

MINUTES OF THE CITY COUNCIL COMMITTEE
TUESDAY, OCTOBER 10, 2023

23-0019

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

PRESENT: [7] Schultz, Arnold, *Resendez, Bazaldua, Blackmon (**9:13 a.m.), Willis,
Ridley

ABSENT: [0]

The meeting was called to order at 9:05 a.m. with a quorum of the committee present.

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

After all business properly brought before the committee had been considered, the meeting adjourned at 10:50 a.m.

Chair

ATTEST:

City Secretary Staff

Date Approved

The agenda is attached to the minutes of this meeting as EXHIBIT A.

The actions taken on each matter considered by the committee are attached to the minutes of this meeting as EXHIBIT B.

The briefing materials are attached to the minutes of this meeting as EXHIBIT C.

***Note: Members of the Committee participated in this meeting by video conference.**

**** Note: Indicates arrival time after meeting called to order/reconvened.**

MINUTES OF THE CITY COUNCIL COMMITTEE
TUESDAY, OCTOBER 10, 2023

EXHIBIT A

RECEIVED

2023 OCT -5 PM 1:26

**CITY SECRETARY
DALLAS, TEXAS**

City of Dallas

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

Public Notice

230870

POSTED CITY SECRETARY
DALLAS, TX



Workforce, Education, and Equity Committee

October 10, 2023

9:00 AM

2023 CITY COUNCIL APPOINTMENTS

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

(C) – Chair, (VC) – Vice Chair

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

General Information

The Dallas Council Committees regularly meet on Mondays beginning at 9:00 a.m. and 1:00 p.m. in the Council Chambers, 6th floor, City Hall, 1500 Marilla. Council Committee agenda meetings are broadcast live on bit.ly/cityofdallastv and on Time Warner City Cable Channel 16.

Sign interpreters are available upon request with a 48-hour advance notice by calling (214) 670-5208 V/TDD. The City of Dallas is committed to compliance with the Americans with Disabilities Act. **The Council agenda is available in alternative formats upon request.**

If you have any questions about this agenda or comments or complaints about city services, call 311.

Rules of Courtesy

City Council meetings bring together citizens of many varied interests and ideas. To insure fairness and orderly meetings, the Council has adopted rules of courtesy which apply to all members of the Council, administrative staff, news media, citizens and visitors. These procedures provide:

- That no one shall delay or interrupt the proceedings, or refuse to obey the orders of the presiding officer.
- All persons should refrain from private conversation, eating, drinking and smoking while in the Council Chamber.
- Posters or placards must remain outside the Council Chamber.
- No cellular phones or audible beepers allowed in Council Chamber while City Council is in session.

"Citizens and other visitors attending City Council meetings shall observe the same rules of propriety, decorum and good conduct applicable to members of the City Council. Any person making personal, impertinent, profane or slanderous remarks or who becomes boisterous while addressing the City Council or while attending the City Council meeting shall be removed from the room if the sergeant-at-arms is so directed by the presiding officer, and the person shall be barred from further audience before the City Council during that session of the City Council. If the presiding officer fails to act, any member of the City Council may move to require enforcement of the rules, and the affirmative vote of a majority of the City Council shall require the presiding officer to act." Section 3.3(c) of the City Council Rules of Procedure.

Información General

Los Comités del Concejo de la Ciudad de Dallas se reúnen regularmente los lunes en la Cámara del consejo en el sexto piso del Ayuntamiento, 1500 Marilla, a partir de las 9:00 a.m. y la 1:00 p.m. Las reuniones de la agenda del Comité del Consejo se transmiten en vivo por la estación de bit.ly/cityofdallastv y por cablevisión en la estación *Time Warner City Cable Canal 16*.

Intérpretes para personas con impedimentos auditivos están disponibles si lo solicita con 48 horas de anticipación llamando al (214) 670-5208 (aparato auditivo V/TDD). La Ciudad de Dallas se esfuerza por cumplir con el decreto que protege a las personas con impedimentos, *Americans with Disabilities Act*. **La agenda del Ayuntamiento está disponible en formatos alternos si lo solicita.**

Si tiene preguntas sobre esta agenda, o si desea hacer comentarios o presentar quejas con respecto a servicios de la Ciudad, llame al 311.

Reglas de Cortesía

Las asambleas del Ayuntamiento Municipal reúnen a ciudadanos de diversos intereses e ideologías. Para asegurar la imparcialidad y el orden durante las asambleas, el Ayuntamiento ha adoptado ciertas reglas de cortesía que aplican a todos los miembros del Ayuntamiento, al personal administrativo, personal de los medios de comunicación, a los ciudadanos, y a visitantes. Estos reglamentos establecen lo siguiente:

- Ninguna persona retrasará o interrumpirá los procedimientos, o se negará a obedecer las órdenes del oficial que preside la asamblea.
- Todas las personas deben abstenerse de entablar conversaciones, comer, beber y fumar dentro de la cámara del Ayuntamiento.
- Anuncios y pancartas deben permanecer fuera de la cámara del Ayuntamiento.
- No se permite usar teléfonos celulares o enlaces electrónicos (*paggers*) audibles en la cámara del Ayuntamiento durante audiencias del Ayuntamiento Municipal

"Los ciudadanos y visitantes presentes durante las asambleas del Ayuntamiento Municipal deben de obedecer las mismas reglas de comportamiento, decoro y buena conducta que se aplican a los miembros del Ayuntamiento Municipal. Cualquier persona que haga comentarios impertinentes, utilice vocabulario obsceno o difamatorio, o que al dirigirse al Ayuntamiento lo haga en forma escandalosa, o si causa disturbio durante la asamblea del Ayuntamiento Municipal, será expulsada de la cámara si el oficial que este presidiendo la asamblea así lo ordena. Además, se le prohibirá continuar participando en la audiencia ante el Ayuntamiento Municipal. Si el oficial que preside la asamblea no toma acción, cualquier otro miembro del Ayuntamiento Municipal puede tomar medidas para hacer cumplir las reglas establecidas, y el voto afirmativo de la mayoría del Ayuntamiento Municipal precisará al oficial que este presidiendo la sesión a tomar acción." Según la sección 3.3 (c) de las reglas de procedimientos del Ayuntamiento.

Handgun Prohibition Notice for Meetings of Governmental Entities

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

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

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

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

"Pursuant to Section 46.03, Penal Code (places weapons prohibited), a person may not carry a firearm or other weapon into any open meeting on this property."

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

The City Council Workforce, Education, and Equity Committee meeting will be held by video conference and in the Council Chambers, 6th Floor at City Hall.

The public is encouraged to attend the meeting virtually; however, City Hall is available for those wishing to attend the meeting in person following all current pandemic-related public health protocols.

The following video conference link is available to the public to listen to the meeting and Public Affairs and Outreach will also stream the City Council Workforce, Education, and Equity Committee on Spectrum Cable Channels 16 (English) and 95 (Spanish) and at bit.ly/cityofdallastv:

Call to Order

MINUTES

1. [23-2562](#) Approval of the September 11, 2023 Workforce, Education, and Equity Committee Meeting Minutes

Attachments: [Minutes](#)

BRIEFING ITEMS

- A. [23-2559](#) Workforce/Education (External): Small Business Center Overview of Divisions and Update on Two Year Operational Roadmap/Plan [Joyce Williams, Director, Small Business Center; HR&A Consultants]

Attachments: [Presentation](#)

- B. [23-2575](#) Workforce/Education (External): FreshStart Employment Program Update Regarding Program Modifications, Metrics, and Impact [Joyce Williams, Director, Small Business Center; Dena Owens, Manager, SBC Workforce Initiatives, Small Business Center; Anthony Murphy, Outreach Specialist, Office of Homeless Solutions]

Attachments: [Presentation](#)

- C. [23-2563](#) Equity (External): Update on Aligning the Racial Equity Plan with the City's Proposed 2024 Bond Program
[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Juarod Cal, Operation Research Analyst, Office of Equity and Inclusion; Jennifer Nicewander, P.E., Interim Director, Office of Bond and Construction Management; Candi Green, Assistant Director, Bond Programs; Dr. Brita Andercheck, Director, Office of Data Analytics and Business Intelligence]

Attachments: [Presentation](#)

- D. [23-2560](#) Equity (Internal): Update - Metrics and Analysis of Racial Equity Plan's City Department Progress Measures as of October 2023
[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Dr. Lisa Rainey, Equity Officer, Office of Equity and Inclusion]

Attachments: [Presentation](#)

BRIEFING MEMOS

- E. [23-2564](#) (Internal): Upcoming Agenda Item October 25, 2023, Approval to Accept Financial Empowerment Cities Grant
[Jessica Galleshaw, Director, Office of Community Care]

Attachments: [Memorandum](#)

ADJOURNMENT

EXECUTIVE SESSION NOTICE

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

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

MINUTES OF THE CITY COUNCIL COMMITTEE
TUESDAY, OCTOBER 10, 2023

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

OCTOBER 10, 2023

Item 1: Approval of the September 11, 2023 Workforce, Education, and Equity Committee Meeting Minutes

Councilmember Ridley moved to adopt the minutes as presented.

Motion seconded by Councilmember Willis and unanimously adopted. (Blackmon absent when vote taken)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

OCTOBER 10, 2023

BRIEFING ITEMS

Item A: Workforce/Education (External): Small Business Center Overview of Divisions and Update on Two Year Operational Roadmap/Plan

The following individuals briefed the committee on the item:

- Joyce Williams, Director, Small Business Center; HR&A Consultants; and
- Sarah Solan, Principal, HR&A Advisors

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

OCTOBER 10, 2023

BRIEFING ITEMS

Item B: Workforce/Education (External): FreshStart Employment Program Update
Regarding Program Modifications, Metrics, and Impact

The following individuals briefed the committee on the item:

- Joyce Williams, Director, Small Business Center;
- Dena Owens, Manager, SBC Workforce Initiatives, Small Business Center; and
- Anthony Murphy, Outreach Specialist, Office of Homeless Solutions

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

OCTOBER 10, 2023

BRIEFING ITEMS

Item C: Equity (External): Update on Aligning the Racial Equity Plan with the City's Proposed 2024 Bond Program

The following individuals briefed the committee on the item:

- Dr. Lindsey Wilson, Director, Office of Equity and Inclusion;
- Juarod Cal, Operation Research Analyst, Office of Equity and Inclusion;
- Jennifer Nicewander, P.E., Interim Director, Office of Bond and Construction Management;
- Candi Green, Assistant Director, Bond Programs;
- Dr. Brita Andercheck, Director, Office of Data Analytics and Business Intelligence;
- Liz Cedillo-Pereira, Assistant City Manager, City Manager's Office; and
- Robert Perez, Assistant City Manager, City Manager's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

OCTOBER 10, 2023

BRIEFING ITEMS

Item D: Equity (External): Update on Aligning the Racial Equity Plan with the City's Proposed 2024 Bond Program

The committee did not discuss the item.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

OCTOBER 10, 2023

BRIEFING MEMOS

Item E: (Internal): Upcoming Agenda Item October 25, 2023, Approval to Accept
Financial Empowerment Cities Grant

The committee discussed the item.

MINUTES OF THE CITY COUNCIL COMMITTEE
TUESDAY, OCTOBER 10, 2023

EXHIBIT C



City of Dallas

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

Agenda Information Sheet

File #: 23-2559

Item #: A.

Workforce/Education (External): Small Business Center Overview of Divisions and Update on Two Year Operational Roadmap/Plan

[Joyce Williams, Director, Small Business Center; HR&A Consultants]



City of Dallas

Small Business Center Update

**Workforce, Education, and Equity Committee
October 10, 2023**

Joyce Williams, Director
City of Dallas
HR&A Consultants

Racial Equity Plan Alignment



1. Big Audacious Goal Economic, Workforce, & Community Development Goal:
Become the most economically inclusive City by eliminating the wealth gap through workforce and economic inclusion, fostering full participation in cultural and civic life of Dallas by acknowledging contributions of historically disadvantaged communities, and investing in economic and human development in equity priority areas.

Action Target: 1.2 Increased procurement accessibility by building a pipeline of diverse contractors, vendors, and suppliers to increase economic stability and workforce development.

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

Action Target: 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.

Action Target: 1.14 Implement "Future of Work" initiative to support staffing and upskilling of workforce Jobs of Tomorrow.

Small Business Center Update

1. Background
2. Purpose
3. Approach
4. Operational Impact and Proposed Action
5. Next Steps



| 01

Background

Council Approved October 2021



SBC Opens December 2021



Designed to offer dedicated services and resources as a single access point to small business



Designed to intersect workforce development as a component for the business growth



Designed to increase opportunities by providing navigation through Dallas' business and economic ecosystems.



02
Purpose

OUR MISSION: THE SMALL BUSINESS CENTER IS FOCUSED ON ADDRESSING TWO PROBLEMS

Economic opportunity is **not equitably distributed** in Dallas

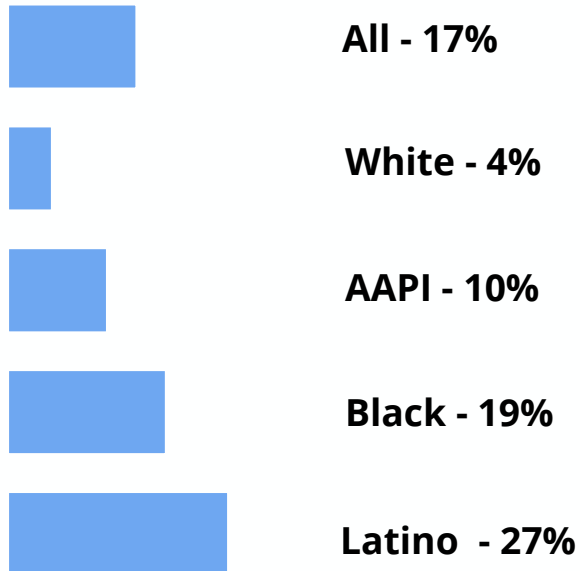
Standard economic development approaches **do not meet the needs** of marginalized workers and many small businesses

OUR INDICATORS: INEQUITABLE ECONOMIC OPPORTUNITY

The Small Business Center is focused on reducing three forms of inequitable access to economic opportunity through: (1) access to family sustaining jobs; (2) access to small business ownership; and (3) access to public contract participation.

Family-sustaining jobs

17% of all workers in Dallas qualify as “working poor,” meaning they earn less than 200% of the poverty line. **Workers of color are over-represented.**



Source: IPUMS USA 2022 / National Equity Atlas

Small business ownership

Minority and women-owned small businesses in the Dallas region face financing and other obstacles:

- **Ownership rates are low:** just 3.4% of small businesses are owned by Black residents, 7.6% by Latino residents, and 20% by women.
- The lowest income communities in Dallas have the fewest banks, and nationally **24% of minority-owned small businesses report that inaccessible capital funding is the most important factor affecting their business growth.**

Source: 2017 U.S. Census Bureau Annual Survey of Entrepreneurs, 2022 Small Business Credit Survey

Public contract participation

While the City is meeting its bold Business Inclusion and Development Policy goal of 32% Minority- and Women-Owned Business Enterprises (“M/WBEs”) participation in many contract categories, small businesses report the **need for further improvement in access and oversight:**

- **Access:** In recent SBC-sponsored focus groups, M/WBE owners reported (1) difficulty navigating the procurement process or (2) the time commitment necessary to develop relationships with prime contractors and secure a sub-contract.
- **Compliance:** Several M/WBEs reported difficulty securing payment from prime contractors after contracts were awarded.

Source: Focus groups with small business owners sponsored by SBC, conducted in summer 2023

OUR OPPORTUNITIES

Empowered by Dallas' Equitable Economic Development Policy, passed by City Council in January 2023, the Small Business Center is focused on seizing three big opportunities in the next several years to (1) address inequities in economic opportunity and (2) hone new tools and approaches that are tailored to the needs of workers and small business owners who have historically been left behind.

6,000+

Anticipated number of **new jobs** that will be added to Dallas economy in the next several years that (1) pay more than the MIT **Living Wage** for Dallas (\$15/hour) and (2) **do not require a post-secondary degree** (in Dallas, only 5% of the population 25 years and over possess an associate's degree and less than a third possess a bachelor's degree)

\$7+ million

Value of **loan and grant funding** that SBC administers to help small business get started, scale, employ more people, and contribute to their neighborhood economies

\$2 billion

Anticipated **minimum value of M/WBE participation** in City and construction contracts in Dallas over the next five years



03

Approach

OUR APPROACH: USING PROVEN STRATEGIES TO SUPPORT WORKERS AND BUSINESS OWNERS WHO HAVE BEEN HISTORICALLY LEFT BEHIND

Over the next two years, SBC will take intentional steps to transform into a hub of economic opportunity by developing strategies and services that help Dallas residents move up a ladder of economic opportunity.



OUR APPROACH: USING PROVEN STRATEGIES TO SUPPORT WORKERS AND BUSINESS OWNERS WHO HAVE BEEN HISTORICALLY LEFT BEHIND

The Role SBC Will Play

Have a finger on the pulse of need and opportunity

- Building on a series of productive focus groups in summer 2023, SBC will continue **regular engagement with marginalized workers and small business owners** to understand what they are experiencing in the market and how City government can better support their success

Incubate new strategies

- Based on input from community members, workers, and small business owners, **develop new solutions that respond to need** (e.g., the Day Labor Center)

Force multiply impact by partnering with qualified and credible implementation partners

- **Support local nonprofits and small businesses through contracts**, and serve many more people and businesses than SBC staff could serve directly

Serve as a strong oversight and enforcement entity to hold the City and contractors to M/WBE commitments

OUR APPROACH: USING PROVEN STRATEGIES TO SUPPORT WORKERS AND BUSINESS OWNERS HISTORICALLY LEFT BEHIND

Two-Year Operational Goals - By Division

Ensure every possible public contract dollar is awarded to and stays with minority- and women-owned businesses

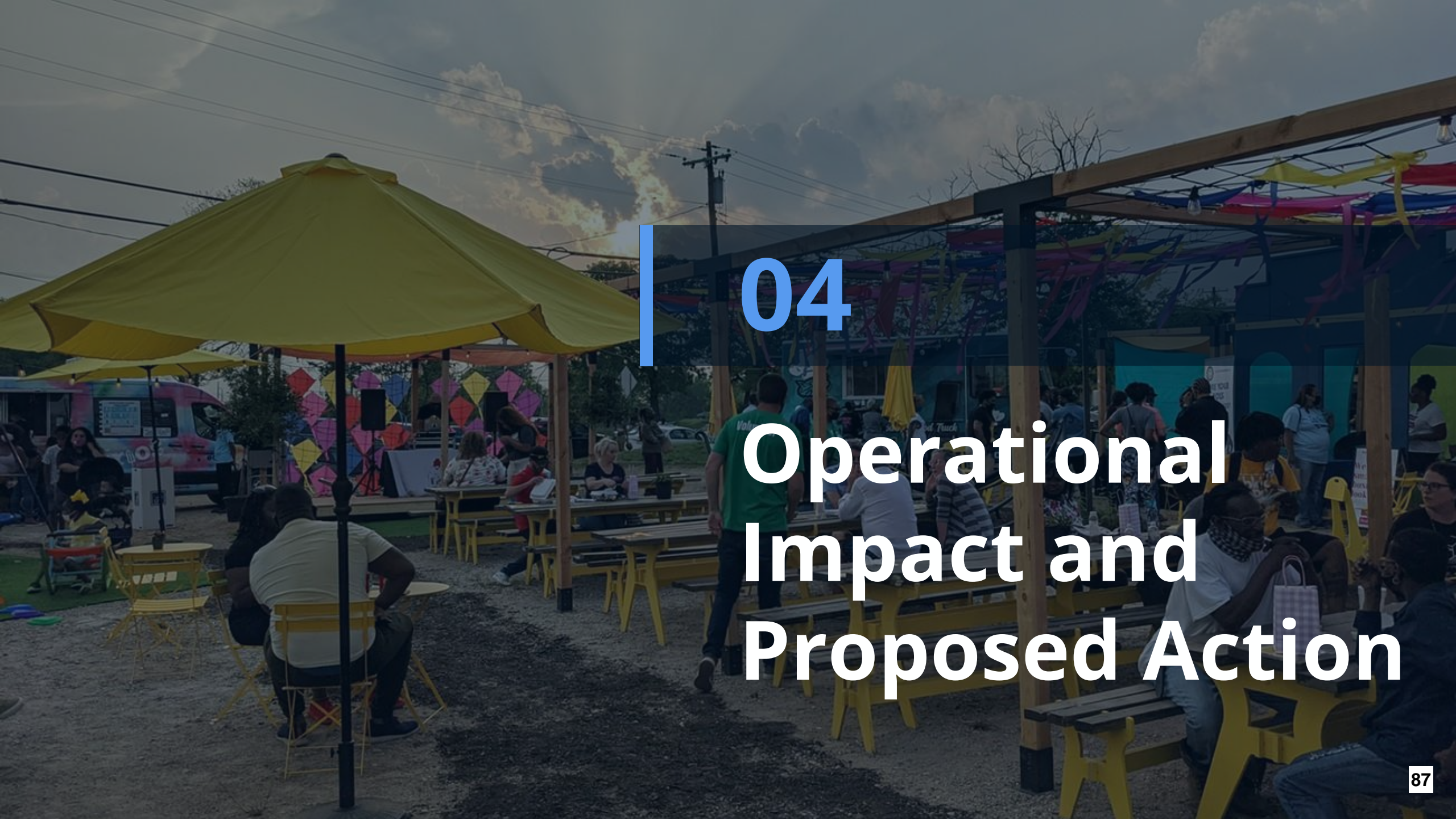
- **Strengthen enforcement** through site visits and certifications of payment from sub-contractors
- Build **technical assistance services** to help M/WBEs successfully navigate procurement

Deploy every available loan and grant dollar to help small businesses mitigate risk, employ more people, and support their neighborhood economies

- Launch **new products (microgrants) and rework existing loan and grant structures** so they are tailored to the needs and capacities of small businesses
- Launch **technical assistance support and learning labs** to help small businesses strengthen their approaches

Reorient workforce development so every training program is a pipeline into family-sustaining jobs in high-demand industries

- **Reprocure workforce development programs** with a focus on skills-based placement into jobs, employer partnerships, and wrap-around services
- Incubate new strategies to **support day laborers** and **fill chronic vacancies in City government through apprenticeships**
- **Implement Employer Roundtables** to provide resources from state partnerships to support and increase employment (**Example: TX Works Program**)



04

Operational Impact and Proposed Action

DEVELOPING A STRATEGIC OPERATIONS PLAN FOR SBC

Each strategy in our two-year operations plan meets the following criteria:

Responds to community needs

- Grounded in feedback from a series of **focus groups** with small business owners on how the City can better support their success
- **Seven Council districts represented**
- Almost all participants identified as women, a person of color, or Hispanic/Latino

Informed by effective approaches used in peer cities and counties

- Grounded in **case study research** on and interviews with other local governments that have implemented workforce development programs that serve marginalized workers, loan and grant incentive programs that strengthen small businesses, and robust M/WBE participation programs

Fills a unique and needed role within City government and the region

- **Adds to – and does not duplicate** – the programs and services of other departments; county, state, and federal government; and external partners like nonprofits and Chambers of Commerce

Year One strategies can be implemented with existing resources

- Year one strategies focus on opportunities for quick and impactful changes, laying the groundwork for deeper impact in year two
- These strategies recognize that SBC – like many other parts of government – has to **prioritize how to use limited resources and staff to address significant need and opportunity**

IMPACT TO DATE

- SBC B2B Connect Networking Events brings together small business owners, SBC staff, and City Department Heads to foster networking and mutual learning.
- The City of Dallas Mentor Protégé Program (MPP) with the goal of fostering collaboration and support between large business prime contractors and small businesses, Minority Business Enterprises (MBEs), and Women Business Enterprises (WBEs).
- The Dallas Accelerator Program will provide educational resources that will solidify the stability of small businesses while leveraging educational entrepreneurship and chamber of commerce business programs.
- Increased “contract commitments” to M/WBE in Prime Roles in the Construction Category 2021-2023 \$312million dollars

Strategies in place now

- Pre-bid Preproposal Meetings
- M/WBE Outreach events
- Partnership with Beck and Dallas County Mentorship Program
- Chamber of Commerce presentations
- Advertisements in M/WBE publications
- M/WBE Certification
- Host Legal Clinics
- Host Franchise Workshops
- Community Outreach Events
- Goal setting for “Other Services” participation category

TWO-YEAR PLAN FOR M/WBE PARTICIPATION

Metric of success: Dallas' M/WBE participation goal is met, with every intended public dollar awarded to and retained by local minority- and women-owned businesses

YEAR ONE

- Build **enforcement capacity** through site visits
- Launch **new education tools**, such as a quick start guide that provide guidance to help newly-certified MWBEs navigate the process of becoming a prime or a subcontractor
- Implement a **Mentor/Protege program** that pairs established M/WBE contractors with new or aspiring M/WBE contractors

YEAR TWO

- **Strengthen enforcement**, including exploring new tools for prompt payments to Tier 1 and Tier 2 contractors
- **Build capacity for technical assistance/coaching** for MWBEs to help them navigate the procurement process

ENTREPRENEURSHIP IMPACT

SBC Incentives for Small Businesses:

- South Dallas Fair Park Opportunity Fund
- Southern Dallas Investment Fund
- Neighborhood Enterprise Zone 10
- Adaptive Reuse Grant

SBC's Incentive Programs

Equitable Opportunity for growth

2010 SDFPOF Loan made to Community Partner	2021 SDIF transferred to SBC 2022 SDFPOF Funds transferred to SBC 2023 NEZ10 transferred to SBC
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SBC Incentive Programs

2021-2023
13 small businesses
served through grants
and loans .
\$1.7million

**SBC Strategic Plan
for Incentives**

2024-2025
Implement city-wide
micro-grant using ARPA
funds \$250K

Revise NEZ10
requirements to
increase number of
eligible small businesses

TWO-YEAR PLAN FOR ENTREPRENEURSHIP SUPPORT

Metric of success: No SBC-managed grant or loan incentive funding is left on the table; instead, it is deployed effectively to help Dallas small businesses mitigate risks and scale their offerings, employing more people and helping to grow neighborhood economies

YEAR ONE

- Launch a **new micro-grant program** – designed in partnership with small businesses through focus groups – to provide flexible, short-term capital that can help businesses recover from the pandemic
- **Rework the requirements and processes** for all other loan and grant programs managed by SBC, institutionalizing the changes needed to more effectively and efficiently disburse these funds
- Launch a **“learning lab”** to help small businesses learn from experts and each other

YEAR TWO

- Work with qualified firms to administer loan and grant programs, to **increase the volume of applications that can be reviewed**
- Launch **technical assistance** to help small businesses navigate the loan and grant process and prepare strong applications
- **Activate vacant storefronts** to incubate/accelerate small business development

EFFECTIVE APPROACH: DETROIT'S MOTOR CITY MATCH

Through the Motor City Match program, entrepreneurs can receive 1:1 coaching on their business plan and strategy, small grants, reduced rent in a vacant storefront identified by Detroit's chamber of commerce, and help applying for private investment



- 150 businesses opened in historically underinvested neighborhoods in Detroit
- 1,846 existing small businesses supported to sustain or scale
- \$14.3 million in grants awarded
- \$73.6 million in private investment secured

THIS DETROIT NATIVE IS FIGHTING A FOOD DESERT WITH NEW GROCERY STORE

Raphael Wright adopted a healthy lifestyle after being diagnosed with diabetes in his late teens. He grew up on Detroit's east side, where his family suffered food insecurity. He knew changing his diet was the first step in improving his health, but finding quality produce in his Chandler Park neighborhood was challenging.

IMPACT TO DATE

Partner	Goal (# Enrolled /Served)	YTD (# Enrolled/ Served)
Dallas Leadership Foundation	500	644
Regional Black Contractors Association	100	68
First Step Community Empowerment	40	20
Volunteers Of America	70	22
United Way	130	189
Oak Cliff Empowered	225	176
Metrocare Services	55	3
Dallas College	55	0
Jewish Family Services	230	10
Total	1405	1132

Summary:

- Over 700 participants enrolled in FY23 (thru August 2023)
- Over 300 certifications awarded
- Average wage: \$19.82
- 30/60/90 day retention rate over 80%
- Outreach to over 4800 residents



By participating in the **TXWORKS** internship program, TXWORKS employers receive reimbursement of \$10 per hour for paid internships of \$20 an hour or more.

Texas Workforce Commission (TWC) [TXInternshipChallenge.com](https://www.txinternshipchallenge.com) website, which supports program outreach to students and employers, TXWORKS employer internship postings, and the internship application process, makes it easy to find talented interns for your business.

WHAT YOU GET OUT OF TXWORKS:

- Opportunity to mentor future leaders and gain fresh perspectives
- Grow connections within the community.
- Receive reimbursement of \$10 per hour for paid internships of \$20 an hour or more.

ELIGIBILITY REQUIREMENTS

- Private, nonprofit, for-profit, or non-higher education governmental agency
- Compliance with federal and state labor laws
- Must pay intern full wages and partial reimbursement granted at the end of the internship program
- Employers will register on the Texas Internship Challenge website where available internships are posted

TXWORKS EMPLOYERS WILL PROVIDE INTERNS WITH THE FOLLOWING:

- Internship term with a minimum of 96 hours over 8 weeks
- Internships can take place face-to-face, virtually, or hybrid
- A work environment that is safe for interns and provides meaningful, real-work experiences

LEARN MORE & APPLY

Visit TXWORKS > bit.ly/TXWORKS_employers or scan the QR code below to learn more about the TXWORKS internship program benefits, internship requirements, and steps to apply.



TWO-YEAR PLAN FOR WORKFORCE DEVELOPMENT

Metric of success: All SBC-managed workforce development programming is reoriented toward connecting un- and underemployed workers with in-demand, family-sustaining jobs

YEAR ONE

- Conduct two studies:
 - Understand the **employment and life outcomes** (e.g., recidivism impact) of recent program participants and develop new meaningful data collection systems for the future
 - Identify the ten jobs projected to be the most **in-demand good-paying positions for workers without post-secondary degree** in next five years
- Incubate the **Day Labor Center**
- Design a new pilot to **fill chronic vacancies in City government** through paid training apprenticeships (example: CDL drivers)

YEAR TWO

- **Reprocure workforce development programs** with a focus on the ten most in-demand positions that pay good wages and do not require a post-secondary degree, strong accountability for placement into these positions, employer partnerships, and wrap-around services
- Apply for a federal workforce development grant related to anticipated **infrastructure job growth**

EFFECTIVE APPROACH: OSCEOLA COUNTY'S RETURN ON WORKFORCE INVESTMENT

Osceola County in Central Florida has invested \$12.5 million in American Rescue Plan funding to provide full tuition and fees for every high school senior – and support for every interested adult – who wants to attend community college and technical training institutes that focus on preparing workers for good-paying jobs in technology and engineering fields



- Economic impact analysis has tied the County's investment to **\$38 million in increased sales** benefiting businesses in the county and \$85.4 million in added income for participants by 2033
- The **County is receiving \$1.5 million in net benefit** from its investment, in a state without personal income tax
- Employers are closely involved in designing curriculum, leading to an **over 90% placement in jobs** after training is completed
- The program includes robust wrap-around services – bus passes, food pantries, childcare, housing support – leading to an **over 90% retention rate**

EFFECTIVE APPROACH: SAN FRANCISCO CONNECTS YOUTH OF COLOR WITH GOOD-PAYING EMT JOBS

The City of San Francisco, to help fill chronic EMT vacancies, partnered with a nonprofit organization to design a four-week apprenticeship and job placement program tailored toward helping young people of color become EMTs



- Participants receive a **\$3,000/month stipend and wrap-around support** to address housing, transportation, health, and other possible barriers to success
- 13 of the 15 participants in the inaugural class **finished the program and were hired by the City's Fire Department**
- The program has been expanded through a \$1 million recurring investment from the City



| 05

Next Steps

- **Update the Workforce, Education, and Equity Committee**
 - Workforce Dashboard completion for Spring 2024
 - Submit proposed revision to Council of NEZ10 Program Statement January 2024
 - Implementation of city- wide micro-grants for small businesses December 2023.



City of Dallas

Small Business Center Update

**Workforce, Education, and Equity Committee
October 10, 2023**

Joyce Williams, Director
City of Dallas
HR&A Consultants



City of Dallas

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

Agenda Information Sheet

File #: 23-2575

Item #: B.

Workforce/Education (External): FreshStart Employment Program Update Regarding Program Modifications, Metrics, and Impact

[Joyce Williams, Director, Small Business Center; Dena Owens, Manager, SBC Workforce Initiatives, Small Business Center; Anthony Murphy, Outreach Specialist, Office of Homeless Solutions]



City of Dallas

FreshStart Employment Program

**Workforce, Education,
& Equity Committee Briefing**

October 10, 2023

Joyce Williams, Director, Small Business Center
Dr. Dena Owens, Manager, Small Business Center
Anthony Murphy, Outreach Specialist, Office of
Homeless Solutions

Presentation Overview



- Purpose
- Racial Equity Plan Alignment
- Programmatic Modifications
- FreshStart Program Metrics
- Program Impact
- Next Steps



FreshStart Employment Program



- Purpose
 - Interrupt the reoccurrence of recidivism
 - Advocate for stable or full-time employment for individuals returning to their communities from incarceration
 - Manage those with misdemeanor or with non-incarceration infractions while ensuring program and training participants are supported in collaboration with community partners
 - Provide an opportunity for City positions to be filled with qualified applicants
- Total FY23 hires: 80



Re-Entry Racial Equity Plan Alignment



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

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

Action Target: 1.9 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.

Action Target: 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.

Relevant **Equity Indicators:**

- 4: Labor Force Non-Participation, 5: Unemployment, 6: High-Growth, High-paying Employment, 7: Median Full-Time Income



Re-Entry Racial Equity Plan Alignment



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

Action Target 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.

Relevant **Equity Indicators:**

- 40. Fines and Fees, 41. Jail Admissions, 43. Arrests



Progressive Programmatic Modifications



2021

- Modified FreshStart Matrix to reduce wait time
- Pilot open access to all non-civil positions

2022

- Modified application process to increase pipeline
- Full implementation to all non-civil positions
- Revised case management model
- Created a centralized repository for tracking
- Implemented pre-screening at Pleasant Grove on-site

2023

- Implemented reverse transition portal for Workforce Dallas & re-entry partners
- Held 1st Annual FreshStart Roundtable
- Enhancement of the FreshStart dashboard to be shared Q4 2023
- Job readiness training and learning labs



FreshStart Employment Program Metrics



249

Total Contingent Offers
Ofertas Contingentes Totales

183

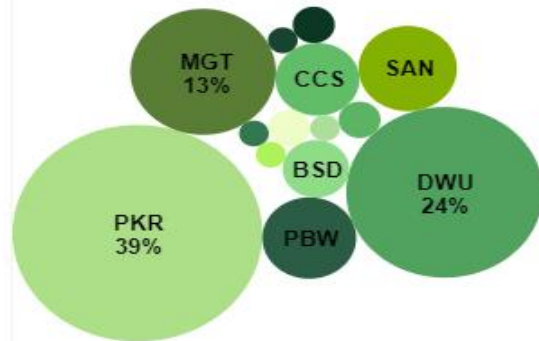
Total Hires
Contrataciones Totales

60

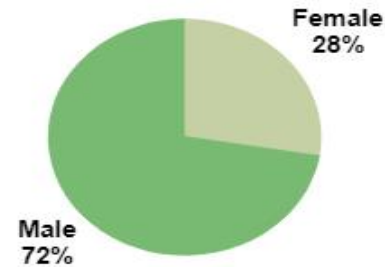
Total Not Hired
Total No Contratado



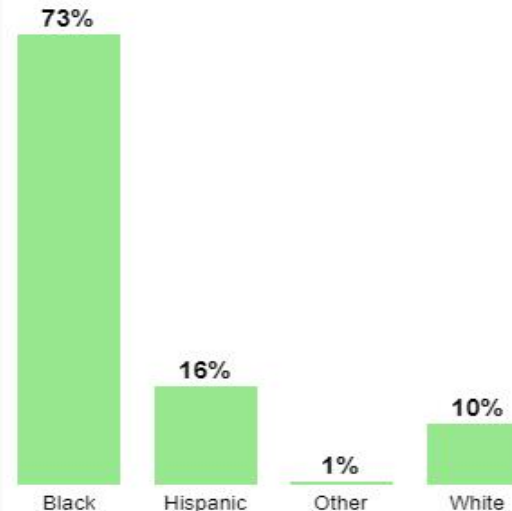
Hires by Department
Contrataciones por Departamento



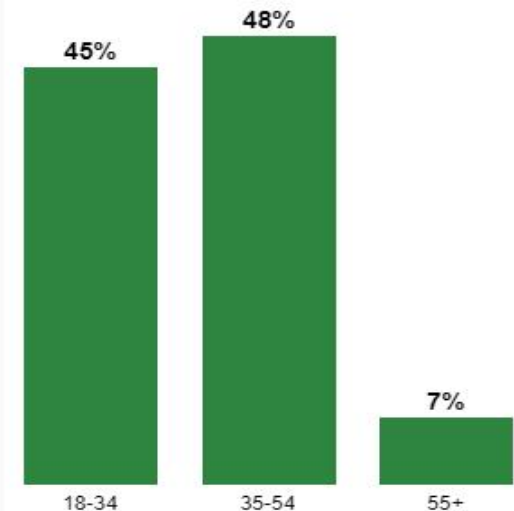
Hires by Gender
Contrataciones por Género



Hires by Race
Contrataciones por Raza



Hires by Age
Contrataciones por Edad

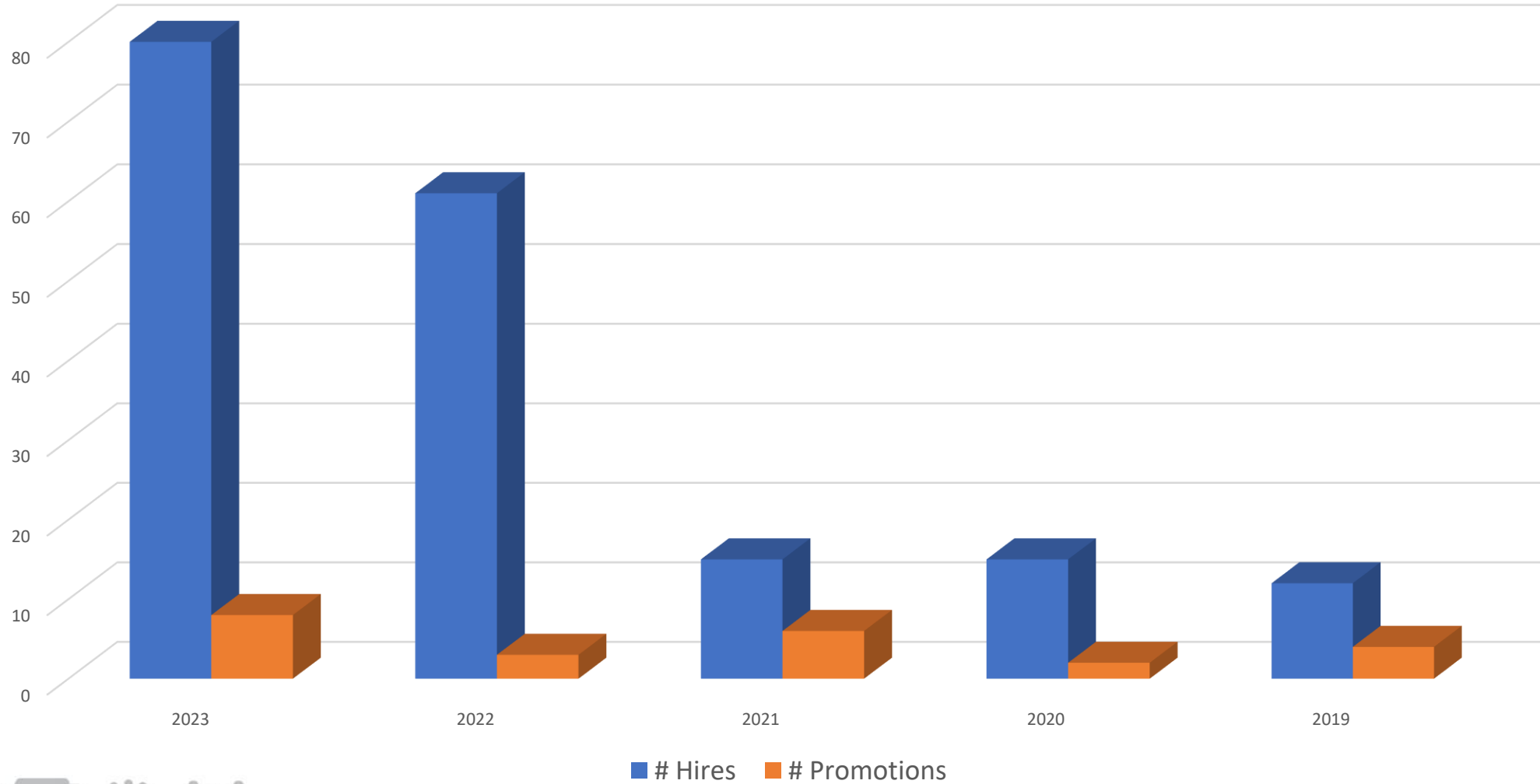


Data Source: City of Dallas Small Business Center, 10/2/2023. This dashboard was created by the Office Of Data Analytics and Business Intelligence.
Note: Majority of applicants for jobs under the FreshStart program are African American males.

FreshStart Employment Program Metrics



Hire Data



FreshStart Roundtable



June 20, 2023

- 6 departments in attendance
 - Code, HR, Library, Parks, OCC, Water
- Parks & Recreation Department presented award as top supporter for the FreshStart Program

Focus Points

- Understand hiring needs
- Increase employee retention
- Cultivate partnerships





FreshStart Employee Spotlight)





Five key areas that Fresh Start Employees cite as Program Impact:

- Personal Pride through Professional Accomplishments
- Desire to give back to the community
- Desire to become a role model
- Stable employment with benefits
- To be worthy of a different life



Update the Workforce, Education, and Equity Committee

- Implement Customer Relationship Management (CRM) tool for tracking case management
- Enhance the dashboard to improve efficiencies (to be shared with Committee in Q4 2023)
- Implement job readiness training and learning labs internally to prepare applicants for initial employment and tips for retaining employment
- Revise the hiring workflow process with department HR partners to increase opportunities for FreshStart applicants
- Increase external and community partner collaborations for wrap-around services and employment referrals



City of Dallas

FreshStart Employment Program

**Workforce, Education,
& Equity Committee Briefing**

October 10, 2023

Joyce Williams, Director, Small Business Center
Dr. Dena Owens, Manager, Small Business Center
Anthony Murphy, Outreach Specialist, Office of
Homeless Solutions



City of Dallas

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

Agenda Information Sheet

File #: 23-2563

Item #: C.

Equity (External): Update on Aligning the Racial Equity Plan with the City's Proposed 2024 Bond Program

[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Juarod Cal, Operation Research Analyst, Office of Equity and Inclusion; Jennifer Nicewander, P.E., Interim Director, Office of Bond and Construction Management; Candi Green, Assistant Director, Bond Programs; Dr. Brita Andercheck, Director, Office of Data Analytics and Business Intelligence



City of Dallas

Update on Aligning the REP with 2024 Bond

**Workforce, Education and Equity
Committee**

October 10, 2023

**Jennifer Nicewander, P.E., Interim Director
Candi Green, Assistant Director
Office of Bond and Construction Management**

**Dr. Lindsey Wilson, Director
Juarod Cal, *Operations Research Analyst*
Office of Equity and Inclusion**

**Dr. Brita Andercheck, Director
Data Analytics and Business Intelligence**

Overview



- Racial Equity Plan
 - BCM's Department Progress Measures
 - Equity in Bonds
- Bonds Background
- Spatial Analysis
- Collaboration and Implementation
- Community Engagement
- Questions, Comments, Feedback



Racial Equity Plan (REP)



- Strategic framework to support the City in understanding and **addressing disparities** across Dallas.
- Developed in **collaboration with Dallas residents, communities, and other stakeholders.**
- Will guide City departments and offices to enhance current plans, policies, and initiatives with **measurable goals** addressing racial/ethnic and socioeconomic equity.

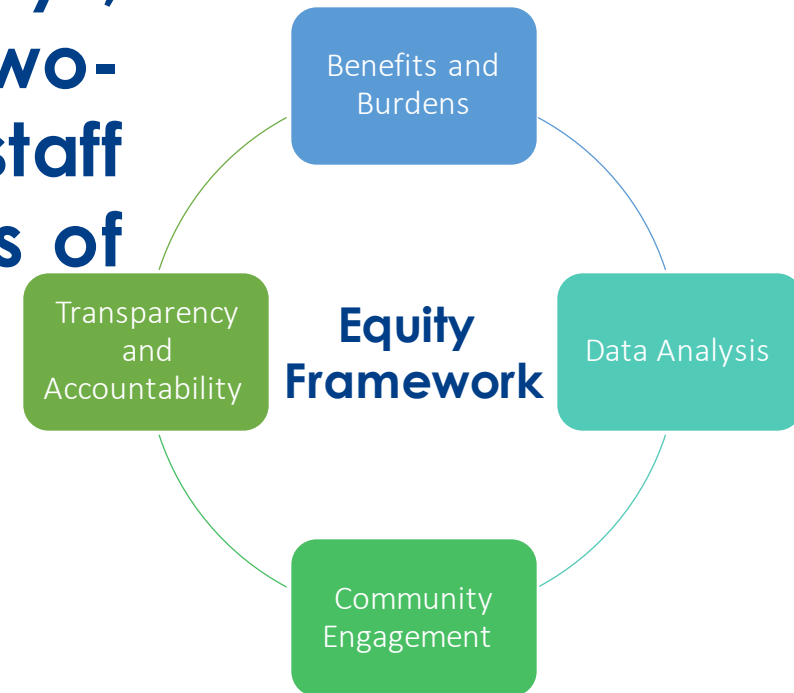


Department Progress Measure



BCM: 2.2

By December 2023, develop a Community Outreach Strategy that engages residents through neighborhood meetings, social media, surveys, and other mediums to create an effective two-way communication channel between City staff and residents to focus the infrastructure needs of historically disadvantaged communities in the future bond program. [Ei 37]



Big Audacious Goals: Infrastructure



Close infrastructure gaps where intentional historical disinvestment previously occurred.

BAG 4.1

Prioritize the FY 2023-2024 Infrastructure Bonds Package/Proposition to address Infrastructure investments in equity priority areas.



Equity in the Bonds



The allocation of a billion-dollar bond reflects a need to identify projects differently than before because...

1. Historically, decisions have not been made equitably.
2. The Racial Equity Plan (REP) calls for it.
3. Research highlights the disparities.



Bonds Background



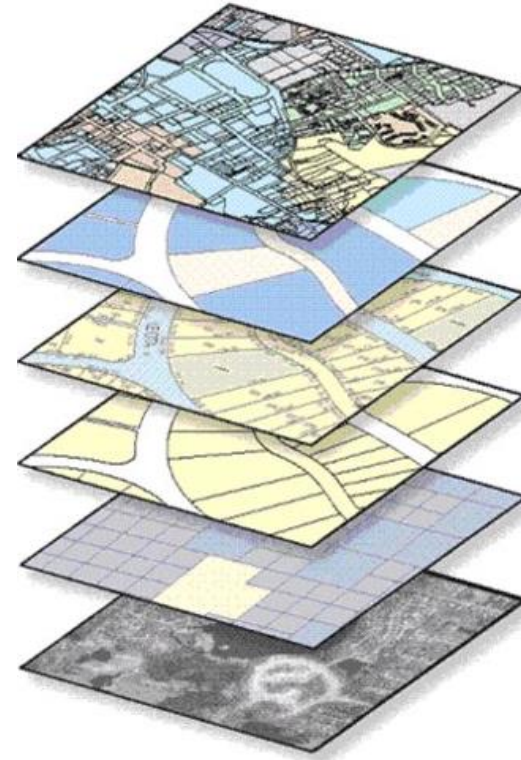
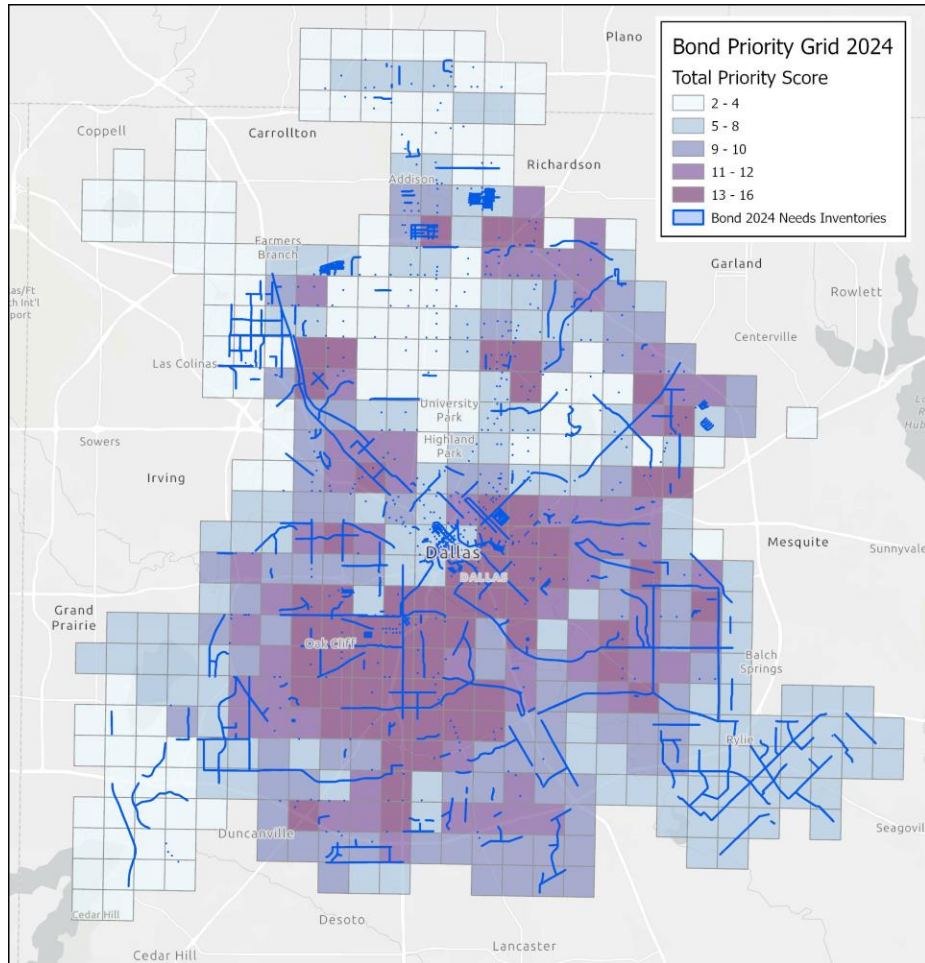
- The Office of Bond and Construction Management (BCM) has developed a data-driven approach for scoring projects in the Needs Inventory (NI).
- NI – accounts for 9 Propositions, 66 categories and 18,211 rows of projects (as of 8/22/23).
- NI represents the City's backlog of deferred maintenance or new facility needs, currently at \$16.6B.
- Part of the technical criteria metrics used to score projects includes an “Equity” metric.



DBI-Spatial Analysis



Total Priority Score (1-mile x 1-mile grid)



Data Overlay Process for the GIS Technical Scoring Tool

Up to 10 points (EIA Score points x 2):

- Equity

Up to 2 points:

- High Crime Areas (0-2)
- TOD (DART Sites) (0-2)
- Market Value Analysis (0-2)
- 311 Service Requests (0-2)
 - Flooding, speeding, traffic calming, potholes, street resurfacing and illegal dumping.
- Project Intersection/Overlap (0-2)

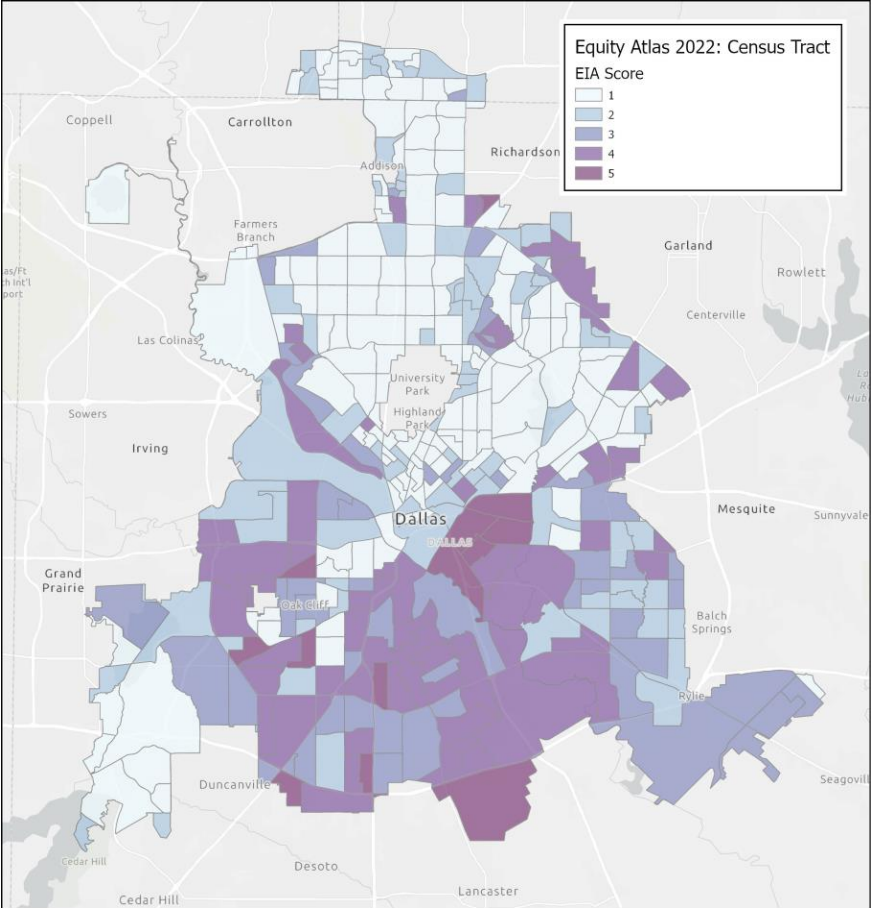
Other than the overlapping projects all scores are based on the 1-mile x 1-mile grid.



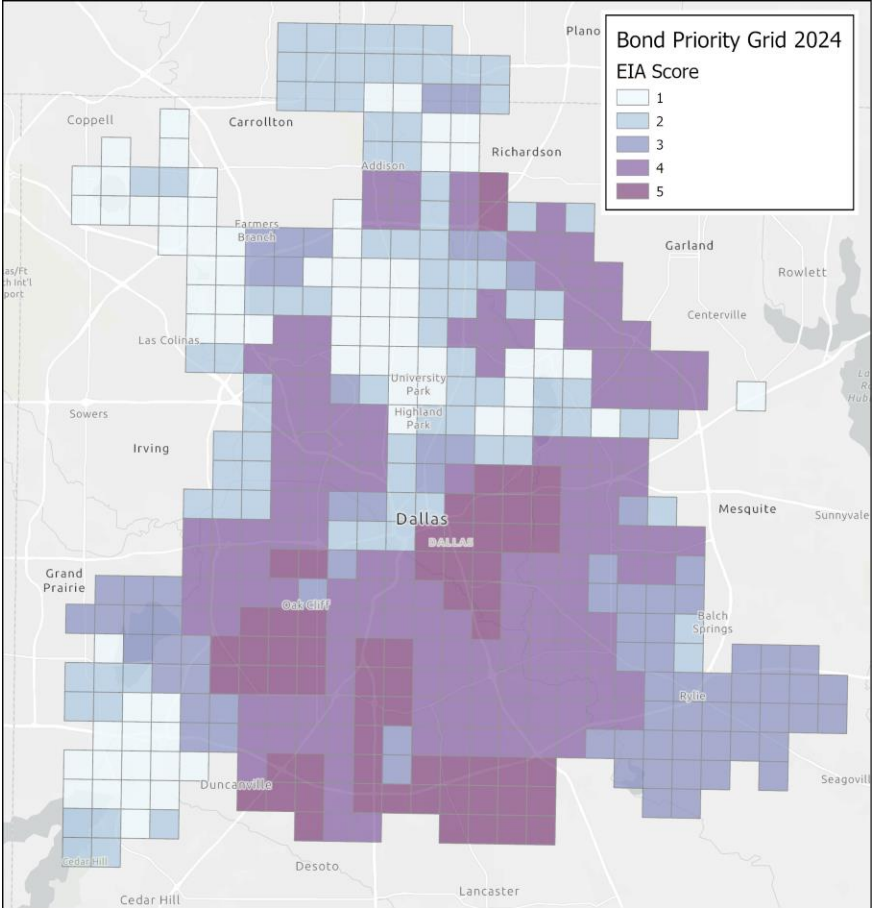
Spatial Analysis - Equity



Equity by Census Tract



Equity by 1-mile x 1-mile Grid



Using grids ensures areas with uneven equity do not get overlooked.



Collaboration and Implementation



As part of the Bond Development, it is critical to factor in **Equity at all stages:**

1. Planning & Development:

- Needs Inventory and adherence to REP
- Overlays – Data driven focus

2. Community Feedback:

- Fall townhalls, BCM will request that the community identify the areas they see as “Equity” areas in their Council Districts.



BCM: Fall Townhalls



Office of Bond Construction Management (BCM.2 - Ongoing)

With Communications, Outreach & Marketing and Information & Technology Services in Q1 of FY24, develop an Engagement strategy including neighborhood meetings, digital graphics, surveys, and other media to create interactive communication between City staff and residents to focus the infrastructure needs of historically disadvantaged communities in the **future bond program**.

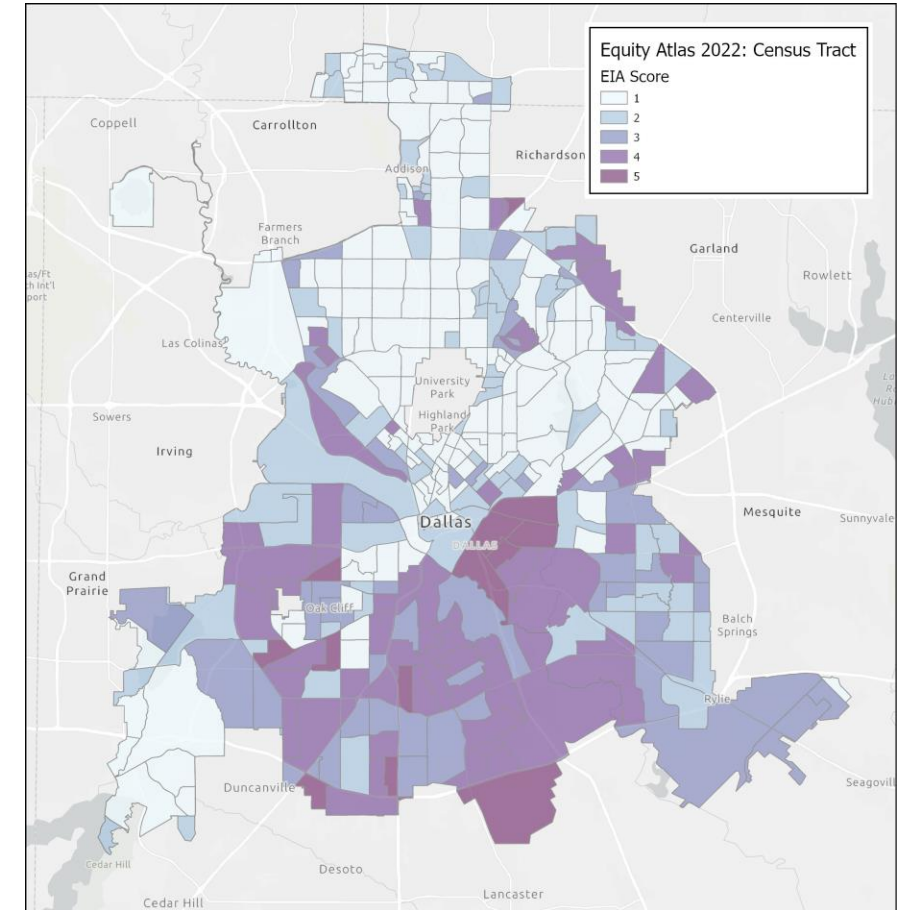
- *Establish a dedicated telephone number and email so residents can contact the Task Force in their preferred language.*
- *Offer oral interpretation and multilingual close captions at virtual and hybrid townhalls and schedule all-Spanish town hall*



Collaboration and Implementation



- Successful outcome will be dependent on the location of project selected:
 - Census tract areas 3-4-5.
 - Community feedback from Townhalls.
- Starting Goal of 30% of the Bond program to be in the areas defined above.



Questions



Questions?





City of Dallas

Use of Equity Data for the Needs Inventory and the 2024 Bond

Transportation and Infrastructure
Committee Briefing

September 18, 2023

Jennifer Nicewander, P.E., Interim Director
Office of Bond and Construction Management

Dr. Lindsey Wilson, Director
Office of Equity and Inclusion

Dr. Brita Andercheck, Director
Office of Data Analytics and Business Intelligence ¹³⁰

Townhall Schedules



CD	Council Member	Date	Type
1	CM West	9/26/2023	Virtual
10	CM Stewart	9/27/2023	In Person
11	CM Schultz	9/27/2023	In Person
2	CM Moreno	9/28/2023	In Person
8	MPT Atkins	9/28/2023	In Person
6	CM Narvaez	9/28/2023	In Person
14	CM Ridley	10/2/2023	In Person
13	CM Willis	10/2/2023	In Person
3	CM Gracey	10/2/2023	In Person
5	CM Resendez	10/4/2023	In Person
8	MPT Atkins	10/5/2023	In Person
10	CM Stewart	10/5/2023	In Person
6	CM Narvaez	10/10/2023	In Person
1	CM West	10/10/2023	In Person
7	CM Bazaldua	10/10/2023	In Person
3	CM Gracey	10/11/2023	In Person

CD	Council Member	Date	Type
14	CM Ridley	10/11/2023	In Person
11	CM Schultz	10/11/2023	In Person
9	CM Blackmon	10/12/2023	Virtual
	CM		
2,6	Moreno/CM Narvaez	10/12/2023	In Person
4	DMPT Arnold	10/17/2023	In Person
1,5	CM West , CM Resendez	10/17/2023	Virtual
	CM		
12	CM Mendelsohn	10/17/2023	In Person
5	CM Resendez	10/18/2023	In Person (Spanish Only)
4	DMPT Arnold	10/19/2023	In Person
7	CM Bazaldua	10/19/2023	Virtual





City of Dallas

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

Agenda Information Sheet

File #: 23-2560

Item #: D.

Equity (Internal): Update - Metrics and Analysis of Racial Equity Plan's City Department Progress Measures as of October 2023

[Dr. Lindsey Wilson, Director, Office of Equity and Inclusion; Dr. Lisa Rainey, Equity Officer, Office of Equity and Inclusion]

Racial Equity Plan Department Progress Measures (DPMs)

**Workforce, Education and
Equity Committee
October 10, 2023**

Dr. Lindsey Wilson, Director
Dr. Lisa Rainey, Equity Officer

Office of Equity and Inclusion
City of Dallas

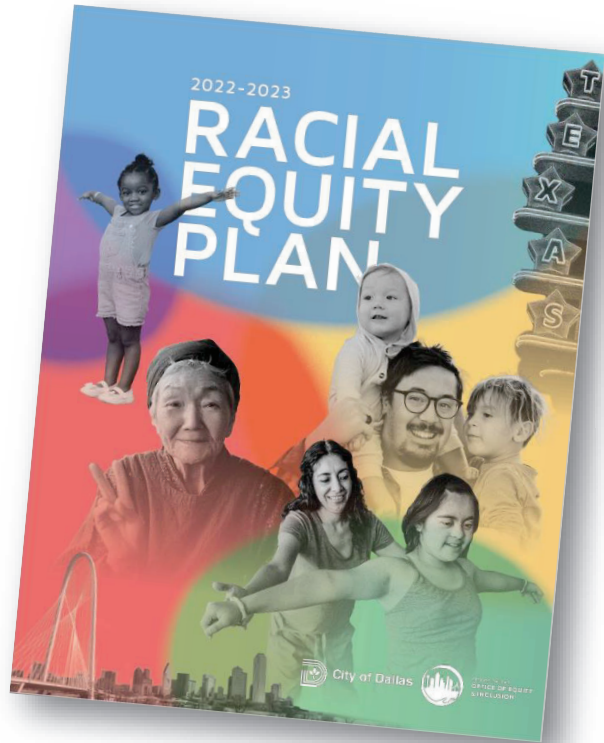


City of Dallas



**CITY OF DALLAS
OFFICE OF EQUITY
& INCLUSION**

Presentation Overview



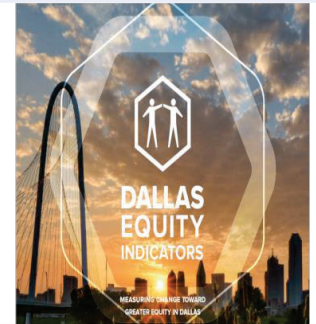
- Equality vs. Equity
- Department Progress Measures Addressing Disparities
- Department Progress Measures – Numbers, Analysis and Feedback
- 2023 Department Progress Measures - BAG Alignment
- Next Step



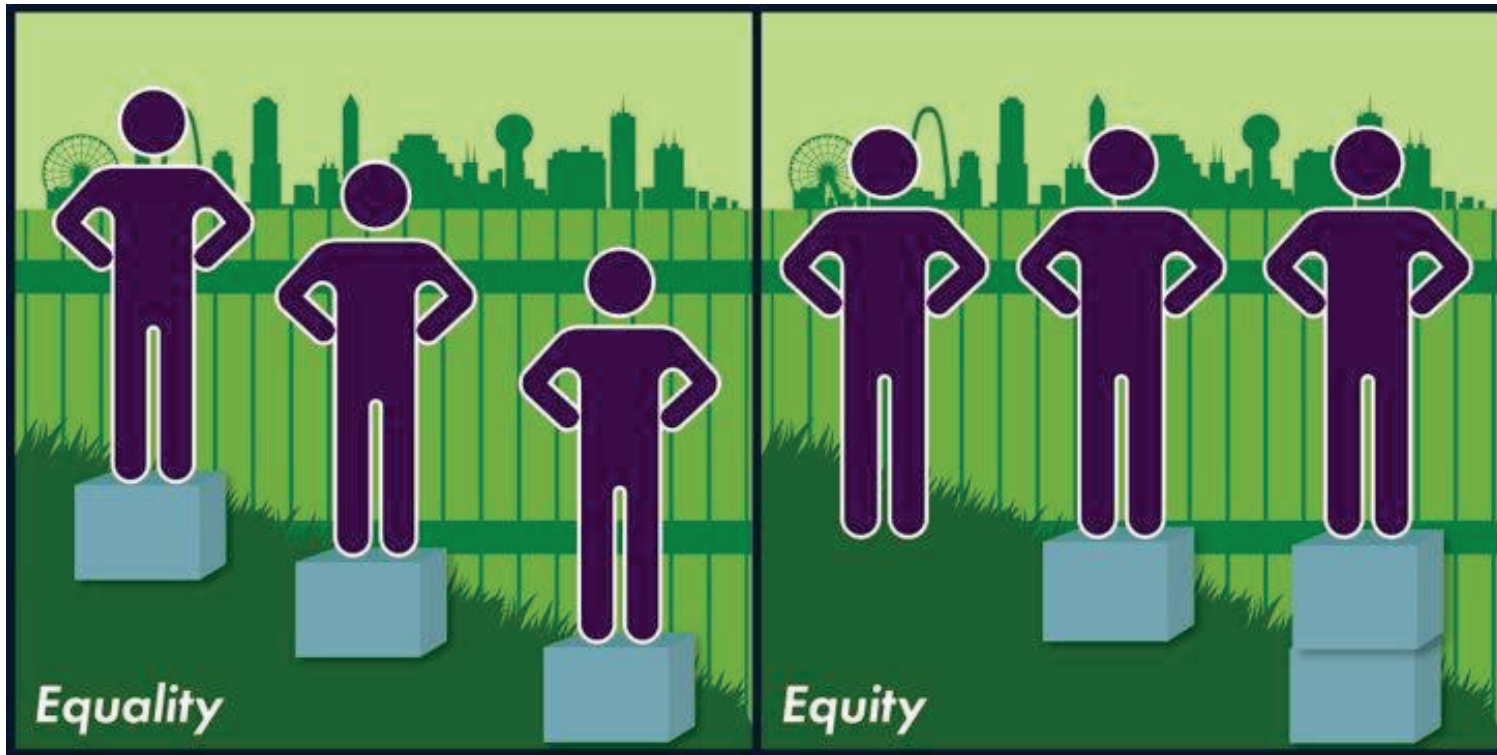
DPMs Addressing Disparities



Department	Progress Measure	Equity Indicator
OFFICE OF PROCUREMENT SERVICES	Increase the amount or percentage of large contracts broken down to smaller contracts targeting M/WBE from 0 to 15 by 2023.	2: Business Ownership 12: Working Poverty



Equality vs. Equity



Department Progress Measures (DPMs)



DPMs are:

Short to mid-term measures by City departments to advance equity and address disparities by:

1. Naming communities with greatest need
2. Identifying a baseline
3. Setting a 3-5 year goal that includes completion year



2023 Department Progress Measures



2022-2027: Total of 42 Departments and 214 DPMs

2023 DPM At-a-Glance



Of the 2023 DPMs:

Cross Department Collaboration	20/64
Procedural Shift	25/64
Policy Impact	9/64
Fiscal Impact	23/64



*Exhibit A highlights each 2023 DPM

Department Updates and Feedback



DPM Analysis and Feedback Loop



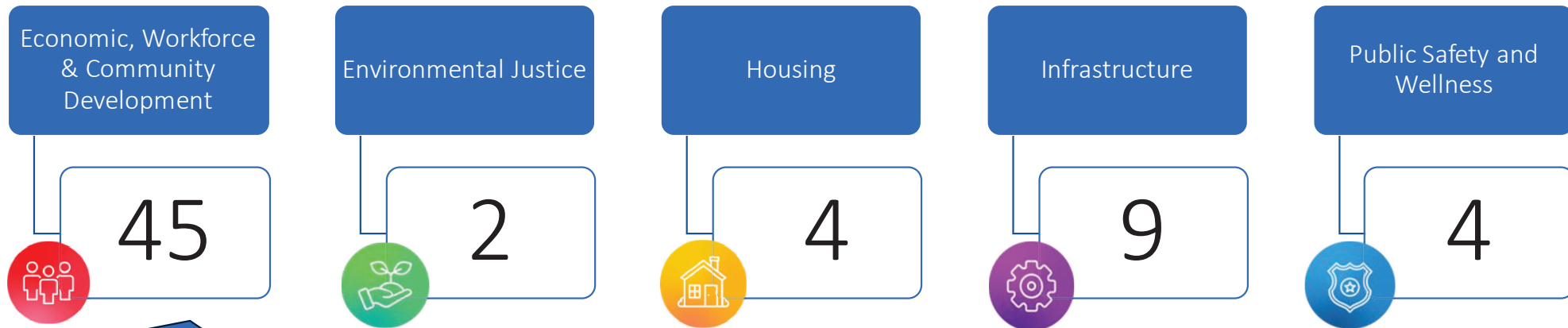
City Controller's Office (CCO.4)

- The City's depository bank will provide a report detailing the institution's statement of work, including factors related to socially responsible banking to reinvestment in Dallas by 2025.



*Exhibit A has each of the sixty-four (64) 2023 DPMs

Big Audacious Goal Alignment



DPMs Small Business Center (SBC.1)

Annually track how many MWBE subcontractors transition to become Primes in the City of Dallas on an annual basis.



*Some DPMs Cross across multiple BAGs (i.e., Housing & Infrastructure)



Next Steps

- Support departments where 2023 DPMs remain incomplete
- Focus on interdepartmental synergies to align 1-5 years measures with BAGs
- Advance partnerships with Philanthropy, Private Sector
- Complete the 2023 Equity Indicators Report
- Coordinate 2024 Equity Indicators Symposium and advance community feedback loops to check progress





Questions?



Racial Equity Plan Department Progress Measures (DPMs)

**Workforce, Education and
Equity Committee
October 10, 2023**

Dr. Lindsey Wilson, Director
Dr. Lisa Rainey, Equity Officer

Office of Equity and Inclusion
City of Dallas



City of Dallas



**CITY OF DALLAS
OFFICE OF EQUITY
& INCLUSION**



EOY 2023 REP Department Progress Measures

Code	Department Name	Strategic Priority Committee	Progress Measure	Status	Update	Expected Completion Date	Big Audacious Goal Alignment
1	111	Quality of Life, Arts & Culture	Increase the number of City Hall On-the-Go visits/events in historically disadvantaged communities by 20% year over year. [S] [E] [I] [R]	Completed	City Hall On the Go (CHOG) attended 656 events with 455 of those events occurring in targeted areas which resulted in an increase of 41.5% exceeding our goal of 20%.	Completed	Economic, Workforce, & Community Development
2	Aviation	Transportation & Infrastructure	By December 2023, make a recommendation to DART to run earlier (4:30am) dedicated routes to Love Field and Dallas Executive Airport. [V] [E] [R] [S] [I]	Completed	AVI wrote a letter to DART in January 2023 and had two virtual meetings about progress. They are stalled due to Hiring challenges for drivers.	Completed	Economic, Workforce, & Community Development
3	Aviation	Transportation & Infrastructure	Increase the number of annual recruitment trips to HCCAs and HCCAs from 10 to 2 by December 2023. [S] [I] [R] [V] [E] [I] [R]	In Progress	AVI will participate in multiple events FY23/24.	9/30/2024	Economic, Workforce, & Community Development
4	Aviation	Transportation & Infrastructure	Increase the number of marketing communication around aviation employment in high unemployment areas in proximity to airports from 5 to 2 by December 2023. [S] [E] [I] [R]	In Progress	completed by EOY 2023 but will continue in FY 23/24	9/30/2024	Economic, Workforce, & Community Development
5	Bond & Construction Management	Transportation & Infrastructure	Provide strategic recommendations to expedite 2017 Bond projects that experience delays within or near Racially or Ethnically Concentrated Areas of Poverty (RECAPs) – in accordance with civil rights and fair housing laws – monthly beginning October 2022 to ensure all project funds are committed by September 2023. [V] [E] [R] [S] [I] [R] [V] [E] [I] [R] [S] [I]	In Progress	In October 2022, BCM developed a report that identifies the 2017 Bond Program projects located in RECAPs. Monthly, infrastructure departments are requested to provide a status and schedule for each project. As of July 2023, BCM reported 81% of the funds as committed.	9/30/2024	Infrastructure
6	Bond & Construction Management	Transportation & Infrastructure	By November 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. [E] [I] [R]	Near Completion	BCM consults with the Office of Equity and Inclusion to learn how the 2024 Capital Bond Program could address infrastructure disparities in the city. The outreach strategy includes language translation of materials to English, Spanish, and Vietnamese for residents who do not speak English as a first language, attending meetings hosted by community groups in neighborhoods identified through research as HCCAs, and hosting a Spanish language townhall to solicit input on the 2024 Bond Program infrastructure priorities.	12/15/2023	Infrastructure
7	Bond & Construction Management	Transportation & Infrastructure	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 (RECAPs) – in accordance with civil rights and fair housing laws – in the next Bond program. (Specific amount to be updated by December 2023.) [S] [I] [R] [V] [E] [I] [R]	Near Completion	In the Proposed 2024 Capital Bond Program, BCM recommended a standalone Housing Proposition that would increase the funding allocation for Housing Infrastructure. Currently, the Housing recommendation is under review by the Community Bond Task Force that will submit a recommended allocation to the Dallas City Council for final consideration in December 2023.	12/15/2023	Housing/Infrastructure
8	Budget & Management Services	Government Performance & Financial Management	Increase budget engagement outreach in equity priority areas (public hearings, surveys, town halls, engage with community organizations, neighborhood events) by 10% year over year. [E] [I] [R]	Completed	For FY2022-23 budget engagement outreach in equity priority areas increased by 36%. BMS hosted 25 town hall meetings in equity priority areas out of 49 meetings (March and August) in FY 2022-23. BMS is working with recreation centers and other partner departments to host more engagement outreach events versus prior year.	9/30/2023	Economic, Workforce, & Community Development
9	Budget & Management Services	Government Performance & Financial Management	Increase translation of publication materials (budget development, budget in brief, community development, annual plans) by 5% year over year. [E] [I] [R]	Completed	For FY2022-23 translation of publication materials increased by 29%. BMS increased the translation of publication materials from Spanish to Vietnamese and Mandarin. Translated publications include: budget development documents, Budget in Brief, Community Survey, Budget in the Community, and Community Development Program documents.	9/30/2023	Economic, Workforce, & Community Development
10	Civil Service	Public Safety	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. [DPR] [DPR] [E] [I] [R]	In Progress	This goal is currently in progress. Current efforts include, establishing the necessary organizational framework, identifying performance metrics and success indicators, as well, identifying and consulting with departmental leadership and personnel to support, track and monitor the implementation of city-wide talent acquisition racial efforts goals and efforts.	6/30/2024	Economic, Workforce, & Community Development
11	Civil Service	Public Safety	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] [E] [I] [R]	In Progress	This goal is currently in progress. Current efforts include, establishing the necessary organizational framework, identifying performance metrics and success indicators, as well, identifying and consulting with departmental leadership and personnel to support, track and monitor the implementation of city-wide talent acquisition racial efforts goals and efforts.	6/30/2024	Economic, Workforce, & Community Development
12	Civil Service	Public Safety	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. [S] [All Depts] [E] [I] [R]	In Progress	This goal is currently in progress. Current efforts include, establishing the necessary organizational framework, identifying performance metrics and success indicators, as well, identifying and consulting with departmental leadership and personnel to support, track and monitor the implementation of city-wide talent acquisition racial efforts goals and efforts.	6/30/2024	Economic, Workforce, & Community Development
13	Code Compliance	Quality of Life/Arts & Culture	Recommended Boarding Home ordinance improvements (related to live-in December, repeat violations, etc.) to City Council by May 2023. [V] [I] [R] [I]	Completed	Provides a penalty of a Class B misdemeanor for operating a boarding home without a license. And a fine not to exceed \$2,000 and/or up to 180 days in jail. Adopted a 1,000 ft rule that prohibits new boarding homes from being within 1,000 ft of one another; this would not apply to current licensed boarding homes that continuously maintain licensing. A separate license is required for each boarding home facility that a person operates. Requires size for minimum for refrigerators and kitchen sinks, require a stove and microwave. Require operator to post information concerning tenants' rights and responsibilities. Include verbiage that states retaliation against residents is prohibited.	7/27/2023	Economic, Workforce, & Community Development/Housing
14	Communications, Outreach, & Marketing Services	Workforce, Education & Equity	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). [S] [E] [R]	In Progress	CDM Outreach has collaborated with stakeholders to engage the public in the process to apply for Boards and Commissions roles. 5 events have been conducted so far and the additional 7 are in process.	12/31/2023	Economic, Workforce, & Community Development
15	Communications, Outreach, & Marketing Services	Workforce, Education & Equity	Increase number of outreach deliverables supporting M/WBE vendor recruitment by December 2023 (baseline set this FY2022-23). [E]	In Progress	CDM has continued to support M/WBE vendor recruitment in several languages in hopes of attracting more vendors Language Access requests: 2022 – 18 completed requests 2023 – 7 completed requests	Ongoing	Economic, Workforce, & Community Development
16	Communications, Outreach, & Marketing Services	Workforce, Education & Equity	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). [E] [R]	In Progress	CDM continues to support our outreach requests (openings for promotion and education for historically disadvantaged communities and women). Language Access requests: 2022 – 18 completed requests 2023 – 7 completed requests	Ongoing	Economic, Workforce, & Community Development
17	Convention & Event Services	Economic Development	Permit mobile food vending areas in 3 equity priority areas with goal of adding a 2 per year (Per Council Approval). [V] [E] [I] [R]	Completed	CEI completed two pilot projects for permitting mobile food vending areas successfully. Staff expects to fully implement by the end of FY2024	FY2024	Economic, Workforce, & Community Development
18	Court & Detention Services	Public Safety	Increase community engagement meetings to provide education resources to historically disadvantaged communities about illegal dumping from 5 to 10 by September 2023. [E] [I] [R]	Completed	on target to meet the 10 community engagement meetings. As of September 5, 2023, at total of 10 community meetings have been attended.	Completed	Environmental Justice
19	Court & Detention Services	Public Safety	Increase percentage of residents from historically disadvantaged communities agreeing to a referred service to 20% respectively by December 2023 (baseline to be established EOY 2023). [E] [I] [R]	In Progress	We are trending to be near the target of 20% of African American individuals from historically disadvantaged communities accepting services in the sobering center. As of 9/29/2023 the percentage is 18%.	Dec-23	Public Safety and Wellness
20	Dallas Police Department	Public Safety	Increase the number of students from P-TECH high schools who are hired by DPD from 3 to 9 by December 2023. [E] [I] [R]	In Progress			Economic, Workforce, & Community Development
21	Dallas Water Utilities	Transportation & Infrastructure	In collaboration with the Office of Arts and Culture, construct the Memorial to 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. [S] [I] [R] [V] [E] [I] [R]	In Progress	Onsite remediation (to include lighting, landscaping, pathway construction, tunnel remediation and lighting) to begin post artwork installation.	23 Dec	Economic, Workforce, & Community Development
22	Dallas Water Utilities	Transportation & Infrastructure	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. [S] [I] [R] [V] [E] [I] [R]	In Progress	Watershed Gates Project is in the artist selection phase. Project end date unknown until scope of work and timeframe provided by selected artist.	24 Dec	Economic, Workforce, & Community Development
23	Dallas Water Utilities	Transportation & Infrastructure	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. [E] [I] [R]	Near Completion	830 of 952 sites total have been investigated for lead and copper. 31 of 93 identified private schools have been provided outreach and investigated. The remaining two private schools are not served by DWU.	23 Dec	Environmental Justice
24	Data Analytics & Business Intelligence	Government Performance & Financial Management	In partnership with O&E, support the tracking of Department's REP progress measures by 2023. [S] [I] [R] [V] [E] [I] [R]	Completed			Infrastructure
25	Data Analytics & Business Intelligence	Government Performance & Financial Management	By January 2023, in partnership with O&E, complete and publish an equity story map of the history of residential racism in Dallas taking the critical steps towards acknowledging systemic racism in Dallas. [S] [I] [R] [V] [E] [I] [R]	Completed			Infrastructure
26	Data Analytics & Business Intelligence	Government Performance & Financial Management	Increase the number of staff trained on data disaggregation from ~10 to 20 by December 2023. [S] [I] [R] [V] [E] [I] [R]	Planning			Infrastructure
27	Development Services	Economic Development	Track and increase trainings on the permitting process with historically disadvantaged contractors, developers, residents from 0 to 25% by December 2023. [S] [E] [I] [R] [S]	In Progress	DEV has hosted 35 lunch and learn and permitting trainings for FY 22-23. We are partnering with several minority organizations to provide specific training for their members.		Economic, Workforce, & Community Development

28	Economic Development	Economic Development	Increase amount of incentive dollars on number of incentivized projects that assist non-residential projects in equity priority areas. The goal metrics will be determined once baseline data is established by September 2023. [S] [E] 1, 3	Completed	Based on the evaluation of past incentivized projects in the equity priority areas, OED has established the baseline of \$ 11.9M in approved incentives to non-residential projects in equity priority areas. With the new incentive tools, OED has a goal of \$15 M in approved incentives to non-residential projects in equity priority areas in FY24. OED may further refine the baseline data and goal metric in the upcoming year based on additional data from the new incentive programs.	Economic, Workforce, & Community Development
29	Economic Development	Economic Development	Increase the number of jobs created or retained through incentive agreements that require a minimum wage indexed to the MFT Living Wage Calculator figures from 1293 to 1500 jobs in historically disadvantaged communities by October 2023. [S] [E] 1, 4, 6, 7	In Progress	This goal should read as: "increase the three-year rolling average of number of jobs created or retained through incentive agreements that require a minimum wage indexed to the MFT Living Wage Calculator figures from 1293 to 1500 jobs".	Economic, Workforce, & Community Development
30	Equipment & Fleet Management	Transportation & Infrastructure	Seek female diversity by increasing inclusive pool of candidates for technicians hired by the Equipment and Fleet Department by 5% annually through December 2023 by enhancing the recruitment on the hiremate job program.	In Progress	EFM attends several career fairs each year and plans on increasing our targeted recruitment of female candidates to reach our goal by December 2023.	12/30/2023 Economic, Workforce, & Community Development
31	Housing & Neighborhood Revitalization	Economic Development: Housing & Homeless Solutions	Develop a strategy for identifying neighborhoods most at risk of gentrification and displacement by December 2023. [E] 25-31	Near Completion	The Market Value Analysis that will be finalized by end of year included a displacement risk ratio that shows the census block groups most at risk of displacement. Once the update is public, this goal will be completed.	Dec-25, Housing
32	Information & Technology Services	Government Performance & Financial Management	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. [S] [E] 18, CDO [E] 2, 39	In Progress	Contract was approved by Council on 6/29/2023.	12/31/2024 Economic, Workforce, & Community Development
33	Information & Technology Services	Government Performance & Financial Management	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. [S] [E] 39	Near Completion	Project is 80% complete. Site launched during FY23 include Green Dallas, Housing & Neighborhood Revitalization, City Manager's Top 25 goals and Dallas Secure. Please note Chapter 13(e) of the Dallas City Code.	3/31/2024 Infrastructure
34	Mayor & City Council	Government Performance & Financial Management	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. [V] [E] 38	Completed	SEC. 13. APPOINTMENT AND TENURE OF COMMISSIONS AND BOARDS: (d) It is the policy of the city to include persons of all races and ethnicity in the affairs of city government. Accordingly, the city council shall, as nearly as may be practicable, cause the membership of commissions and boards to reflect the racial and ethnic makeup of the city's population. (Amend. of 4-3-76, Prop. No. 2; Amend. of 8-12-89, Prop. No. 1; Amend. of 1-18-05, Prop. No. 7; Amend. of 11-14-14, Prop. No. 9)	Economic, Workforce, & Community Development
35	Mayor & City Council	Government Performance & Financial Management	Increase the number of cross-city Council events focused on an equity indicator from 0 to 14 by December 2023. [E] 39	Near Completion	Cross-city focused events have seen an increase; however we have yet to attain our target goal of 14 events. Unfortunately, the funding allocated for these events has been removed from the FY 2024 budget.	Economic, Workforce, & Community Development
36	Mayor & City Council	Government Performance & Financial Management	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. [E] 38	Near Completion	We bolstered our relationships and allocated funding to collaborate with two social justice-oriented organizations. Additionally, we initiated connections through the biiding process with three other social justice-oriented organizations, with the aim of offering training sessions during Council Retreats.	Economic, Workforce, & Community Development
37	Office of Arts & Culture	Workforce, Education & Equity	In collaboration with Dallas Water Utilities, construct the Memorial for Victims of Racial Violence public art project at Marty's Park contributing a total of \$812,000 for this public art project by December 2023. [S] [E] 10, [E] 18	In Progress	Installation of the Public Art Piece Shadowlines by the artistic duo Re-Ste began installation on 9/18/23.	Estimated completion date is 12/31/23 Economic, Workforce, & Community Development
38	Office of Arts & Culture	Workforce, Education & Equity	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. [S] [E] 37	Completed	At the close of FY 23, the OAC allocated \$2,000,000 in funding to ALAANA artists for cultural programming, celebrating the many international cultures that make City of Dallas thrive.	9/30/2023 Economic, Workforce, & Community Development
39	Office of Community Care	Workforce, Education & Equity	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. [E] 9	In Progress	In FY 23 the Dallas FEC officially launched on February 17th. Since the launch date, the Dallas FEC served 92 residents from the following zip codes 75203, 75210, 75211, 75212, 75216, 75217, 75227, 75237, 75241, 75233.	Economic, Workforce, & Community Development
40	Office of Community Care	Workforce, Education & Equity	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. [E] 39	Completed	Vital Statistics maintained a 70% full-time bilingual staff ratio.	Economic, Workforce, & Community Development
41	Office of Community Care	Workforce, Education & Equity	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. [E] 10, 18	Completed	OCC was able to meet and exceed the projected number of single female-headed households served in south and west Dallas with nutritional meal packages.	Economic, Workforce, & Community Development
42	Office of Emergency Management	Public Safety	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. [V] [E] 31, CDO [E] 31	Completed	Texas State Property Code Statutes prohibited any potential changes to policies or codes- unable to complete measure.	N/A Public Safety and Wellness
43	Office of Emergency Management	Public Safety	Translate 300% of our digital emergency preparedness outreach materials into the five most commonly spoken languages in the City of Dallas by December 2023. [S] [E] 38	Completed	All digital material has been translated.	Completed 06/15/2023 Economic, Workforce, & Community Development
44	Office of Equity & Inclusion	Workforce, Education & Equity	Increase the number of immigrant leaders on WCA Taskforce from 25% to 40% by December 2023. [E] 38	In Progress	OE is actively increasing immigrant representation in the Welcoming Taskforce engaging over 1,284 individuals through community initiatives. Through this engagement OE recruits immigrant residents through outreach events in neighborhoods like Vickery Meadow and Bachman Lake, while also installing the Community Ambassadors program to connect residents with essential city services. Using data, OE is targeting areas with high immigrant populations, and as of October 2023 is working with the Office of Procurement to finalize the Community Ambassador RFP. Currently 32% of the Welcoming Taskforce identify as immigrants.	Economic, Workforce, & Community Development
45	Office of Equity & Inclusion	Workforce, Education & Equity	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. [E] 38	Completed	As of October 2023, Administrative Directive 3-37 outlines the City's protocols on operationalizing official interpretation and translation services that should be completed by a certified third party translator or interpreter. Employees that participate in the Language Skill Assignment Pay are utilized for listening and speaking skills for customer service interactions. In our continuous effort advance language inclusion, the City has identified the opportunity to recommend an Language Access Resolution that would direct all departments to create custom language access implementation plans and identify sustainable sources of funding.	Completed Economic, Workforce, & Community Development
46	Office of Equity & Inclusion	Workforce, Education & Equity	Annually, increase the percent of progress reporting on REP implementation across departments to WEE Committee and the Equity Inequality Symposium. [E] 39	In Progress	OE presented a briefing on March 7, 2023 to the WEE Committee, additionally a Memo on a Local Business Case for Racial Equity was shared in June 2023 and a Memo was shared with the Environmental Commission relating to Equity and Environmental Justice. The REP has also been highlighted at various local and National Meetings including the North Texas Commission Roundtable Event, Texas Department of Transportation and the ICMA: Equity Summit.	Ongoing Economic, Workforce, & Community Development
47	Office of Government Affairs	Government Performance & Financial Management	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. [E] 39	Completed		Economic, Workforce, & Community Development
48	Office of Government Affairs	Government Performance & Financial Management	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 EOV 2022. [A] [E] 38	Completed		Economic, Workforce, & Community Development
49	Office of Homeless Solutions	Housing & Homeless Solutions	In partnership with OGA and OEI, recommend a source of income discrimination legislation by December 2023. [O] [E] 19	Completed	OHS, OGA, and OEI collectively developed legislative language during the last legislative session.	Economic, Workforce, & Community Development
50	Office of Risk Management	Government Performance & Financial Management	Increase the number of trainings offered in Spanish from 14 to 18 by December 2023 and from 18 to 36 by December 2023 (if new position is approved). [E] 39	Completed		Economic, Workforce, & Community Development
51	Park & Recreation	Quality of Life, Arts & Culture	Recommend amendments to governing policy and REP guidelines to allow for the permittee of mobile food units to include pupcharts and Palateros on park property by Fall 2023. [V] [E] 1	In Progress	A pilot program was developed to explore the feasibility and best method to implement this OPM. The Park and Recreation Board's Administration and Finance Committee was briefed on the program 1/12/23 and was supportive of moving forward with the pilot program which was launched Summer of 2023. Due to low engagement from vendors, PRD is making adjustments to the pilot program which will continue through the end of 2023 and will report on its effectiveness and any policy recommendations by April 2024.	Apr-24 Economic, Workforce, & Community Development
52	Planning & Urban Design	Economic Development: Housing & Homeless Solutions	Work with Mayor and City Council (MCC) to develop training programs for new and existing Commissioners, 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 FY23-24. [E] 38	In Progress	New Commissioners were recently appointed to the CPC and a change in membership was official at the end of September. Committee members were also updated. Staff met with MCC staff over the summer to strategize new training concepts and opportunities. PUD staff is currently finalizing dates for a CPC training in late November.	Economic, Workforce, & Community Development
53	Planning & Urban Design	Economic Development: Housing & Homeless Solutions	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 FY23-23. [MCC] [E] 38	In Progress	PUD staff met with MCC staff over the summer to discuss training options for community members. Engagement staff, originally coordinating on this issue, has been shifted out of our department, and this goal will need to be revisited moving forward.	Economic, Workforce, & Community Development
54	Planning & Urban Design	Economic Development: Housing & Homeless Solutions	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 FY23-23. [V] [MCC] [E] 38	In Progress	PUD staff is involved in providing recommended changes to the Charter Review Committee. Recommended changes are specifically targeted toward this goal.	Economic, Workforce, & Community Development
55	Planning & Urban Design	Economic Development: Housing & Homeless Solutions	Make land use recommendations to HOU, ECO and City Council, as needed, to increase the development of historically disadvantaged communities, with high residential vacancies, at the end of the ForwardDallas Policy development process (estimated June 2023). [V] [HOU, ECO] [E] 31	In Progress	ForwardDallas is moving through the approval process. It is currently under review with the Comprehensive Land Use Plan Committee, appointed by the CPC Chair. The draft plan incorporates these recommendations and PUD staff has been regularly with other departments and City Council to provide updates on progress.	Housing
56	Planning & Urban Design	Economic Development: Housing & Homeless Solutions	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 process (estimated July 2023). [E] 23	In Progress	ForwardDallas is moving through the approval process. It is currently under review with the Comprehensive Land Use Plan Committee, appointed by the CPC Chair. The draft plan incorporates these recommendations and is on target to meet this goal.	Housing
57	Procurement Services	Government Performance & Financial Management	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). [E] 2, 12	Completed	Completed through multiple procurements such as KBHCCD Project Manager/Owner's Rep, Grounds Maintenance, and other projects.	9/13/2023 Economic, Workforce, & Community Development

			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 projects is outlined on the Street Treatment Selection Manual found on the Pavement Management website.) (E 32)	Completed	In FY23, the paving model results had 23.4% of lane miles come from equity priority areas.	Infrastructure
58	Public Works	Transportation & Infrastructure				
59	Public Works	Transportation & Infrastructure	Reconstruct or provide maintenance in equity priority areas in FY 2023, increasing from 70 lane miles to 333 lane miles. (E 25, 30)	Completed	In FY23, Public Works reconstructed or treated 243.1 lane miles in equity priority areas.	Infrastructure
60	Sanitation	Quality of Life, Arts & Culture	Make a recommendation to City Council to develop a Dallas Rate Assistance Program to support income-eligible households with utility fees. (E 19, 30)	In Progress	SAN is currently researching programs that provide assistance to resident to pay sanitation fees. Once such program has been identified, SAN expects to either make recommendation to council.	Q1 2024 Economic, Workforce, & Community Development
61	Small Business Center	Workforce, Education & Equity	Annually track how many MWBE subcontractors transition to become Primes in the City of Dallas on an annual basis. (E 2, 7)	In Progress	The SBC has implemented the B2B Connect to connect M/WBE companies with City Department staff to support this initiative. The Mentor Protégé Program is being established to decrease barriers and grow the capacity of M/WBEs, which will help M/WBEs gain knowledge from larger companies to become Prime Contractors. The Dallas Accelerator Program will provide educational resources through educational entrepreneurship and chamber of commerce business programs to help M/WBEs learn the skills and best practices to help them become Prime Contractor.	Q1 2024 Economic, Workforce, & Community Development
62	Transportation	Transportation & Infrastructure	In partnership with Office of Integrated Public Safety Solutions, implement 30 new street lighting projects in equity priority areas by May 2023 (from 0 to 30). (E 1 (press) E 47)	Near Completion	Sixty-six street light projects have been completed or are underway in equity priority areas during Q1-Q2-Q3 of FY23.	Public Safety and Wellness
63	Transportation	Transportation & Infrastructure	Increase implementation of traffic calming projects as noted in the Vision Zero Action Plan in equity priority areas from 7 to 30 by May 2023. (E 1 (press) E 39, 45)	Near Completion	Eight traffic calming projects have been completed in Q1-Q2-Q3 of FY23.	Public Safety and Wellness



City of Dallas

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

Agenda Information Sheet

File #: 23-2564

Item #: E.

(Internal): Upcoming Agenda Item October 25, 2023, Approval to Accept Financial Empowerment Cities Grant

[Jessica Galleshaw, Director, Office of Community Care]

Memorandum



CITY OF DALLAS

DATE October 3, 2023

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

SUBJECT **Authorize Cities for Financial Empowerment Fund, Financial Empowerment-Cities Grant**

On October 25, 2023, the following Office of Community Care item will be considered by City Council:

File ID: 23-2605: Authorize **(1)** the acceptance of the Financial Empowerment Cities (FE Cities) grant from the Cities for Financial Empowerment Fund (CFE), in the amount of \$170,000.00 for the period of July 1, 2023 through August 31, 2025; and **(2)** execution of the grant agreement and all terms, conditions and documents required by the agreement, approved as to form by the City Attorney - Not to exceed \$170,000.00 - Financing: CFE FE Cities grant funds.

Background

The City of Dallas is one of five cities that has been selected to participate in the Cities for Financial Empowerment Fund's (CFE's) Financial Empowerment Cities cohort. Through the Office of Community Care (OCC), the City's participation in this cohort will enable access to funding, learning communities, national experts and technical assistance to draw upon in enhancing the City's Financial Empowerment work through dedicated staff within the Office of Community Care. OCC was informed by CFE of selection into the cohort on June 15, 2023. OCC worked with CFE to align the project and strategies with the City's adopted budget, thus delaying grant acceptance to October. Funding can also support temporary staff to complete tasks related to Financial Empowerment work. The goals of our FE Cities participation are outlined below.

Targeted Goals:

- Conduct a community financial empowerment ecosystem landscape analysis
- Engage and build relationships with relevant internal and external stakeholders
- Develop private and public resources to support ongoing financial empowerment efforts
- Engage in FE-Cities and CFE Coalition learning communities
- Launch new financial empowerment programs
- Measure and analyze programmatic data and research for policy change

Leveraging municipal engagement to improve resident's household financial stability by integrating and prioritizing financial empowerment strategies and programs firmly within the OCC will enhance the City's efforts in achieving equitable outcomes for all residents. Financial empowerment efforts have been utilized by municipalities across the country to

DATE October 3, 2023

SUBJECT **Authorize Cities for Financial Empowerment Fund, Financial Empowerment-Cities Grant**

address childhood poverty, safe and affordable banking access, consumer financial protections, asset building for individuals and households, economic justice efforts, emergency services, increase community and stakeholder engagement, re-entry services and more. Residents in various communities across Dallas increasingly experience delinquent debt (62%), low median credit scores of 595 and significantly lower net-worth than national averages. High levels of financial stress manifest through physical symptoms like sleep loss, anxiety, headaches/migraines, high blood pressure and depression; making financial health and resilience an imperative to address this social determinant of health. Supporting and formalizing a Financial Empowerment division is a key next step in continuing the work the City has engaged in over many years.

Prior grant awards funded by Cities for Financial Empowerment Fund (CFE Fund) have assisted the City in developing financial empowerment programs like the Dallas Financial Empowerment Center which provides free financial counseling as a public service, the Financial Navigators program and the creation of a Consumer Financial Protection Strategic Plan being administered by the Office of Community Care (OCC). The CFE Funds mission is to leverage municipal engagement to improve the financial stability of low and moderate-income households by embedding financial empowerment strategies into local government infrastructure.

Alignment

Financial Empowerment is aligned with the City's overarching goals related to racial equity, resilience and addressing systemic drivers of poverty.

In 2018 the Resilient Dallas Strategy was adopted aligning seven goals designed to create a thriving city with the capacity to adapt to changes and stressors. This strategic blueprint marked the inception of the City's dedication to furthering equity, combating enduring poverty, and fostering thriving communities. Within the framework of the resilient Dallas Strategy, Goal three articulates the City's aspirations to "Enhance economic mobility for vulnerable and marginalized residents of Dallas"

Additionally, in 2018 the Mayors Task Force on Poverty identified nine Drivers of Poverty through the Economic Opportunity Assessment as essential guides to help create sustainable long-term City programs specifically designed to address the Drivers of Poverty.

Furthermore, the Covid-19 pandemic exasperated financial challenges experienced by members of our community. Additionally, the surge in prices for essential goods and services such as food, rent, energy, and medical care in the wake of the pandemic has been demonstrated to disproportionately impact low-income households.

In 2022 the Racial Equity Plan was approved with outlining precise objectives, including the first goal, so-named, Big Audacious Goal #1 Economic, Workforce & Community Development: "Become the most **economically inclusive city by eliminating the**

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SUBJECT **Authorize Cities for Financial Empowerment Fund, Financial Empowerment-Cities Grant**

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

Additionally, the following grants have also been received to advance the City’s work in financial empowerment:

- National League of Cities- Advancing Economic Upward Mobility to increase the redemption of benefits and financial empowerment programs
- National League of Cities- Cities Address Fines and Fees (CAFFE), utilizes financial empowerment programming to reduce the financial burden and achieve equitable ability to pay processes

Leveraging this opportunity will enable the OCC to strengthen the City’s household financial empowerment efforts by conducting a thorough analysis of the financial empowerment landscape in the community, build a base of evidence of the impact of financial empowerment in our community, build relationships with key stakeholders and potential partners to identify programmatic and policy priorities. In doing so, contributing to the City’s efforts in becoming the most economically inclusive city and proactively promoting economic upward mobility for residents through collaborative efforts in streamlining and promoting financial empowerment programs and policies.

Increasing economic upward mobility and household financial stability continues to be a clear priority for the City and it’s residents. As a result of post pandemic financial recovery efforts lessening, the need for financial empowerment efforts will grow.

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

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

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

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