills from 1 day a week to 3 days a week for residents in Southern Dallas. **[\$] [Ei39]**
7. Increase percentage of historically disadvantaged communities who respond within the initial appearance date to avoid additional fines and fees by September 2025 [baseline to be established EOY 2022]. **[Ei 40]**
8. Increase participation of historically disadvantaged communities in non-payment court programs by September 2025 [baseline to be established EOY 2022]. **[\$] [Ei 40]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS ANIMAL SERVICES

Strategic Priority: Quality of Life/Arts & Culture



Key Department Actions:

- Enforce animal-related laws and ordinances and ensure public safety.
- Operate the City of Dallas' municipal animal shelter.



Aligned Equity Indicators:

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

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS ANIMAL SERVICES

Strategic Priority: Quality of Life/Arts & Culture



Progress Measures:

Progress Measures Key:  
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Ei # = 2019 Equity Indicator Report Number

1. Increase the number of pop-up pet food pantries available at food pantries in historically disadvantaged communities from 24 to 40 by FY24. **[\$] [Ei 37]**
2. Through partnerships, funding, and community outreach efforts, increase the number of fully-free annual vaccine clinics provided in equity priority areas from 0 to 2 by May 2025 (In addition to maintaining the 12 low-cost annual vaccine clinics offered in 75212). **[\$] [Ei 37]**
3. Increase average monthly proactive Service Request (SR) rate by Animal Services Officers in equity priority areas from 306 to 328 (by 7%) by October 2026. **[Ei 39]**
4. Increase the number of dog and cat adoptions and owner reunions in equity priority areas from 4,533 (FY21) to 4851 (by 7%) by the end of FY27. **[Ei 37]**
5. Increase the number of pet-owning households in historically disadvantaged communities served through the fence-building program (through direct service or community partnerships) from 0 to 250 by December 2027 [new program to be established]. **[\$] [Ei 40]**
6. Increase allocation of the Animal Welfare Fund annually going to support struggling pet owners in attaining compliance in historically disadvantaged communities from \$0 to \$10,000 by May 2027.**[\$] [Ei 40]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS FIRE & RESCUE

Strategic Priority: Public Safety



Key Department Actions:

- Fire, Emergency, and Medical Services
- Fire Prevention, Education, and Investigation
- Communications, Recruiting, and Information Technology



Aligned Equity Indicators:

- **Indicator 6 - High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.
- **Indicator 7 - Median Full-Time Income:** Ratio between the median annual incomes for currently employed White and Hispanic adults aged 25-64 working 30+ hours per week.
- **Indicator 19 - College Readiness:** Ratio between the percentages of White and Hispanic students rated college-ready in English and math.
- **Indicator 53 - Mortality:** Ratio between the percentages of deaths for White and Hispanic residents.



Progress Measures:

Progress Measures Key:  
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Ei # = 2019 Equity Indicator Report Number

1. Improve DFR's female diversity composition 50% with an inclusive candidate pool by October 1, 2027. **[Ei 6, 7]**
2. Increase the number of fire safety training/educational program deliveries and smoke alarm installations by 5%, to reduce the number of civilian fire fatalities in historically disadvantaged communities by October 1, 2027.**[\$] [Ei 53]**
3. Assess and recommend strategies to code enforcement for improving signage and lighting of multi-family dwellings (apartment complexes) in historically disadvantaged communities to help improve response times by an average of 10 seconds by October 1, 2027. **[\$] [✓][Ei 53]**
4. Utilize the Pathways in Technology Early College High School (P-Tech) program in the Dallas independent School District to employ 5% of their graduates into the Dallas Fire Rescue Department by October 1, 2027. **[\$] [Ei 19]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS FIRE & RESCUE

Strategic Priority: Public Safety



Progress Measures:

Progress Measures Key:  
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APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS POLICE DEPARTMENT

Strategic Priority: Public Safety



Key Department Actions:

- Provide preventive, investigative, and enforcement services
- Partner with community to deploy crime prevention/monitoring tactics
- Provide Public Safety.



Aligned Equity Indicators:

- **Indicator 42 - Juvenile Detentions:** Ratio between the number of detentions, internal placements, and external placements of Black and Asian juveniles (under age 18) per 1000
- **Indicator 43 - Arrests:** Ratio between the number of Black and Asian individuals per 1,000 arrested by the Dallas Police Department.
- **Indicator 44 - Police Force Diversity:** Ratio between the proportional representation of White and Hispanic residents in the Dallas Police Department.
- **Indicator 45 - Traffic Stops and Searches:** Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search.
- **Indicator 48 - Domestic Violence:** Ratio between the number of domestic violence incidents reported in Black and Asian neighborhoods per 1,000 residents.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS POLICE DEPARTMENT

Strategic Priority: Public Safety



Progress Measures:

Progress Measures Key:  
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Ei # = 2019 Equity Indicator Report Number

1. Increase the number of students from P-TECH high schools who are hired by DPD from 3 to 9 by December 2023. **[Ei 44]**
2. Increase recruiting visits to include Hispanic Association for Colleges and Universities, Hispanic Serving Institutions and Historically Black Colleges and Universities by December 2024. **[Ei 44]**
3. Increase the number of students from [schools] served by {prevention program} by December 2025. [new program to be established. **[Ei 42]**
4. Increase the number of Domestic Violence engagements related to awareness and outreach resources available from 4 per year to 12 per year by December 2025. **[Ei 48]**
5. Increase the number of home visits to prior domestic Violence offenders from 0 to 480 by December 2025. **[Ei 48]**
6. Decrease the percent of residents from historically disadvantaged communities arrested for low-level offenses from 7,585 to 6,068 by December 2025. **[Ei 43, 45]**
7. Increase the number of youths from historically disadvantaged communities engaged in the First Offenders Program in lieu of criminal prosecution by December 2027. **[Ei 42]**
8. Decrease the number of youth runaways from historically disadvantaged communities by December 2027. **[Ei 42]**
9. Seek diversity by increasing inclusive pool of candidates by December 2027. **[Ei 44]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS PUBLIC LIBRARY

Strategic Priority: Priority: Workforce,  
Education & Equity



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 5 - Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed
- **Indicator 15 - Kindergarten Readiness:** Ratio between the percentages of White and Black Dallas ISD students testing as kindergarten-ready.
- **Indicator 16 - Third-Grade Reading Proficiency:** Ratio between the percentages of White and Black third graders approaching grade level in reading.
- **Indicator 22 - Adults with No High School Diploma:** Ratio between the percentages of Hispanic and White adults aged 25-64 with no high school diploma.
- **Indicator 29- Internet Access:** Ratio between the percentages of Black and White households without access to the internet.
- **Indicator 39:** Government Service Satisfaction: Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS PUBLIC LIBRARY

Strategic Priority: Priority: Workforce,  
Education & Equity



Progress  
Measures:

Progress Measures Key:  
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Department(s)  
Ei # = 2019 Equity Indicator  
Report Number

1. Increase enrollment in High School Equivalency programs from 66 to 120 in libraries serving equity priority areas by September 30, 2024. [\$] [Ei 22]
2. Increase workforce development programs from 100 to 200 offered at libraries serving equity priority areas by September 30, 2024. [\$] [Ei 5]
3. Increase early childhood literacy initiatives, i.e., Storytime, kindergarten readiness programs, early literacy outreach, from 12 to 48 at libraries serving equity priority areas by September 30, 2024. [Ei 15]
4. Increase enrollment in the S.M.A.R.T Summer Reading Challenge from 394 to 1,102 at libraries serving equity priority areas by September 30, 2024. [\$] [Ei 16]
5. Increase the percentage users from historically disadvantaged communities who rate the materials collection as poor/fair to good/excellent from 65% to 75% by September 30, 2026. [Ei 39]
6. Increase the percentage of residents from historically disadvantaged communities who report visiting the library from 35.6% to 45.6% by September 30, 2026. [Ei 39]
7. In partnership with OEI, increase the number of residents who access the Enhanced Library Card from 0 to 13,000 by December 2027. [\$] [OEI] [Ei 39]

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS WATER UTILITIES

Strategic Priority: Government Performance &  
Financial Management



Key Department  
Actions:

- Provide water production and delivery services
- Provide wastewater collection and treatment services
- Provide storm drainage and floodplain management services



Aligned Equity  
Indicators:

- **Indicator 28 - Housing Cost Burden:** Ratio between the percentages of Black and White households with housing costs exceeding 30% of income
- **Indicator 30 - Utility Expenses:** Ratio between the percentages of household income going to electricity, gas, heating fuel, and water in Hispanic and Asian households
- **Indicator 37 - Sense of Community:** Ratio between the average scores reported by Asian and Black residents for "sense of community" on the City's biannual Community Survey
- **Indicator 38 - Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DALLAS WATER UTILITIES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Progress Measures Key:  
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Ei # = 2019 Equity Indicator Report Number

1. In collaboration with the Office of Arts and Culture, construct the Memorial for Victims of Racial Violence public art project at Martyr's Park contributing a total of \$812,000 for this public art space by December 2023. **[\$] [OAC] [Ei 38]**
2. Stormwater flood gates project with \$100,000 in public arts funding for 2 public art installations to be installed within the 75207 and 75215 zip codes by 2023. **[\$] [OAC] [Ei 37]**
3. Complete an inventory of all city owned lines and provide outreach and free lead and copper testing programs at private schools in historically disadvantaged communities with the greatest need by 2023. **[Ei 39]**
4. Increase the investment in water and wastewater infrastructure improvements to all occupied, unserved areas from \$3.5 million annually for ten years to \$34.7 million (ARPA) by December 2025, reducing the implementation time by 70%. **[\$] [Ei 30]**
5. In partnership with the United States Army Corps of Engineers, over the next 4-5 years design and construction of multiple flood risk reduction projects will be performed to enhance the Dallas Levee System. The Dallas Levee System protects over 400,000 people, most of whom are from historically disadvantaged communities. Continue to increase the flood risk mitigation for Council Districts 4, 5, 6 and 7 by Fall of 2026. The projects combined cost estimates exceed \$350M. **[\$] [Ei 28]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DATA ANALYTICS & BUSINESS INTELLIGENCE

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DATA ANALYTICS & BUSINESS INTELLIGENCE

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Progress Measures Key:  
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Ei # = 2019 Equity Indicator Report Number

1. Maintain Spanish translation on 95% of all our public facing products. **[\$] [CVS, HR] [Ei 39]**
2. Include an equity element (who- demographics or where- location is impacted) on 95% of new major projects that are published externally. **[\$] [CVS, HR] [Ei 38,39]**
3. In partnership with OEI, support the tracking of Department's REP progress measures by 2023. **[\$] [CVS, OEI, HR] [Ei 39]**
4. By January 2023, in partnership with OEI, complete and publish a equity story map of the history of institutional racism in Dallas (taking the critical steps towards acknowledging systemic racism in Dallas). **[\$] [OEI, CVS, HR] [Ei 37]**
5. Increase the number of staff trained on data disaggregation from:
  - 0 to 30 by December 2023. **[\$] [CVS, HR] [Ei 39]**
  - 30 to 60 by December 2024. **[\$] CVS, HR] [Ei 39]**
  - 60 to 90 by December 2025. **[\$] [CVS, HR] [Ei 39]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DEVELOPMENT SERVICES

Strategic Priority: Economic Development



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 2 - Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 3 - Long-Term Business Vacancies:** Ratio between the percentages of long-term business vacancies in majority-Hispanic and racially diverse neighborhoods
- **Indicator 9 - Median Household Income:** Ratio between the median household incomes for White and Black households.
- **Indicator 25 - Homeownership:** Ratio between the percentages of White and Black households who own their home
- **Indicator 31- Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

DEVELOPMENT SERVICES

Strategic Priority: Economic Development



Progress Measures:

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

1. Increase participation of diverse developers, contractors, architects, from historically disadvantaged communities to be a part of the Building Code development process. **[Ei 9]**
2. Streamline permitting processes for small business owners within equity priority areas. **[Ei 2, 3]**
3. Track and increase trainings on the permitting process with historically disadvantaged contractors, developers, residents from 0 to 25% by December 2023. **[\$] [Ei 2, 31]**
4. Decrease average number of days to complete first review of residential permit application in equity priority areas from 12 to 4 weeks by May 2024. **[Ei 31]**
5. Streamline permitting process for affordable housing developers to reduce the amount of time to build affordable housing from 12 weeks to 4 weeks by May 2024. **[Ei 25, 31]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

ECONOMIC DEVELOPMENT

Strategic Priority: Economic Development



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 1:** Business Establishments: Ratio between the average number of businesses in racially diverse and majority Black neighborhoods..
- **Indicator 3:** Long-Term Business Vacancies: Ratio between the percentages of long-term business vacancies in majority-Hispanic and racially diverse neighborhoods.
- **Indicator 4:** Labor Force Non-Participation: Ratio between the percentages of Black and White adults aged 25-64 who are not in the labor force.
- **Indicator 6:** High-Growth, High-Paying Employment: Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations..
- **Indicator 7:** Business Establishments: Ratio between the median annual incomes for currently employed White and Hispanic adults aged 25-64 working 30+ hours per week
- **Indicator 25:** Homeownership: Ratio between the percentages of White and Black households who own their home.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

ECONOMIC DEVELOPMENT

Strategic Priority: Economic Development



Progress Measures:

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

1. Increase amount of incentive dollars or number of incentivized projects that assist non-residential projects in equity priority areas. The goal metrics will be determined once baseline data is evaluated by September 2023.  
[\$] [Ei 1, 3]
2. Increase the number of jobs created or retained through incentive agreements that require a minimum wage indexed to the MIT Living Wage Calculator figures from 1293 to 1500 jobs in historically disadvantaged communities by October 2023.  
[\$] [Ei 1, 4, 6, 7]
3. Increase number of affordable housing units created or retained through economic development incentive programs from 75 in FY21 to 300 in FY27 in High Opportunity Areas.  
[\$] [Ei 25]

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

EQUIPMENT & FLEET MANAGEMENT

Strategic Priority: Transportation & Infrastructure



Key Department Actions:

- Promote Dallas as a diverse, equitable, and globally competitive business destination
- Provide tools and incentive programs to assist in workforce development of underserved communities
- Develop collaborative strategies with customer departments to promote equity in service delivery



Aligned Equity Indicators:

- **Indicator 2 - Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 6 - High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.
- **Indicator 9 - Median Household Income:** Ratio between the median household incomes for White and Black households
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

EQUIPMENT & FLEET MANAGEMENT

Strategic Priority: Transportation & Infrastructure



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

1. Develop credible supplier/vendor list comprised of businesses from historically disadvantaged communities that provide services to fleet management organizations with the purpose to share this database with the Office of Procurement Services to enhance outreach and entrepreneurial opportunity in equity priority areas. **[Ei 2]**
2. Use EFM’s position on various Advisory Boards of Automotive and Diesel Technology vocational schools (UTI, TSTC, Dallas College, Lincoln Tech) to enhance the diversity of recruiting students from historically disadvantaged communities. **[CVS,HR] [Ei 6]**
3. Promote no greater than 10% difference for on-time preventative maintenance by service area. **[Ei 39]**
4. Seek female diversity by increasing inclusive pool of candidates for technicians hired by the Equipment and Fleet Department by 5% annually thru December 2025 by enhancing the recruitment via the temp-to-hire program. **[CVS, HR] [Ei 9]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

HOUSING & NEIGHBORHOOD REVITALIZATION

Strategic Priority: Economic Development, Housing & Homeless Solutions



Key Department  
Actions:

- Invest in the development and preservation of housing in Dallas
- Provide homebuyer assistance to qualified households
- Develop policy to improve availability, quality, and equity of housing in Dallas



Aligned Equity  
Indicators:

- **Indicator 25 - Homeownership:** Ratio between the percentages of White and Black house holds who own their home
- **Indicator 27:** Home Loan Denials: Ratio between the percentages of home loan application denials to Black and White applicants.
- **Indicator 28:** Housing Cost Burden: Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- **Indicator 31 - Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

HOUSING & NEIGHBORHOOD REVITALIZATION

Strategic Priority: Economic Development, Housing & Homeless Solutions



Progress Measures:

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1. Complete revisions to the Comprehensive Housing Policy based on the Equity Audit by December 2022. [✓] [Ei 25, 28]
2. Develop a strategy for identifying neighborhoods most at risk of gentrification and displacement by December 2023. [Ei 25,31]
3. Complete at least three impact assessments of catalytic projects, neighborhood revitalization efforts, or housing programs to ensure equitable program impacts by October 2024. [Ei 27,31]
4. Increase the proportion of unrestricted market rate units in City-supported developments in equity priority areas from 11% to 30% by October 2027. [\$] [Ei 31]
5. Designate three to five Neighborhood Revitalization Strategy Areas and collaborate with community members, City of Dallas services, developers, nonprofits, and other organizations to bring \$100 million of investment to historically disadvantaged communities by December 2027. [\$] [Ei 25,31]

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

HUMAN RESOURCES

Strategic Priority: Government Performance & Financial Management, Workforce, Education, & Equity



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 14 - Early Education Enrollment by Income:** Ratio between the percentages of three- and four-year-olds in the top and middle-income groups enrolled in pre-K.
- **Indicator 37 - Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey
- **Indicator 50 – Health Insurance:** Ratio between the percentages of Hispanic and White residents without health insurance.



Progress Measures:

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1. Improve engagement of employees in the childcare subsidy program through refinement of existing program criteria, educational programs and outreach to eligible participants. Initiatives will be designed to gain potential participant input in all aspects of program. [Ei 14]
2. HR will develop outreach initiatives designed to better educate and increase enrollment of lower-wage employees in the health plan by a minimum of 1–3% by 2027. [Ei 50]
3. Increase the percentage of diverse and hourly employees positively responding to questions related to “sense of community” in the City of Dallas Employee Engagement survey 1–3% annually beginning FY2022 thru 2027. [Ei 37]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

INFORMATION & TECHNOLOGY SERVICES

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 2 - Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 29 - Internet Access:** Ratio between the percentages of Black and White households without access to the internet.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

INFORMATION & TECHNOLOGY SERVICES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Progress Measures Key:  
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1. Host or participate in 5 events targeting students from historically disadvantaged communities through IT initiatives, P-TECH and Innovation Lab. **[Ei 39]**
2. Boost and extend free public Wi-Fi at all Park and Recreation facilities. Complete expansion of free public Wi-Fi at 11 facilities located in equity priority areas where 6 of the top 10 zip codes with the highest percentage of households without internet. **[\$] [PKR] [Ei 29]**
3. By December 2023, upgrade the City's existing financial system to support all departments which manage invoices and payments to vendors. The upgrade will automate the accounts payable process improving accuracy and efficiency. **[\$] [BMS, CCO] [Ei 2,39]**
4. Redesign the City's website by December 2023 to include enhancements to the style guide for more user-friendly designs and site-wide accessibility and language access improvements to ensure equitable access to resources and information. A comprehensive website audit is underway to analyze content, components, and features. **[\$] [Ei 39]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

MAYOR & CITY COUNCIL

Strategic Priority: Government Performance & Financial Management


 <b>Key Department Actions:</b>	<ul style="list-style-type: none"><li>• Provide policy, communications and administrative support to the Mayor and 14 City Council members.</li><li>• Initiate community outreach opportunities for the elected body on City initiatives.</li><li>• Organize neighborhood events and annual budget town hall meetings.</li></ul>
 <b>Aligned Equity Indicators:</b>	<ul style="list-style-type: none"><li>• <b>Indicator 38 - Representation in Government:</b> Ratio between the proportional representation of White and Hispanic residents on boards and commissions.</li><li>• <b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.</li></ul>
 <b>Progress Measures:</b>  Progress Measures Key: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none"><li>1. Devote annual professional development funds for City Council, Commissions and Boards to hire external non-profits and organizations to conduct trainings and provide resources associated with implicit bias and inclusive governing. <b>[\$] [Ei 39]</b></li><li>2. By December 2023, make a recommendation to City Council to adopt a policy end goal that boards and commissions would represent the demographics of those most impacted by the decisions. <b>[✓] [Ei 38]</b></li><li>3. Increase the number of cross-city Council events focused on an equity-indicator from 0 to 14 by December 2023. <b>[Ei 39]</b></li></ol>

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

MAYOR & CITY COUNCIL

Strategic Priority: Government Performance & Financial Management

 <b>Progress Measures:</b>  Progress Measures Key: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number	<ol style="list-style-type: none"><li>4. Increase the number of relationships with social justice-oriented non-profits and organizations to strengthen the civic engagement of historically disadvantaged community members in government from 0 to 5 by 2023. <b>[Ei 38]</b></li><li>5. Increase the number of cross-collaborative council partnerships involving at least one equity initiative from 10 per year to 30 per year by December 2025. <b>[Ei 39]</b></li></ol>
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APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF ARTS & CULTURE

Strategic Priority: Quality of Life, Arts & Culture


	<p><b>Key Department Actions:</b></p> <ul style="list-style-type: none"><li>• Fund Programs for artist, nonprofits, and Dallas residents</li><li>• Manage Public Art Programs</li><li>• Manage Cultural Venues</li></ul>
	<p><b>Aligned Equity Indicators:</b></p> <ul style="list-style-type: none"><li>• <b>Indicator 2:</b> Business Ownership: Ratio between the percentages of White and Black adults aged 25-64 who are self- employed (i.e. own an incorporated or unincorporated business)</li><li>• <b>Indicator 37:</b> Sense of Community: Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.</li><li>• <b>Indicator 38:</b> Representation in Government: Ratio between the proportional representation of White and Hispanic residents on boards and commissions</li></ul>

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF ARTS & CULTURE

Strategic Priority: Quality of Life, Arts & Culture

	<p><b>Progress Measures:</b></p> <p>Progress Measures Key: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"><li>1. In collaboration with Dallas Water Utilities, construct the Memorial for Victims of Racial Violence public art project at Martyr’s Park contributing a total of \$812,000 for this public art space by December 2023. <b>[\$] [DWU] [Ei 38]</b></li><li>2. Increase percentage of cultural services funding to historically disadvantaged artists and organizations from 25% to 35% by FY 2023-24 <b>[\$] [Ei 2]</b></li><li>3. Celebrate the many international cultures and people that make Dallas thrive by increasing the City’s support dollars for historically disadvantaged community programming by 2023. <b>[\$] [Ei 37]</b></li><li>4. 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 from 18 to 23 (of ~300 pieces total) by 2024. <b>[Ei 2, 37]</b></li><li>5. Increase historically disadvantaged community representation on arts boards from an average of 34% to 39% diversity by 2025. <b>[Ei 38]</b></li><li>6. In collaboration with the Dallas Municipal Archives (City Secretary’s Office), continue City-led efforts to build and share histories related to civil rights and equity, in addition to the Juanita J. Craft Civil Rights House, the Rising documentary about the 1936 Hall of Negro Life, and public art depicting Adelfa Callejo and Santos Rodriguez by 2024. <b>[Ei 37]</b></li></ol>
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APPENDIX A.

# DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY CARE

Strategic Priority: Workforce, Education & Equity


 <p>Key Department Actions:</p>	<ul style="list-style-type: none"><li>Invest in Early Childhood and Out of School Time Services</li><li>Manage Fresh Start Assistance Programs</li><li>Deploy Senior Services</li><li>Offer Social Services Support for temporary financial crisis</li></ul>
 <p>Aligned Equity Indicators:</p>	<ul style="list-style-type: none"><li><b>Indicator 9 - Median Household Income:</b> Ratio between the median household incomes for White and Black households.</li><li><b>Indicator 10- Child Poverty:</b> Ratio between the percentage of Black and White children living at or below 100% of the poverty threshold.</li><li><b>Indicator 12 - Working Poverty:</b> Ratio between the percentages of Hispanic and White adults aged 25-64 currently employed 30+ hours per week and living at or below 200% of the poverty threshold.</li><li><b>Indicator 13 - Early Education Enrollment by Race:</b> Ratio between the percentages of White and Hispanic three- and four-year-olds enrolled in pre-K.</li><li><b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.</li><li><b>Indicator 51 - Prenatal Care:</b> Ratio between the percentages of live births for which White and Black mothers sought prenatal care in their first trimester.</li><li><b>Indicator 56 - Teen Pregnancy:</b> Ratio between the percentages of all live births to Hispanic and White mothers under age 18.</li><li><b>Indicator 58 - Child Food Insecurity:</b> Ratio between the percentages of Black and White households with children under 18 that received SNAP benefits in the past 12 months.</li></ul>

APPENDIX A.

# DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY CARE

Strategic Priority: Workforce, Education & Equity

 <p>Progress Measures:</p> <p>Progress Measures Key: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"><li>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. <b>[Ei 9]</b></li><li>Vital Statistics will maintain a staffing ratio of at least 50% of full-time staff being bilingual (English plus another language) to ensure service accessibility by September 2023. <b>[Ei 39]</b></li><li>Support local providers in early childhood and out of school time programs with grants to increase the numbers of available quality childcare slots in equity priority areas by Goal: 20 facilities served. <b>[Ei 13]</b></li><li>Host four (1 per quarter) food service community engagement events in historically disadvantaged communities to provide 400 nutritional meal packages specifically targeting Single female-headed households, with children under 18 by October 2023. <b>[Ei 10, 58]</b></li><li>Serve 500 families with cash transfers of \$250/mo. for one year, including case management as needed and additional wraparound supports by July 2024, as permitted by law. <b>[\$][Ei12]</b></li><li>Through the Early Childhood/Out of School Time (ECOST) Program, increase the number of children served residing in equity priority areas from 94 to 127 by July 2024. <b>[\$][Ei 13, 51]</b></li><li>Increase the monthly number of WIC clients receiving nutrition services by 25% in equity priority areas areas by July 2024. <b>[Ei 10, 58]</b></li></ol>
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APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY POLICE OVERSIGHT

Strategic Priority: Public Safety


 <p>Key Department Actions:</p>	<ul style="list-style-type: none"><li>• Provide operative support to the Community Police Oversight Board</li><li>• Receive external civilian complaints and recommend outcomes to DPD: mediation, Internal Affairs investigation, or Divisional Referral investigations</li><li>• Community engagement on police matters and police issues that erode the public trust.</li><li>• Monitor DPD investigations regarding complaints, critical incidents, and other related issues.</li><li>• Review DPD policies and make recommendations regarding changes, updates, and/or items that may need to be removed from the General Orders and/or standard operating procedures for various departments.</li></ul>
 <p>Aligned Equity Indicators:</p>	<ul style="list-style-type: none"><li>• <b>Indicator 37 – Sense of Community:</b> Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.</li><li>• <b>Indicator 39 – Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey</li><li>• <b>Indicator 40 – Fines and Fees:</b> Ratio between the average amounts of fines and fees paid by Black and Asian defendants for cases adjudicated guilty by City of Dallas Municipal Courts.</li><li>• <b>Indicator 42 – Juvenile Detentions:</b> Ratio between the number of detentions, internal placements, and external placements of Black and Asian juveniles (under age 18) per 10,000.</li><li>• <b>Indicator 45 – Traffic Stops and Searches:</b> Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search.</li></ul>

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY POLICE OVERSIGHT

Strategic Priority: Public Safety

 <p>Progress Measures:</p> <p>Progress Measures Key: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"><li>1. Increase the number of community-based organizations serving as OCPO Complaint Intake sites in [historically disadvantaged communities]. <b>[Ei 39]</b>.</li><li>2. Increase partnerships with organizations serving youth and young adults serving as OCPO Complaint Intake sites in [historically disadvantaged communities]. <b>[Ei 42]</b></li><li>3. Increase the number of organizations serving LGBTQ+ residents from historically disadvantaged communities serving as OCPO Complaint Intake sites in historically disadvantaged communities]. <b>[Ei 37]</b></li><li>4. Increase the number of organizations serving immigrant residents serving as OCPO Complaint Intake sites in [equity priority areas]. <b>[Ei 37]</b></li><li>5. Increase the number of organizations serving senior residents in equity priority areas as OCPO Complaint Intake sites. <b>[Ei 37]</b></li><li>6. By December 2024, make a recommendation to DPD to extend the time to make a complaint from 60 days to 90 days. <b>[✓] [Ei 40]</b></li><li>7. Increase the number of community-based organizations serving as OCPO Complaint Intake sites from 0 to 20 by December 2027; to include the following:<ul style="list-style-type: none"><li>• Increase the number of outreach and education efforts by the Community Outreach &amp; Engagement Manager in historically disadvantaged communities from 12 to 25 by May 2024. <b>[Ei 45]</b></li><li>• Decrease the time between the occurrence of an incident and filing of complaint made by May 2027. [Baseline to be established] <b>[Ei 39]</b></li></ul></li></ol>
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APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF EMERGENCY MANAGEMENT

Strategic Priority: Public Safety


 <p><b>Key Department Actions:</b></p>	<ul style="list-style-type: none"><li>• Provide planning, training, and exercise assistance to City departments and stakeholders responsible for mitigation, prevention, response, and recovery activities</li><li>• Utilize existing technology to ensure emergency management initiatives are efficient and effective</li><li>• Adopt an all hazards approach in planning, training, and exercising, to give the City of Dallas an enhanced ability to respond to and recover from disasters</li></ul>
 <p><b>Aligned Equity Indicators:</b></p>	<ul style="list-style-type: none"><li>• <b>Indicator 26 - Evictions:</b> Ratio between the eviction rates in majority-Hispanic and majority-White neighborhoods.</li><li>• <b>Indicator 28 - Housing Cost Burden:</b> Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.</li><li>• <b>Indicator 31 - Long-Term Residential Vacancies:</b> Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.</li><li>• <b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.</li><li>• <b>Indicator 53 - Mortality:</b> Ratio between the percentages of deaths for White and Hispanic residents.</li></ul>

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF EMERGENCY MANAGEMENT

Strategic Priority: Public Safety



 <p><b>Progress Measures:</b></p> <p>Progress Measures Key: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"><li>1. By December 2023, in partnership with Code Compliance, make a formal recommendation to update policies and codes related to increased disaster safety in multi-unit dwellings. [✓] [CODE] [Ei 31]</li><li>2. Increase the number of Community Emergency Response Team (CERT) participants in equity priority areas from 134 to 168 by December 2025 (25%). [Ei 53]</li><li>3. Translate 100% of our digital emergency preparedness outreach materials into the five most commonly spoken languages in the City of Dallas by December 2023. [\$] [Ei 39]</li><li>4. Increased number of community partnerships supporting renters' insurance in equity priority areas from 0 to 20 by May 2025. [\$] [Ei 28]</li><li>5. Increase number of partnerships with landlords of multi-dwelling units in equity priority areas from 0 to 40 by May 2025. [Ei 39]</li><li>6. Decrease the yearly number of displaced residents seeking shelter after apartment fires equity priority areas from 235 to 188 by May 2027. [Ei 26]</li></ol>
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APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF ENVIRONMENTAL QUALITY & SUSTAINABILITY

Strategic Priority: Environment & Sustainability


	<p><b>Key Department Actions:</b></p> <ul style="list-style-type: none"><li>• Air Pollution Control and Air Quality</li><li>• Stormwater Management Compliance</li><li>• Comprehensive Environmental Climate Action Plan</li></ul>
	<p><b>Aligned Equity Indicators:</b></p> <ul style="list-style-type: none"><li>• <b>Indicator 30 - Utility Expenses:</b> Ratio between the percentages of household income going to electricity, gas, heating fuel, and water in Hispanic and Asian households.</li><li>• <b>Indicator 39 - Government Service Satisfaction:</b> Ratio between the average local government satisfaction scores reported by Hispanic and Asian residents on the City's biannual Community Survey.</li><li>• <b>Indicator 52 - Chronic Disease:</b> Ratio between the percentages of White adults and adults of color diagnosed with a chronic disease.</li><li>• <b>Indicator 58 - Childhood Food Insecurity:</b> Ratio between the percentages of Black and White households with children under 18 that received SNAP benefits in the past 12 months.</li></ul>

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF ENVIRONMENTAL QUALITY & SUSTAINABILITY

Strategic Priority: Environment & Sustainability

	<p><b>Progress Measures:</b></p> <p>Progress Measures Key: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"><li>1. Increase the amount of neighborhood level air quality monitors in equity priority areas by end of fiscal year 2025 [Baseline to be developed]. <b>[\$] [Ei 52]</b></li><li>2. Provide access to community solar opportunities for qualified households with the greatest need by December 2025. <b>[Ei 30]</b></li><li>3. Increase acreage of neighborhood growing sites (e.g., commercial, community, and resident gardens) serving historically disadvantaged communities from 7 acres to 17 acres by December 2027. <b>[\$] [Ei 58]</b></li><li>4. Increase the number of environmental outreach materials translated into [Asian-Pacific languages] from 1 annually to 8 annually (2 per quarter) by June 2027. <b>[\$] [Ei 39]</b></li></ol>
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APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF EQUITY & INCLUSION

Strategic Priority: Workforce, Education & Equity



Key Department  
Actions:

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



Aligned Equity  
Indicators:

- **Indicator 26 - Evictions:** Ratio between the eviction rates in majority-Hispanic and majority-White neighborhoods.
- **Indicator 37 - Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.
- **Indicator 38 - Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF EQUITY & INCLUSION

Strategic Priority: Workforce, Education & Equity



Progress  
Measures:

Progress Measures Key:  
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Report Number

1. Increase education surrounding items mandated under the Texas Property Code (i.e., provide tenants with a copy of their lease, following the proper procedures for evictions) to Dallas tenants. **[Ei 26]**
2. Develop a fair housing action plan to improve fair housing outcomes while reducing burdens/challenges associated with the fair housing planning process. (Date based on federal government’s publication of the new Affirmatively Furthering Fair Housing framework.) **[\$] [Ei 26]**
3. Increase the number of immigrant leaders on WCIA Taskforce from 25% to 40% by December 2023. **[Ei 38]**
4. By December 2023, all City of Dallas departments will adopt language access protocols to ensure a process for residents to effectively communicate with city staff and receive information in their preferred language [All Depts]. **[Ei 39]**
5. Increase the percent of ADA service requests in historically disadvantaged communities completed within Service Level Agreement to 85% by October 2024. **[Ei 39]**
6. Increase the number of outreach programs targeted to increase historically disadvantaged residents’ attendance and participation in the Fair Housing education and outreach programs from 10% to 25% by June 2024. **[Ei 26]**
7. Increase number of Fair Housing education and outreach programs from 5% to 20% by May 2024 (Outreach presented to various housing providers to address the issue of housing discrimination and the housing providers role to eliminate the problem and ancillary issues). **[Ei 26]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF EQUITY & INCLUSION

Strategic Priority: Workforce, Education & Equity



Progress Measures:

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF GOVERNMENT AFFAIRS

Strategic Priority: Government Performance



Key Department Actions:

- Serve as a primary contact for the City to local, regional, and federal level governments and external stakeholders.
- Manage the City’s state and federal legislative agendas.
- Coordinate across departments to develop appropriate responses to state and federal legislative matters.



Aligned Equity Indicators:

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

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF GOVERNMENT AFFAIRS

Strategic Priority: Government Performance



Progress Measures:

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

1. 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.[\$] [Ei 39]
2. Seek diversity by increasing the number of referrals to departments for grants and other resources that support equity-focused initiatives in equity priority areas by May 2023. [baseline to be established EOY 2022] [All Depts] [Ei 38]
3. When adopting the City's federal and state legislative programs, provide a corresponding report to the City Council on those specific legislative initiatives that impact historically disadvantaged communities by March 2023. [Ei 39]
4. Increase number of community members engaged in providing feedback on the City's federal and state legislative priorities in equity priority areas by December 2024. [Baseline to be established EOY 2022] [\$] [Ei 39]
5. Track the City's lobbying efforts against federal and state legislative initiatives/programs that could negatively impact historically disadvantaged communities by December 2024. [Ei 39]

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF HISTORIC PRESERVATION

Strategic Priority: Economic Development



Key Department Actions:

- Administer the Landmark (historic) Designation process.
- Administer the Certificate of Appropriateness and Certificate for Demolition processes for exterior work on historic properties.
- Administer the Tax Exemption program for historic districts and historic landmarks.
- Administer Code Enforcement relating to historic districts and historic landmarks.



Aligned Equity Indicators:

- **Indicator 28 - Housing Cost Burden:** Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- **Indicator 38 - Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF HISTORIC PRESERVATION

Strategic Priority: Economic Development



Progress Measures:

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

1. Recommend amendments to the existing Tax Exemption Program or develop a new incentive program aimed at influencing the likelihood that the percentage of resources allocated to historically disadvantaged communities will increase by October 2024. **[\$] [✓] [Ei 28]**
2. Make a recommendation to City Council to assess City support for historical homes/structures that are not tied to property value. **[\$] [✓] [Ei 28]**
3. Increase number of historical preservation pieces of collateral, outreach events, education and awareness presentations/publications, in historically disadvantaged communities provided in English and Spanish from 0 to 3 by May 2025. **[\$] [Ei 39]**
4. Make a recommendation to increase the number of residents from historically disadvantaged communities on the Landmark Commission by October 2026. **[✓] [Ei 38]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF HOMELESS SOLUTIONS

Strategic Priority: Housing & Homeless Solutions



Key Department Actions:

- Manage Landlord Subsidized Leasing Program and consider expanding to those who are unstably housed.
- Build transitional and permanent supportive housing to target chronic homelessness.



Aligned Equity Indicators:

- **Indicator 28 - Housing Cost Burden:** Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF HOMELESS SOLUTIONS

Strategic Priority: Housing & Homeless Solutions



Progress Measures:

Progress Measures Key:  
\$ = Fiscal Impact  
✓ = Policy Impact  
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Ei # = 2019 Equity Indicator Report Number

1. By December 2022, formalize a partnership between HOU, OCC, MDHA, and Dallas County to address permanent supportive housing for residents with no to low income. **[\$] [ HOU, OCC ] [Ei 28]**
2. In partnership with OGA and OEI, recommend a source of income discrimination legislation by December 2023. **[OGA, OEI ] [Ei 39]**
3. By July 2024, in partnership with HOU, OCC, MDHA, and Dallas County create a citywide plan for permanent supportive housing for residents with no- to low-income. **[\$] [HOU, OCC] [Ei 28]**
4. Decrease the number of unsheltered among those populations that exhibit the greatest need by 2025.**[Ei 39]**
5. In partnership with HOU, OCC, MDHA, and Dallas County, add an additional 248 units to the availability of permanent supportive housing stock by December 2027. **[\$] [✓] [HOU, OCC] [Ei 28]**
6. Decrease the average placement time for program enrollment to housing placement for historically disadvantaged residents in Dallas REAL Time Rapid Rehousing from an average of 77 days to an average of 59 days by December 2027. **[Ei 39]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 41 - Jail Admissions:** Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents / Ratio between the number of Black and Asian adults per 1,000 booked into jail by the Dallas Police Department.
- **Indicator 43 - Arrests:** Ratio between the number of Black and Asian individuals per 1,000 arrested by the Dallas Police Department.
- **Indicator 46 - Property Crime:** Ratio between the number of property crimes reported per 1,000 residents living in majority Black and racially diverse neighborhoods.
- **Indicator 47 - Violent Crime:** Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety



Progress Measures:

Progress Measures Key:  
\$ = Fiscal Impact  
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1. Through Crisis Intervention Teams, increase number of eligible referrals for access to mental health resources in historically disadvantaged communities from 400 to 800 by December 2027 [new program - baseline to be established EOY 2022]. **[DPD] [Ei 41, 43]**
2. Increase the percent of eligible behavioral health calls responded to by RIGHT Care teams in equity priority areas from 60% to 80% by December 2025. **[DPD] [Ei 41, 43]**
3. In partnership with Code, increase the investment in environmental improvements in high crime areas from \$250,000 to \$500,000 by December 2027. **[\$] [CODE ] [Ei 46]**
4. Reduce percentage of DPD calls and crime incidents in high-risk areas, as defined by the Risk Terrain Modeling Focus, by 20% more than the overall reduction in city crime by December 2027. **[DPD] [Ei 46, 47]**
5. Increase the number of eligible Jail Diversions by RIGHT Care teams in equity priority areas from 18% to 25% by December 2027. **[DPD] [Ei 41]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

OFFICE OF RISK MANAGEMENT

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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1. Increase the number of trainings offered outside of regular hours (multi-shift schedule) from 85 to 95 by December 2022. **[Ei 39]**
2. Increase the number of trainings offered in Spanish from 14 to 18 by December 2022 and from 18 to 36 by December 2023 (If new position is approved). **[Ei 39]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PARK & RECREATION

Strategic Priority: Quality of Life/Arts & Culture


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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PARK & RECREATION

Strategic Priority: Quality of Life/Arts & Culture

 <p>Progress Measures:</p> <p>Progress Measures Key: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"><li>1. Recommend amendments to governing policy and PKR guidelines to allow for the permitting of mobile food units to include pushcarts and Palateros on park property by Fall 2023. [✓][Ei 2]</li><li>2. Increase out of school programming in equity priority areas by 10% by May 2024. [Ei 10, 39, 59]</li><li>3. Increase the percentage of residents enrolled in Park &amp; Recreation active/fitness programming in equity priority areas by 10% of baseline by May 2024. [Ei 59]</li><li>4. Increase the percent of equity priority areas with access to parks within a 10-minute walk from 73% to 78%, impacting 46,000 plus residents by May 2027. [Ei 33]</li></ol>
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APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PLANNING & URBAN DESIGN

Strategic Priority: Economic Development, Housing, Environment & Sustainability


	<p><b>Key Department Actions:</b></p> <ul style="list-style-type: none"><li>• Manage Land Use &amp; Zoning</li><li>• Support Citywide &amp; Area Planning</li><li>• Oversee Neighborhood Development + Planning</li></ul>
	<p><b>Aligned Equity Indicators:</b></p> <ul style="list-style-type: none"><li>• <b>Indicator 25 - Homeownership:</b> Ratio between the percentages of White and Black households who own their home.</li><li>• <b>Indicator 31 - Long-Term Residential Vacancies:</b> Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.</li><li>• <b>Indicator 37:</b> Sense of Community: Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.</li><li>• <b>Indicator 38 - Representation in Government:</b> Ratio between the proportional representation of White and Hispanic residents on boards and commissions.</li></ul>

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PLANNING & URBAN DESIGN

Strategic Priority: Economic Development, Housing, Environment & Sustainability

	<p><b>Progress Measures:</b></p> <p>Progress Measures Key: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"><li>1. The P+UD will host a minimum of 5 capacity building training modules in historically disadvantaged communities by December 31, 2022. Capacity building modules will include Navigating City Services, Data is Power, Neighborhood Organization Guide and Let’s Plan Together. <b>[Ei 37]</b></li><li>2. Work with MCC to develop training programs for new and existing Commissions, Boards, and committee members, under coordination of PUD, that build their knowledge base and equity awareness to improve decision making and outcomes by the end of the FY22-23. <b>[Ei 38]</b></li><li>3. Work with MCC to develop training for community members, related to serving on boards and commissions, to reflect the City population in accordance with the City Charter by end of FY22-23. <b>[MCC] [Ei 38]</b></li><li>4. Work with MCC to recommend changes to the City’s Zoning ordinance, rules, and procedures for boards and commissions to better describe the qualifications and to reflect the city’s population in accordance with the City Charter by end of FY22-23. <b>[✓] [MCC] [Ei 38]</b></li><li>5. Make land use recommendations to HOU, ECO and City Council, as needed, to increase the development of historically disadvantaged communities,</li></ol>
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APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

PLANNING & URBAN DESIGN

Strategic Priority: Economic Development, Housing, Environment & Sustainability



Progress Measures:

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with high residential vacancies, at the end of the ForwardDallas Policy development process (estimated June 2023).

✓ [HOU, ECO] [Ei 31]

6. Identify through ForwardDallas, mixed-use land uses in historically disadvantaged communities and rezone to increase walkable and affordable housing and economic development, specifically near transit to reduce overall housing and transportation costs by End of ForwardDallas Project Close estimated July 2023. [Ei 25]

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

PROCUREMENT SERVICES

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 1 - Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.
- **Indicator 2 - Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 12 - Working Poverty:** Ratio between the percentages of Hispanic and White adults aged 25-64 currently employed 30+ hours per week and living at or below 200% of the poverty threshold.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

PROCUREMENT SERVICES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Progress Measures Key:  
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1. Increase the amount or percentage of large contracts broken down to smaller contracts targeting M/WBE from 0 to 15 by 2023 [Baseline data to be established]. **[Ei 2, 12]**
2. Increase procurement educational training in equity priority areas from 0 to 4 annually by May 2024 (0-2 annually by May 2022 and 2 to 4 annually by May 2023). **[\$] [Ei 1, 2, 39]**
3. Increase the opportunity for M/WBE firms to submit a proposal or bid where the City's M/WBE program does not apply by October 2027. (Except construction contracts, not handled by OPS) **[Ei 2]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

PUBLIC WORKS

Strategic Priority: Transportation & Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 25 - Homeownership:** Ratio between the percentages of White and Black households who own their home.
- **Indicator 32 - Street Quality:** Ratio between the average pavement condition index (PCI) ratings in racially diverse and majority-White neighborhoods.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
- **Indicator 59 - Physical Activity:** Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

PUBLIC WORKS

Strategic Priority: Transportation & Infrastructure



Progress Measures:

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

1. Public Works will work with the Paving model results to have a minimum of 20% of lane miles come from equity priority areas starting in FY 23. (The Pavement Condition Index is what is used to identify distresses in the pavement. These distresses are used to develop a Pavement Condition Index score and rating. The process is outlined on the Street Treatment Selection Manual found on the Pavement Management website.)  
[Ei 32]
2. Reconstruct or provide maintenance in equity priority areas in FY 2023, increasing from 70 lane miles to 153 lane miles.  
[\$][Ei 25, 39]
3. Updates to the Sidewalk Masterplan will include 20% of the projects in equity priority areas by 2027. [Ei 32]
4. Increase the percent of sidewalk maintenance projects completed in equity priority areas from 5% to 20% by 2027.  
[\$] [Ei 59]

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

SANITATION SERVICES

Strategic Priority: Quality of Life/Arts & Culture



Key Department Actions:

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



Aligned Equity Indicators:

- **Indicator 12 - Working Poverty:** Ratio between the percentages of Hispanic and White adults aged 25-64 currently employed 30+ hours per week and living at or below 200% of the poverty threshold.
- **Indicator 30 - Utility Expenses:** Ratio between the percentages of household income going to electricity, gas, heating fuel, and water in Hispanic and Asian households.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

SANITATION SERVICES

Strategic Priority: Quality of Life/Arts & Culture



Progress Measures:

Progress Measures Key:  
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Ei # = 2019 Equity Indicator Report Number

1. Make a recommendation to City Council to develop a Dallas Rate Assistance Program to support income-eligible households with utility fees by October 2023. **[\$] [✓] [Ei 12, 30]**
2. In partnership with Code Compliance, increase Batteries, Oil, Paint, and Antifreeze (BOPA) participation at all neighborhood trash-off events from 200 to 250 participants in equity priority areas by September 2024. **[CODE] [Ei 30]**
3. Increase the number of commercial roll carts at scheduled/known charitable feeding events from 25 to 50 in equity priority areas by September 2024. **[Ei 39]**
4. Increase fiscal aid to support income-eligible households with franchise fees assessed on Sanitation enterprise fund from \$0 to \$1 million by May 2027 (Offset rate increases). **[\$] [Ei 12, 39]**

APPENDIX A.  
DEPARTMENT PROGRESS MEASURES

SMALL BUSINESS CENTER

Strategic Priority: Workforce, Education & Equity



Key Department Actions:

- Provide workforce development and re-entry services
- Increase entrepreneurship opportunity and foster growth and development
- Promote business diversity



Aligned Equity Indicators:

- **Indicator 1 - Business Establishments:** Ratio between the average number of businesses in racially diverse and majority Black neighborhoods.
- **Indicator 2 - Business Ownership:** Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e. own an incorporated or unincorporated business).
- **Indicator 4 - Labor Force Non-Participation:** Ratio between the percentages of Black and White adults aged 25-64 who are not in the labor force.
- **Indicator 5 - Unemployed:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- **Indicator 6 - High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations.
- **Indicator 7 - Median Full-Time Income:** Ratio between the median annual incomes for currently employed White and Hispanic adults aged 25-64 working 30+ hours per week.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

SMALL BUSINESS CENTER

Strategic Priority: Workforce, Education & Equity



Progress Measures:

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

1. Annually track how many MWBE subcontractors transition to become Primes in the City of Dallas on an annual basis. **[Ei 2,6,7]**
2. Increase spending by 25% with M/WBE subcontractors in accordance with the city's Business and Inclusion Development plan. **[Ei 2,6,7]**
3. By 2024, breakdown and publicize publish the percentages within the City's M/WBE Categories. **[Ei 1,6,7]**
4. Increase the number of M/WBE businesses engaged in the Mentor/Protege program from 10 to 20 by December 2024. **[Ei 4,5,6,7]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

TRANSPORTATION

Strategic Priority: Transportation & Infrastructure



Key Department Actions:

- Manage citywide system of traffic signals and signs.
- Implement neighborhood traffic calming
- Generate parking tickets and collect ticket fees
- Respond to Service Requests for Traffic Issues
- Implement Vision Zero Action Plan



Aligned Equity Indicators:

- **Indicator 32 - Street Quality:** Ratio between the average pavement condition index (PCI) ratings in racially diverse and majority-White neighborhoods
- **Indicator 45 - Traffic Stops and Searches:** Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search.
- **Indicator 47 - Violent Crime:** Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents.



Progress Measures:

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

1. In partnership with Office of Integrated Public Safety Solutions, implement 30 new street lighting projects in equity priority areas by May 2023 (from 40 to 70). **[\$] [OIPSS] [Ei 47]**
2. Increase implementation of traffic calming projects as noted in the Vision Zero Action Plan in equity priority areas from 7 to 10 by May 2023. **[\$] [DPD] [Ei 32,45]**
3. Increase number of street lighting projects in equity priority areas to 100 by May 2024 (from 70). **[\$] [Ei 47]**

## APPENDIX B.

# BIG AUDACIOUS GOALS

*A strategic framework will be developed for each of the BAGs upon REP adoption.*

## APPENDIX B. BIG AUDACIOUS GOALS



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

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

#### ECONOMIC OPPORTUNITY

##### ACTION TARGETS

Integrate Economic Development Policy equity efforts across multiple departments.

**1.2** Increased procurement accessibility by building a pipeline of diverse contractors, vendors, and suppliers X increase economic stability and workforce development.

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

**1.4** Implement new economic incentive policies to address commercial developments in need of economic incentives.

**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.

**1.6** Pilot “prepared meal opportunities” for families in equity priority areas and other areas of demonstrated need to help working parents overcome cost barriers to serving nutritious foods.

**1.7** Invest in community gardens and urban agriculture with capacity for meaningful production of produce and edible goods.

**1.8** Support alternative community-based retail, like community farmers markets, corner stores, community- owned/co-op food stores, etc.

**1.9** 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.

**1.10** Engage residents through arts and cultural programs that fully integrate neighborhoods and historically disadvantaged communities into civic life and create a community ecosystem where art and culture are valued in every neighborhood.

**1.11** Invest with small businesses and entrepreneurs to support and increase banking transactions in historically disadvantaged communities.

**1.12** Implement Workforce Dallas with leadership from the Mayor’s Workforce Czar to address young adult male residents (18-24 years of age) from equity priority areas with workforce re-entry skills, FreshStart opportunities, upskilling and on-the-job training employment requirements.

**1.13** Implement Economic Development Agency Fellow Opportunity.

**1.14** Implement “Future of Work” initiative to support staffing and upskilling of workforce Jobs of Tomorrow

APPENDIX B.  
BIG AUDACIOUS GOALS



2. BIG AUDACIOUS GOAL  
ENVIRONMENTAL JUSTICE

NEIGHBORHOOD AND INFRASTRUCTURE: PUBLIC HEALTH

ACTION TARGETS

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

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

APPENDIX B.  
BIG AUDACIOUS GOALS



3. BIG AUDACIOUS GOAL  
HOUSING

ECONOMIC OPPORTUNITY: NEIGHBORHOOD AND INFRASTRUCTURE

ACTION TARGETS

Close the homeownership gap and secure housing stability.

- 3.1. Target affordable housing investments and neighborhood revitalization in stronger housing markets (e.g., Market Value Analysis – MVA), and underserved communities to address longstanding inequities in one of the 15 federally-designated Opportunity Zones; areas where it is possible to drive capital to support new businesses and investments by providing deferred capital gains taxes, among other tax benefits to address longstanding inequities. In addition, opportunities for mixed income housing developments will be pursued through Hensley Field, the International District and other major development planned for Dallas..
- 3.2. Deploy anti-displacement strategies in transitioning neighborhoods (e.g., gentrification) to address longstanding inequities by ensuring zoning is inclusive of historically disadvantaged communities to encourage sustainability and thriving opportunities..
- 3.3. Improve and build stable housing communities for unhoused populations that contribute to neighborhood safety and economic opportunity..
- 3.4. Address properties in areas with identified environmental rehabilitation challenges (e.g., new Brownfields programs, the Texas Voluntary Cleanup Program, and other ways of addressing site contaminants) to ensure future development is protective of human health and the environment..
- 3.5. Address pre-development costs (e.g., rehabilitation) in historically disadvantaged communities..
- 3.6. Revitalize and renovate existing housing stock that currently does not meet code requirements..
- 3.7. Integrate photovoltaic solar panels, electric vehicle charging infrastructure, energy efficiency measures, and weatherization into development of new homes and renovation of existing homes through city programs..
- 3.8. Provide resources to purchase and maintain homes and improve availability and access to mortgage financing services throughout the City regardless of location..
- 3.9. Provide construction financing and other incentives for affordable and mixed income housing projects..

APPENDIX B.  
BIG AUDACIOUS GOALS



4. BIG AUDACIOUS GOAL  
Infrastructure

NEIGHBORHOOD AND INFRASTRUCTURE

ACTION TARGETS

Close infrastructure gaps where intentional historical disinvestment previously occurred.

4.1 Prioritize the FY 2023-24 Infrastructure Bonds Package/Proposition to address Infrastructure investments in equity priority areas (e.g., Jeffries-Meyers, The Bottoms, 5-Mile, etc.)..

4.2 Build and improve infrastructure services to support historically disadvantaged communities who have been burdened by floods and high energy utility costs..

4.3 Address infrastructure needs to ensure future development of affordable and mixed-market homes.

4.4 Ensure capacity for current and future developers to recognize the advantage of developing South of I-30 (Specific areas to be identified). This target is here to highlight the economic good and benefit of implementing infrastructure equity (e.g., attracting businesses)..

4.5 Work with the City of Dallas, DISD, and DART to transition the bus and light duty fleet to 100% electric by 2040..

4.6 Work with DART to improve bus shelter amenities in historically disadvantaged communities..

4.7 Increase Electric Vehicle (EV) charging infrastructure in equity priority areas..

4.8 Utilize partnerships to increase access to micro-mobility services in equity priority areas (e.g., buses, biking trails, scooters, etc.)..

4.9 Work with DART to fund and construct mobility hubs in equity priority areas..

4.10 Plans for I-345 (the highway segment connecting US75 and I-45) on the east and I-30 on the south of Downtown will dramatically change our urban core for the next generation. City's components of these projects include: I-345/City Street grid improvements, I-30/City street grid improvements, and D2/I-345 /City street grid improvements..

APPENDIX B.  
BIG AUDACIOUS GOALS



5. BIG AUDACIOUS GOAL  
Public Safety and Wellness

JUSTICE AND GOVERNMENT

ACTION TARGETS

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

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

5.2 Decrease the number of juvenile detentions, internal and external placements from equity priority areas.

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

5.4 Reduce number of gun violence incidents.

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

5.6 Create alternatives in the criminal justice system to positively impact outcomes for equity priority areas.

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

5.8 Prioritize community impact to mitigate low level offenses through partnerships with outside entities, associations, organizations and work to advance re-entry efforts for justice impacted individuals.

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

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

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

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

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



## APPENDIX C. HISTORICAL EVENTS

## APPENDIX D. RELATED CITY PLANS

## APPENDIX E. DEPARTMENT ACRONYMS

## APPENDIX F. EQUITY INDICATORS SCORES

## APPENDIX G. RACIAL EQUITY PLAN GLOSSARY

## APPENDIX H. RACIAL EQUITY RESOLUTION

## APPENDIX C. HISTORY OF CITY OF DALLAS

### Historical Events

The historical accounts below, some of harsh realities and lived experiences, may serve as healing through recognition and honest accounts that can be used for the purpose of perpetual learning and growth.

The Office of Equity and Inclusion is grateful to the Dallas Municipal Archives, Dallas Public Library and the Office of Arts and Culture for their support with documenting this history.

**1865** Upon learning of their emancipation in 1865, many African Americans in Texas left their former masters' homes to embark on a new life as freedmen. Settling throughout the state, some sought agricultural work in rural areas, while others were drawn to towns where greater employment opportunities and benefits might be found. In and near the Dallas city limits, a number of freedmen communities arose, including Upper White Rock, Lower White Rock, Fields, The Prairie, Egypt (or Little Egypt), Elm Thicket, Tenth Street, and Joppa. One settlement in particular became known simply as Freedmantown (also called Freedman's Town).

After the Civil War, Dallas' gentry attempted to return to a state of antebellum status quo in race relations: maintaining the superiority of white citizens over now-freed African Americans. Freed enslaved African Americans made their way to Texas from Louisiana and Mississippi seeking refuge and found their home in Freedman's Towns settled on the outskirts of Dallas' then-city limits. African Americans were excluded from the political, economic, social, and cultural activities of the city, and vagrancy laws were utilized by the police as a form of social control. Nonetheless, neighborhoods like the-now Tenth Street Historic District became thriving Freedman enclaves. For decades the Tenth Street area has faced challenges, including the destruction of historic homes.

[Source: [www.tshaonline.org/handbook/entries/freedmantownnorth-dallas](http://www.tshaonline.org/handbook/entries/freedmantownnorth-dallas)]

**1874** J.L. Chow opened Chow Chow Laundry at 904 Elm Street. He was the first person of Asian descent to be listed in the city directories. By 1891, 41 of 49 laundries in Dallas were Chinese-owned. Fueled by decades of bigotry, a propaganda campaign was initiated against Chinese laundries by White competitors.

[Source: <https://stephaniedrenka.com/jl-chow-dallas-chinese-history/>]

**1889** The then-privately-owned State Fair of Texas announces the first known "Colored People's Day". This event continued until 1910 when the city purchased the Fair. The early days of the Fair had no such segregation.

[Source: [www.thestoryoftexas.com/discover/artifacts/naacp-state-fair-spotlight-012315](http://www.thestoryoftexas.com/discover/artifacts/naacp-state-fair-spotlight-012315)]

APPENDIX C.

# HISTORY OF CITY OF DALLAS

**1906** Dr. Benjamin Bluitt, the first Black surgeon in Texas, opened the first hospital for Black doctors and nurses to practice and for citizens to use at 504 Commerce Street.

[Source: Marcel Quimby, "Dr. Benjamin Bluitt and the Bluitt Sanitarium," Legacies: A History Journal for Dallas and North Central Texas. 19 (Spring 2007).]

**1911** Originally, Little Jerusalem was settled by Eastern European Jewish people and that neighborhood became known as Little Mexico or El Barrio, settled by Mexican refugees at the turn of the century fleeing Mexican Revolution. This neighborhood was the first Mexican enclave in Dallas and grew into a community of small business, churches, schools, and community gatherings at what became Pike Park although originally Mexican families were not permitted to use the park in the neighborhood. They sought the intervention of the Mexican Consul General.

Following the establishment of Little Mexico, other Mexican-American barrios "neighborhoods" were Eagle Ford/Ledbetter, La Estrella, Elmer Scott Projects, Los Altos de Juarez, La Bajada, Shadrack/Bedford, Cemento Chico/Lone Star Cement, Cemento Grande/Trinity Portland Cement, Vilbig/Akron, El Aceite, La Loma, Rancho Grande, City Park, Cadillac Heights, El Pozo, East Dallas/Floyd St., Exall Park.

Credit: Dallas Mexican American Historical League (DMAHL)  
[Source: <https://dallascityhall.com/departments/sustainabledevelopment/historicpreservation/Pages/Pike-Park.aspx>; <https://dallascityhall.com/departments/sustainabledevelopment/historicpreservation/HP%20Documents/Landmark%20Structures/St.%20Anns%20School%20Landmark%20Nomination.pdf>; <https://www.dmahl.org/>]

**1920** Before lynching and hangings were outlawed in 1920, the grizzliest display of this racist violence in Dallas took place on March 3rd, 1910, when threw of Allan Brookes from a window of the Dallas County Courthouse on Commerce Street and violently lynched him from the Elks Arch, a welcome sign that hovered over Main and Akard.

[Source: <https://twu.edu/media/documents/history-government/A-Tale-of-Two-Cities.pdf>]

**1930** The Homeowners' Loan Corporation (HOLC), created as part of the New Deal, published maps that labeled ('redlined') predominantly African American and "foreign born" communities as "risky" for federal mortgage loans, creating a huge barrier for residents to access required capital for homeownership.

[Source: <https://ncrc.org/holc/>; [https://ncrc.org/wp-content/uploads/dlm\\_uploads/2018/02/NCRC-Research-HOLC-10.pdf](https://ncrc.org/wp-content/uploads/dlm_uploads/2018/02/NCRC-Research-HOLC-10.pdf); <https://www.arcgis.com/home/item.html?id=063cdb28dd3a449b92bc04f904256f62>]

APPENDIX C.

# HISTORY OF CITY OF DALLAS

**1906** An internment camp for "enemy aliens" was constructed in Seagoville, TX to detain men, women, and children of Japanese descent (often including whole families, some of whom were naturalized American citizens). (SOURCE) Flashback Dallas - "Enemy Aliens" and the WWII Internment Camp at Seagoville

[Source: <https://flashbackdallas.com/2017/01/31/enemy-aliens-and-the-wwii-internment-camp-at-seagoville>]

**1906** African American families moving into predominately White communities were terrorized with bombings and house fires, coercing residents to stay in segregated communities.

[Source: Dallas' Hidden History of Terror (texasobserver.org)]

**1953** As part of a policy to end the protected trust status of all Indian-owned lands, The Bureau of Indian Affairs begins a "voluntary relocation" program to urban hubs including Dallas. National Archives – Educator Resources – American Indian Urban Relocation

[Source: <https://www.archives.gov/education/lessons/indian-relocation.html#:~:text=In%201953%2C%20the%20U.S.%20Congress,a%20voluntary%20urban%20relocation%20program.>]

**1954** LULAC (League of United Latin American Citizens) attorneys took the Hernandez vs. The State of Texas Lawsuit Case to the Supreme Court, winning the right for Mexican Americans to serve on juries.

[Source: <https://www.history.com/this-day-in-history/supreme-court-ruling-hernandez-v-texas#:~:text=charges%20of%20discrimination.,In%20Hernandez%20v.,and%20all%20other%20non%2Dwhites.>]

**1956** The Underwriting Manual of the Federal Housing Administration recommended that highways be used to separate communities by race and ethnicity (which was enacted into legislation in the Federal-Aid Highway Act of 1956).

[Source: <https://www.npr.org/2017/05/03/526655831/a-forgotten-history-of-how-the-u-s-government-segregated-america>]

**1959** The city purchased Hamilton Park which symbolically ended the social segregation of Dallas parks.

[Source: "A means to a Peaceful Transition: LB Houston and the Desegregation of Dallas Parks," Legacies Volume 28, Number 1, Spring 2016]

APPENDIX C.

# HISTORY OF CITY OF DALLAS

**1959** The city purchased Hamilton Park which symbolically ended the social segregation of Dallas parks.

[Source: "A means to a Peaceful Transition: LB Houston and the Desegregation of Dallas Parks," Legacies Volume 28, Number 1, Spring 2016]

**1970** Tasby v. Estes went to federal court. The argument focused on the fact that Black schools were inferior to white schools in quality of textbook, their libraries, their educational services, and the facilities. Because of these differences in quality, Black and Brown students were underperforming and it was being reflected in test scores (McCorkle, 2008, p. 311). Case finally closed in 06/2003: Judge Barefoot Sanders grants DISD’s motion to dismiss, stating “the segregation prohibited by the United States Constitution, the United States Supreme Court and federal statutes no longer exists in the DISD.”

[Source: [https://scholar.google.com/scholar?q=Tasby+v.+Estes&hl=en&as\\_sdt=6&as\\_vis=1&oi=scholar](https://scholar.google.com/scholar?q=Tasby+v.+Estes&hl=en&as_sdt=6&as_vis=1&oi=scholar)  
<https://www.loc.gov/exhibitions/drawing-justice-courtroom-illustrations/about-this-exhibition/federal-and-special-courts/school-desegregation-in-dallas/>  
<https://www.dallasnews.com/news/education/2015/08/17/sam-tasby-man-at-center-of-dallas-isd-desegregation-case-dies-at-93>]

**1991** The first City Council elections under the 14-1 single-member district plan were held. Nine whites, four African Americans, and two Latinos were elected to represent Dallas. This Council also included four women (a first for Dallas) (SOURCE) The 14-1 Ruling - Suing for Single-Member Voting Districts

[Source: [https://dallascityhall.com/government/citysecretary/archives/Pages/Archives\\_14-1home.aspx#:~:text=In%201991%2C%20the%20system%20of,all%20the%20citizens%20of%20Dallas.](https://dallascityhall.com/government/citysecretary/archives/Pages/Archives_14-1home.aspx#:~:text=In%201991%2C%20the%20system%20of,all%20the%20citizens%20of%20Dallas.)]

**2006** Mega-March in Dallas energized a new generation of Latinos – When it dawned on Sunday, April 9, 2006, nobody could have predicted that hundreds of thousands of Latinos would turn out to march in solidarity with immigrants that afternoon in Dallas. It’s estimated that 400,000 to 500,000 people marched that day from the Cathedral Shrine of Our Lady of Guadalupe to City Hall. Most of them were families, caught in a broken immigration system that many are still wrangling with today.

[Source: 2006 mega-march in Dallas energized a new generation of Latinos (dallasnews.com)]

**2012** Texas legislation enacted to recognize American Indian Heritage Day as a civic holiday the last Friday every September. [Source: <https://legiscan.com/TX/bill/HB174/2013> Texas HB174 | 2013-2014 | 83rd Legislature Summary (2013-05-10) Relating to creating American Indian Heritage Day.

[Source: <https://legiscan.com/TX/bill/HB174/2013>]

APPENDIX C.

# HISTORY OF CITY OF DALLAS

**2021** Juneteenth is recognized as a federal holiday. It commemorates an effective end of slavery in the United States. Juneteenth (short for “June Nineteenth”) marks the day when federal troops arrived in Galveston, Texas in 1865 to take control of the state and ensure that all enslaved people be freed.

[Source: <https://www.whitehouse.gov/briefing-room/presidential-actions/2022/06/17/a-proclamation-on-juneteenth-day-of-observance-2022/>; <https://www.nytimes.com/article/juneteenth-day-celebration.html>]

**2021** March 24, 2021, marked a pivotal point in the City of Dallas as the approval of its first Racial Equity Resolution was unanimously passed by City Council. While the resolution reaffirms the city of Dallas’ commitment to promote equity through all City policies and enhance efforts aimed at understanding, addressing, and dismantling racism and how it affects the delivery of human and social services, economic development, and public safety, it also directs the City Manager to begin working with external stakeholders to prepare a racial equity plan.

[Source: <https://dallascitynews.net/wp-content/uploads/2021/03/21-0503.pdf>]

APPENDIX D.

RELATED CITY PLANS

ECONOMIC, WORKFORCE, & COMMUNITY DEVELOPMENT CITY PLANS/INITIATIVES

Strategic Engagement Plan - N/A

Economic Development Policy - N/A

Dallas Economic Development Entity - N/A

Dallas Blueprint - N/A

Industry Profiles - N/A

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

ENVIRONMENTAL JUSTICE CITY PLANS/INITIATIVES

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

HOUSING RELATED CITY PLANS/INITIATIVES

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

Housing Policy Audit - 93 residents; 20 events

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

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

INFRASTRUCTURE CITY PLANS/INITIATIVES

Neighborhood Plus

Forward Dallas - 2000 residents engaged

Complete Streets Design Manual - 518 interviews

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

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

PUBLIC SAFETY CITY PLANS/INITIATIVES

DPD Violent Crime Reduction Plan - N/A

RIGHT Care Teams - N/A

Office of Community Police Oversight - N/A

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

Dallas Risk Terrain Modeling - N/A

Audit of City Boards and Commissions - N/A

APPENDIX D.

RELATED CITY PLANS

311	311
Budget and Management Services	BMS
Building Services Department	BSD
City Controller's Office	CCO
City Manager's Office	CMO
Civil Service	CVS
Communication, Outreach and Marketing	COM
Court & Detention Services	CTS
Department of Aviation	AVI
Department of Code Compliance	CCS
Department of Convention and Event Services	CCT
Department of Dallas Animal Services	DAS
Department of Equipment and Fleet Management	EFM
Department of Housing & Neighborhood Revitalization	HOU
Department of Human Resources	HR
Department of Information and Technology Services	DSV
Department of Planning and Urban Design	PUD
Department of Public Works	PBW
Department of Sanitation Services	SAN
Department of Transportation	TRN
Fire-Rescue Department	DFR
Dallas Public Library	DPL
Development Services	DEV
Mayor and City Council Office	MCC
Office of Arts and Culture	OCA
Office of Bond and Construction Management	BCM
Office of Community Care	OCC
Office of Community Police Oversight Board	OCPO
Office of Data Analytics & Business Intelligence	DBI
Office of Economic Development	ECO
Office of Emergency Management	OEM
Office of Environmental Quality & Sustainability	OEQ
Office of Equity and Inclusion	OEI
Office of Government Affairs	OGA
Office of Historic Preservation	OHP
Office of Homeless Solutions	OHS
Office of Integrated Public Safety Solutions	OIPSS
Office of Procurement Services	OPS
Office of Risk Management	ORM
Park & Recreation Department	PKR
Police Department	DPD
Small Business Center Department	SBC
Water Utilities Department	DWU

APPENDIX D.

RELATED CITY PLANS

SUMMARY OF INDICATORS AND SCORES

Theme	Topic	Indicator Name
Economic Opportunity	Business Development	Business Establishments
		Business Ownership
		Long-Term Business Vacancies
	Employment	Labor Force Non-Participation
		Unemployment
		High-Growth, High-Paying Employment
	Income	Median Full-Time Income
		Median Hourly Wage
		Median Household Income
	Poverty	Child Poverty
		Senior Poverty
		Working Poverty
Education	Early Education	Early Education Enrollment by Race
		Early Education Enrollment by Income
		Kindergarten Readiness
	Elementary and Middle School Education	Third-Grade Reading Proficiency
		Elementary and Middle School Academic Quality
		Middle School Suspensions
	High School Education	College Readiness
		High School Dropouts
		Distinguished Achievement Program (DAP) Graduation
	Education in the General Population	Adults with No High School Diploma
		High School Graduates Living in Poverty
		College-Educated Adults
Neighborhoods and Infrastructure	Access to Housing	Homeownership
		Evictions
		Home Loan Denials
	Housing Affordability and Services	Housing Cost Burden
		Internet Access
		Utility Expenses
	Neighborhoods	Long-Term Residential Vacancies
		Street Quality
		Access to Parks
	Transportation	Private Vehicle Availability
		Commute Time
		Transit Frequency
Justice and Government	Civic Life	Sense of Community
		Representation in Government
		Government Service Satisfaction
	Incarceration	Fines and Fees
		Jail Admissions
		Juvenile Detentions
	Law Enforcement	Arrests
		Police Force Diversity
		Traffic Stops and Searches
	Victimization	Property Crime
		Violent Crime
		Domestic Violence
Public Health	Access to Health Care	Health Care Provider
		Health Insurance
		Prenatal Care
	Population Health	Chronic Disease
		Mortality
		Opioid-Related Deaths
	Maternal and Child Health	Infant Mortality
		Teen Pregnancy
		Low Birth Weight
	Health Risk Factors	Child Food Insecurity
		Physical Activity
		Smoking

APPENDIX D.

RELATED CITY PLANS

Indicator Scores			Topic Scores			Theme Scores			City Scores											
2018	2019	Change	2018	2019	Change	2018	2019	Change	2018	2019	Change									
40	40	0	49.67	50.33	0.67	39.67	40.75	1.08	38.75	39.77	1.02									
33	37	4																		
76	74	-2																		
65	62	-3	42.67	40.33	-2.33															
40	39	-1																		
23	20	-3																		
40	40	0	40.67	39.67	-1.00															
43	41	-2																		
39	38	-1																		
33	34	1	25.67	32.67	7.00															
29	47	18																		
15	17	2																		
48	48	0	58.67	54.33	-4.33	32.42	38.50	6.08												
68	75	7																		
60	40	-20																		
53	63	10	30.67	38.33	7.67															
38	51	13																		
1	1	0																		
20	35	15	24.33	45.00	20.67															
40	78	38																		
13	22	9																		
1	1	0	16.00	16.33	0.33															
30	33	3																		
17	15	-2																		
40	39	-1	35.33	32.33	-3.00	50.50	47.42	-3.08												
29	21	-8																		
37	37	0																		
47	40	-7	41.33	35.00	-6.33															
28	23	-5																		
49	42	-7																		
16	15	-1	50.00	48.33	-1.67															
91	87	-4																		
43	43	0																		
75	72	-3	75.33	74.00	-1.33															
78	76	-2																		
73	74	1																		
80	80	0	56.67	56.67	0.00	32.17	32.25	0.08												
12	12	0																		
78	78	0																		
63	60	-3	21.67	20.67	-1.00															
1	1	0																		
1	1	0																		
1	1	0	23.67	23.33	-0.33															
34	35	1																		
36	34	-2																		
54	54	0	26.67	28.33	1.67															
25	30	5																		
1	1	0																		
37	40	3	39.67	41.67	2.00	39.00	39.92	0.92												
26	29	3																		
56	56	0																		
36	35	-1	26.67	26.33	-0.33															
16	17	1																		
28	27	-1																		
37	38	1	28.00	28.67	0.67															
6	7	1																		
41	41	0																		
19	20	1	61.67	63.00	1.33															
69	69	0																		
97	100	3																		

APPENDIX F.

EQUITY INDICATORS SCORES

2018 DATA BY INDICATOR

#	Indicator Name	Asian	Black	Hispanic	White	Other*	Male	Female	< 100%	100-185%	> 185%
									Poverty	Poverty	Poverty
1	Business Establishments	-	801.25	1,195.73	1,569.00	1,652.75	-	-	-	-	-
2	Business Ownership	8.90%	3.79%	8.03%	12.10%	10.10%	10.40%	6.90%	-	-	-
3	Long-Term Business Vacancies	-	10.24%	11.44%	10.23%	9.59%	-	-	-	-	-
4	Labor Force Non-Participation	23.05%	23.18%	21.36%	16.50%	15.48%	12.70%	27.32%	-	-	-
5	Unemployment	4.90%	6.09%	2.88%	2.84%	5.00%	3.32%	4.06%	-	-	-
6	High-Growth, High-Paying Employment	53.29%	24.67%	11.56%	45.95%	39.23%	32.50%	28.00%	-	-	-
7	Median Full-Time Income	\$54,410	\$33,956	\$28,212	\$60,455	\$50,379	\$40,304	\$36,273	-	-	-
8	Median Hourly Wage	\$22.23	\$14.82	\$12.84	\$24.79	\$21.40	\$17.78	\$15.81	-	-	-
9	Median Household Income	\$60,455.28	\$35,769.38	\$54,409.75	\$78,591.87	\$42,318.70	\$60,455.28	\$45,341.46	-	-	-
10	Child Poverty	11.80%	39.70%	30.90%	12.90%	18.10%	28.00%	27.30%	-	-	-
11	Senior Poverty	18.09%	18.61%	20.20%	5.50%	12.13%	9.00%	13.00%	-	-	-
12	Working Poverty	14.20%	26.20%	38.80%	6.10%	17.40%	22.60%	22.10%	-	-	-
13	Early Education Enrollment by Race	33.69%	57.64%	35.60%	64.50%	56.30%	45.40%	49.30%	-	-	-
14	Early Education Enrollment by Income	-	-	-	-	-	-	-	41.04%	40.67%	55.12%
15	Kindergarten Readiness	-	52.89%	58.84%	79.66%	61.79%	58.04%	63.11%	-	-	-
16	Third-Grade Reading Proficiency	77.36%	51.80%	87.41%	87.41%	-	-	-	-	-	-
17	Elementary and Middle School Academic Quality	32.50%	24.90%	28.70%	60.74%	-	-	-	-	-	-
18	Middle School Suspensions	2117	335.32	174.50	219.96	-	-	-	-	-	-
19	College Readiness	40.10%	14.00%	12.00%	62.80%	-	-	-	-	-	-
20	High School Dropouts	11.10%	8.30%	7.40%	5.50%	-	-	-	-	-	-
21	Distinguished Achievement Program (DAP) Graduation	24.83%	3.55%	4.48%	21.67%	-	-	-	-	-	-
22	Adults with No High School Diploma	12.48%	9.80%	44.94%	4.39%	8.34%	22.10%	19.10%	-	-	-
23	High School Graduates Living in Poverty	11.65%	19.40%	12.58%	5.36%	7.38%	-	-	-	-	-
24	College-Educated Adults	66.00%	21.37%	11.03%	60.23%	47.38%	34.30%	34.80%	-	-	-
25	Homeownership	45.05%	27.61%	45.10%	56.98%	27.42%	47.90%	43.50%	-	-	-
26	Evictions	-	0.97%	3.05%	0.81%	2.78%	-	-	-	-	-
27	Home Loan Denials	11.70%	19.59%	12.96%	7.79%	-	-	-	-	-	-
28	Housing Cost Burden	24.77%	32.89%	25.52%	17.99%	25.61%	18.60%	29.30%	-	-	-
29	Internet Access	5.28%	32.07%	27.28%	8.18%	5.90%	17.20%	20.30%	-	-	-
30	Utility Expenses	2.55%	4.28%	4.57%	2.59%	2.82%	3.03%	3.95%	-	-	-

APPENDIX F.

EQUITY INDICATORS SCORES

#	Indicator Name	Asian	Black	Hispanic	White	Other*	Male	Female	< 100%	100-185%	> 185%
									Poverty	Poverty	Poverty
31	Long-Term Residential Vacancies	-	516%	2.13%	0.86%	1.37%	-	-	-	-	-
32	Street Quality	-	65.76	64.13	63.66	66.62	-	-	-	-	-
33	Access to Parks	-	1.84	0.99	0.99	0.95	-	-	-	-	-
34	Private Vehicle Availability	0.86	0.83	0.91	1.01	0.93	0.96	0.90	-	-	-
35	Commute Time	26.44	27.88	28.49	24.90	26.60	27.90	25.61	-	-	-
36	Transit Frequency	-	63.8	79.33	78.62	77.23	-	-	-	-	-
37	Sense of Community	2.65	2.40	2.44	2.51	-	-	-	-	-	-
38	Representation in Government	0.81	0.83	0.31	2.23	0.25	1.31	0.70	-	-	-
39	Government Service Satisfaction	2.86	2.55	2.48	2.54	-	-	-	-	-	-
40	Fines and Fees	\$257	\$370	\$292	\$301.51	\$285	-	-	-	-	-
41	Jail Admissions	4	68	20	29	-	-	-	-	-	-
42	Juvenile Detentions	3	124	44	27	-	-	-	-	-	-
43	Arrests	7	83	25	31	-	-	-	-	-	-
44	Police Force Diversity	0.66	1.21	0.53	1.57	-	1.47	0.53	-	-	-
45	Traffic Stops and Searches	6.22%	16.86%	10.38%	10.94%	-	-	-	-	-	-
46	Property Crime	-	43	29	27	26	-	-	-	-	-
47	Violent Crime	3	14	7	4	-	-	-	-	-	-
48	Domestic Violence	1.7	25.58	7.71	6.09	2.12	-	-	-	-	-
49	Health Care Provider	-	28.40%	58.80%	23.50%	-	-	-	-	-	-
50	Health Insurance	12.50%	19.10%	33.20%	8.10%	14.30%	22.00%	19.10%	-	-	-
51	Prenatal Care	-	43.93%	53.45%	71.03%	55.70%	-	-	-	-	-
52	Chronic Disease	-	-	-	24.70%	9.00%	-	-	-	-	-
53	Mortality	-	0.73%	0.20%	1.21%	0.27%	-	-	-	-	-
54	Opioid-Related Deaths	-	0.61%	2.40%	1.08%	-	-	-	-	-	-
55	Infant Mortality	-	1.35%	0.55%	0.57%	-	-	-	-	-	-
56	Teen Pregnancy	-	3.80%	4.40%	0.50%	-	-	-	-	-	-
57	Low Birth Weight	-	13.99%	7.07%	7.91%	9.45%	-	-	-	-	-
58	Child Food Insecurity	12.88%	34.21%	25.57%	6.51%	24.20%	13.52%	28.49%	-	-	-
59	Physical Activity	-	59.50%	66.00%	49.90%	-	-	-	-	-	-
60	Smoking	-	-	-	12.10%	12.30%	-	-	-	-	-

APPENDIX F.

EQUITY INDICATORS SCORES

2019 DATA BY INDICATOR

#	Indicator Name	Asian	Black	Hispanic	White	Other*	Male	Female	< 100%	100-185%	> 185%
									Poverty	Poverty	Poverty
1	Business Establishments	-	821.63	1,203.67	1,580.13	1,684.00	-	-	-	-	-
2	Business Ownership	9.83%	4.18%	9.22%	10.70%	7.70%	10.90%	6.50%	-	-	-
3	Long-Term Business Vacancies	-	10.42%	11.86%	10.09%	9.66%	-	-	-	-	-
4	Labor Force Non-Participation	20.85%	25.31%	21.58%	17.29%	15.38%	12.37%	29.00%	-	-	-
5	Unemployment	3.01%	7.39%	3.11%	3.27%	2.28%	3.81%	4.17%	-	-	-
6	High-Growth, High-Paying Employment	61.85%	17.20%	11.94%	46.53%	37.12%	32.20%	26.70%	-	-	-
7	Median Full-Time Income	\$64,716	\$34,380	\$30,336	\$62,694	\$50,559	\$41,257	\$40,448	-	-	-
8	Median Hourly Wage	\$27.76	\$15.17	\$13.22	\$26.27	\$21.81	\$18.00	\$17.43	-	-	-
9	Median Household Income	\$83,928.69	\$33,672.59	\$47,525.88	\$78,569.38	\$60,671.34	\$63,300.43	\$48,334.84	-	-	-
10	Child Poverty	18.10%	35.20%	27.50%	11.90%	19.80%	26.00%	24.20%	-	-	-
11	Senior Poverty	12.29%	25.75%	15.76%	8.61%	9.64%	10.30%	15.80%	-	-	-
12	Working Poverty	11.20%	26.40%	34.40%	5.95%	17.85%	21.30%	19.90%	-	-	-
13	Early Education Enrollment by Race	73.06%	55.44%	34.66%	62.60%	47.30%	48.70%	43.00%	-	-	-
14	Early Education Enrollment by Income	-	-	-	-	-	-	-	32.49%	43.86%	52.96%
15	Kindergarten Readiness	-	31.52%	49.37%	63.54%	38.00%	44.86%	49.14%	-	-	-
16	Third-Grade Reading Proficiency	82.09%	62.79%	74.38%	91.03%	-	-	-	-	-	-
17	Elementary and Middle School Academic Quality	45.92%	37.38%	44.05%	65.33%	-	-	-	-	-	-
18	Middle School Suspensions	26.34	289.82	149.90	212.60	-	-	-	-	-	-
19	College Readiness	41.50%	17.60%	24.30%	67.40%	-	-	-	-	-	-
20	High School Dropouts	8.60%	7.90%	7.40%	7.50%	-	-	-	-	-	-
21	Distinguished Achievement Program (DAP) Graduation	21.77%	4.54%	6.78%	26.32%	-	-	-	-	-	-
22	Adults with No High School Diploma	9.63%	8.42%	44.58%	3.77%	5.91%	22.10%	18.10%	-	-	-
23	High School Graduates Living in Poverty	8.27%	19.33%	11.17%	6.27%	9.30%	-	-	-	-	-
24	College-Educated Adults	68.73%	20.57%	10.90%	60.74%	49.00%	33.00%	35.80%	-	-	-
25	Homeownership	45.63%	24.56%	44.39%	56.40%	30.25%	47.00%	42.30%	-	-	-
26	Evictions	-	0.06%	2.09%	0.42%	1.74%	-	-	-	-	-
27	Home Loan Denials	12.43%	19.74%	14.09%	7.89%	-	-	-	-	-	-
28	Housing Cost Burden	23.81%	39.63%	26.03%	19.23%	27.02%	22.00%	30.40%	-	-	-
29	Internet Access	3.08%	27.32%	20.70%	5.96%	7.58%	14.50%	15.40%	-	-	-
30	Utility Expenses	2.18%	4.46%	4.28%	2.47%	3.11%	2.86%	3.78%	-	-	-

APPENDIX F.

EQUITY INDICATORS SCORES

#	Indicator Name	Asian	Black	Hispanic	White	Other*	Male	Female	< 100%	100-185%	> 185%
									Poverty	Poverty	Poverty
31	Long-Term Residential Vacancies	-	5.15%	2.26%	0.80%	1.48%	-	-	-	-	-
32	Street Quality	-	65.68	63.81	62.76	67.01	-	-	-	-	-
33	Access to Parks	-	1.84	0.99	0.99	0.95	-	-	-	-	-
34	Private Vehicle Availability	0.88	0.81	0.90	1.02	0.96	0.96	0.89	-	-	-
35	Commute Time	26.24	30.86	30.29	25.45	26.33	29.57	26.67	-	-	-
36	Transit Frequency	-	64.19	79.04	79.21	77.48	-	-	-	-	-
37	Sense of Community	2.65	2.40	2.44	2.51	-	-	-	-	-	-
38	Representation in Government	0.81	0.83	0.31	2.23	0.25	1.31	0.70	-	-	-
39	Government Service Satisfaction	2.86	2.55	2.48	2.54	-	-	-	-	-	-
40	Fines and Fees	\$243.85	\$368.72	\$267.20	\$288.23	\$318.76	-	-	-	-	-
41	Jail Admissions	5	71	19	28	-	-	-	-	-	-
42	Juvenile Detentions	3	125	48	29	-	-	-	-	-	-
43	Arrests	7	82	23	28	-	-	-	-	-	-
44	Police Force Diversity	0.71	1.25	0.55	1.52	-	1.46	0.55	-	-	-
45	Traffic Stops and Searches	5.40%	16.16%	9.23%	10.10%	-	-	-	-	-	-
46	Property Crime	-	40	29	31	24	-	-	-	-	-
47	Violent Crime	4	14	7	5	-	-	-	-	-	-
48	Domestic Violence	1.89	24.97	7.56	6.19	1.12	-	-	-	-	-
49	Health Care Provider	-	-	46.50%	23.00%	-	-	-	-	-	-
50	Health Insurance	13.50%	18.50%	35.80%	9.50%	13.00%	24.10%	20.30%	-	-	-
51	Prenatal Care	-	45.00%	53.00%	72.80%	53.70%	-	-	-	-	-
52	Chronic Disease	-	-	-	20.20%	7.30%	-	-	-	-	-
53	Mortality	-	0.74%	0.21%	1.24%	0.28%	-	-	-	-	-
54	Opioid-Related Deaths	-	0.39%	1.57%	1.00%	-	-	-	-	-	-
55	Infant Mortality	-	1.32%	0.56%	0.24%	-	-	-	-	-	-
56	Teen Pregnancy	-	3.20%	4.30%	0.50%	0.90%	-	-	-	-	-
57	Low Birth Weight	-	13.61%	6.86%	6.65%	8.59%	-	-	-	-	-
58	Child Food Insecurity	12.22%	39.54%	24.98%	7.72%	9.48%	13.99%	29.74%	-	-	-
59	Physical Activity	-	59.50%	66.00%	49.90%	-	-	-	-	-	-
60	Smoking	-	-	-	15.60%	15.00%	-	-	-	-	-

APPENDIX F.

EQUITY INDICATORS SCORES

RATIO-TO-SCORE CONVERSION TABLE

RATIO			RATIO			RATIO		
FROM	TO	SCORE RANGE	FROM	TO	SCORE RANGE	FROM	TO	SCORE RANGE
0	1.004	100	1.38	1.399	66	3.2	3.349	32
1.005	1.009	99	1.4	1.419	65	3.35	3.499	31
1.01	1.014	98	1.42	1.439	64	3.5	3.649	30
1.015	1.019	97	1.44	1.459	63	3.65	3.799	29
1.02	1.024	96	1.46	1.479	62	3.8	3.949	28
1.025	1.029	95	1.48	1.499	61	3.95	4.099	27
1.03	1.034	94	1.5	1.524	60	4.1	4.249	26
1.035	1.039	93	1.525	1.549	59	4.25	4.399	25
1.04	1.044	92	1.55	1.574	58	4.4	4.549	24
1.045	1.049	91	1.575	1.599	57	4.55	4.699	23
1.05	1.054	90	1.6	1.624	56	4.7	4.849	22
1.055	1.059	89	1.625	1.649	55	4.85	4.999	21
1.06	1.064	88	1.65	1.674	54	5	5.249	20
1.065	1.069	87	1.675	1.699	53	5.25	5.499	19
1.07	1.074	86	1.7	1.724	52	5.5	5.749	18
1.075	1.079	85	1.725	1.749	51	5.75	5.999	17
1.08	1.084	84	1.75	1.774	50	6	6.249	16
1.085	1.089	83	1.775	1.799	49	6.25	6.499	15
1.09	1.094	82	1.8	1.824	48	6.5	6.749	14
1.095	1.099	81	1.825	1.849	47	6.75	6.999	13
1.1	1.119	80	1.85	1.874	46	7	7.249	12
1.12	1.139	79	1.875	1.899	45	7.25	7.499	11
1.14	1.159	78	1.9	1.924	44	7.5	7.749	10
1.16	1.179	77	1.925	1.949	43	7.75	7.999	9
1.18	1.199	76	1.95	1.974	42	8	8.249	8
1.2	1.219	75	1.975	1.999	41	8.25	8.499	7
1.22	1.239	74	2	2.149	40	8.5	8.749	6
1.24	1.259	73	2.15	2.299	39	8.75	8.999	5
1.26	1.279	72	2.3	2.449	38	9	9.249	4
1.28	1.299	71	2.45	2.599	37	9.25	9.499	3
1.3	1.319	70	2.6	2.749	36	9.5	9.749	2
1.32	1.339	69	2.75	2.899	35	9.75	10.000+	1
1.34	1.359	68	2.9	3.049	34			
1.36	1.379	67	3.05	3.199	33			

APPENDIX G.

RACIAL EQUITY PLAN GLOSSARY

- **Accountability:** Being responsive to the needs and concerns of those most impacted as demonstrated by the Equity Indicators Report.
- **Community Engagement:** Relationship building and communication; methods of engagement to help heal and repair community-government relation. Four levels of engagement include inform, collaborate, consult and shared decision making.
- **Disaggregated Data:** Information broken down into smaller sub-populations, for instance, race, ethnicity, socioeconomic status, age or gender. \*The use of Qualitative and quantitative disaggregated data demonstrates an understanding of unique needs and helps departments to understand root causes of disparities.
- **Disparities:** A measure that indicates a difference between specific groups or populations; the difference is usually unfair.
- **Diversity:** A representation of many different types of individuals across dimensions including but not limited to race, gender, ability, religion, sexual orientation, and socioeconomic status.
- **Equity:** Each person has the resources and services necessary to thrive in each person’s own unique identities, circumstances, and histories; reducing disparities while improving outcomes for all.
- **Equity Lens/Framework:** A way of analyzing policies, practices, and procedures through data, community engagement and accountability.
- **Equity Priority Areas:** those areas that demonstrate the greatest investment needs using multiple tools and data consistent with the Equity Impact Assessment Tool, Racially & Ethnically Concentrated Areas of Poverty (HUD – Department of Housing and Urban Development), Market Value Analysis, Social Vulnerability Index (CDC – Center for Disease Control and Prevention) and Qualified Census Tracts (HUD).
- **Ethnicity:** A term that refers to an individual’s cultural attributes including but not limited to nationality, language, and ancestry.
- **Historically Disadvantaged Communities:** A term often used in the United States to refer to communities with the greatest need, communities of color, lower-income neighborhoods, or those neighborhoods that lack access to needed resources including health care, infrastructure, economic opportunities, and retail stores, among others. Least resourced communities.
- **Implicit Bias:** Stereotypes or attitudes towards marginalized populations that unconsciously impact one’s understanding, actions, or decisions. Acting without implicit bias does not equate to acting equitably.
- **Inclusion:** The intentional act of welcoming various populations and creating an environment that allows marginalized individuals to feel included.
- **Individual Racism:** is pre-judgment, bias, or discrimination by an individual based on race and it incorporates both internalized and interpersonal racism.

APPENDIX G.

# RACIAL EQUITY PLAN GLOSSARY

- **Inequitable/inequities:** Lack of fairness or justice. Favoritism or bias. An unfair circumstance or proceeding.
- **Interpersonal Racism:** occurs between at least two people. It is the bias that happens when individuals interact with others and their personal racial beliefs affect their public interactions.
- **Intersectionality:** A way of understanding race, gender, class, sexual orientation, nationality and other identities and circumstances as combining to socially advantage and disadvantage various individuals differently.
- **Marginalized:** A reference to a person or group who have been systemically isolated from resources necessary to thrive, often by means of segregation, separation, and lack of access.
- **Prejudice:** is an uninformed opinion or belief established without thoughtful reason regarding ethnic, racial, or socioeconomic people groups.
- **Privilege:** A systemic valuing, favoring, or enhancing that only certain populations benefit from based on the group of which they are a part.
- **Qualitative Data:** Descriptive data, expressed in language rather than numerical values; answers the “why” or “how” behind the numbers.
- **Quantitative Data:** Data expressing a certain quantity, amount, or range; statistical, can be counted, and given a numerical value.
- **Race:** A social construct that categorizes individuals based on their physical characteristics, particularly skin color and hair texture.
- **Racial Equity:** A situation that is achieved when people are thriving, and race no longer determines or predicts one’s social outcomes or ability to thrive.
- **Specificity:** Used to demonstrate, evaluate, and support the accuracy of information.
- **Underserved:** A reference to people or places who have historically or contemporarily not received equitable resources in health, education, justice, or socioeconomic systems.

APPENDIX H.

# RACIAL EQUITY RESOLUTION

210503  
March 24, 2021

**WHEREAS**, the City of Dallas’ definition of racial equity is a situation that is achieved when people are thriving and race no longer statistically dictates, determines, or predicts one’s social outcome or ability to thrive; and

**WHEREAS**, Dallas is a city with a population of just under 1,344,000, including 24.3 percent African-American residents, 41.8 percent Hispanic/Latinx residents, 3.4 percent Asian residents, and 0.3 percent American Indian residents; and

**WHEREAS**, the City of Dallas seeks to provide equitable access and opportunities for success for all of its residents; and

**WHEREAS**, nationally, numerous data sources demonstrate a lack of equity among people of different races, ethnicities, and national origins; and  
**WHEREAS**, equity is a critical factor in individual, family, neighborhood, and community success over a number of metrics - economic, education, housing, health, and access to public facilities and essential services; and

**WHEREAS**, the City of Dallas has a deep resolve to promote racial equity, inclusion, and diversity in all aspects of city government; and

**WHEREAS**, the City’s commitment is exemplified by the adoption of the Resilient Dallas Strategy, which helps fosters a practice of resilience thinking by building opportunities for strategic engagement, leveraging community partnerships, and collaborating and strengthening communication with all residents and constituents; the creation of the Office of Equity and Inclusion in an effort to institutionalize and advance equity in city government to provide equitable access and opportunities for success for all Dallas residents; the collaboration with the City University of New York’s Institute for State and Local Governance, Every Texan (formerly the Center for Public Policy Priorities), and the Communities Foundation of Texas for the Dallas Equity Indicators project which helps measure disparities and advance equity in our community to focus public policy efforts on improving outcomes for all residents; and contracting with Race Forward dba Government Alliance on Race and Equity (GARE) to assist with equity implementation across the city; and

**WHEREAS**, the City Council passed Resolution No. 19-0804 that recognized racial inequities brought on by a legacy of systemic racism and unjust practices and resolved to promote equity and committed to make every effort possible to commit more resources to areas and populations where data demonstrates the needs are greatest by establishing a baseline of where the organization is as it relates to equity, providing equity training to all city employees, creation of an Equity Core Team who is responsible for designing, coordinating, and organizing equity plans across the organization, and creation of an Equity Budget Team that received additional training on the utilization of the equity tool for budget development purposes; and

## APPENDIX H. RACIAL EQUITY RESOLUTION

**WHEREAS**, racial equity is accepted as an imperative and priority throughout the organization and within the community; and

**WHEREAS**, the City of Dallas recognizes short and long-term reforms and remedies focused on building racial justice must consider the breadth of issues and interactive relationships between policy areas, extending not only into substantive reform, but also into budget, procurement, and personnel decisions; and

**WHEREAS**, the City of Dallas pledges to demonstrate its commitment to racial equity through equitable investment and future funding decisions for specific projects, inclusive practices, and socially just policies; and

**WHEREAS**, the City of Dallas understands that government is needed to help solve the problem created by governmental policies and practices and recognizes that humanity and residents of the City of Dallas are inextricably bound to one another; and

**WHEREAS**, we desire the City of Dallas to be a place where all are welcome and treated with empathy, respect, fairness, and trust; and

**WHEREAS**, the City of Dallas seeks a meaningful and thoughtful way to heal the wounds of our past, reconcile the differences of our present, and unify around the path forward toward a future of hope for all of our residents.

**Now**, Therefore,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DALLAS:

**SECTION 1. The City will continue to promote equity through all policies of the city and enhance educational efforts aimed at understanding**, addressing, and dismantling racism and how it affects the delivery of human and social services, economic development, and public safety.

**SECTION 2. The City will continue to use equity principles in developing and evaluating the city's budget.**

**SECTION 3. The City supports groups and initiatives that promote racial equity and will work with the community to find innovative solutions and resources and solidify alliances and partnerships with other organizations that are confronting racism.**

**SECTION 4. The City will work to progress as an equity and justice-oriented organization**, with the City Council and its staff leadership continuing to identify specific activities to further enhance diversity and inclusion and to ensure antiracism principles across the city's leadership, staffing, and contracting.

## APPENDIX H. RACIAL EQUITY RESOLUTION

**SECTION 5.** The City is committed to continuing to make equity a priority for its residents of all racial, ethnic, and national origins, and will make equity a focal point through all policies, initiatives, and programs of the city.

**SECTION 6.** The City Council hereby directs the city manager to begin working with external stakeholders to prepare a racial equity plan.

**SECTION 7.** That this resolution shall take effect immediately from and after its passage in accordance with the provisions of the City Charter of the City of Dallas, and it is accordingly resolved.





2022-2023

# Racial Equity Plan



City of Dallas



CITY OF DALLAS  
OFFICE OF EQUITY  
& INCLUSION

